# Current situation on Standards for Knowledge Management

Australian Society for Knowledge Management

[BSR/AIIM XX-201Y

**Standard for Information and Image Management**

**Standard Recommended Practice**
**Knowledge Management in**
**Organizations**

Association for Information and Image Management International

www.AuSKM.org

**Abstract:**
[Brief abstract including some of the scope of the document.]

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President AuSKM
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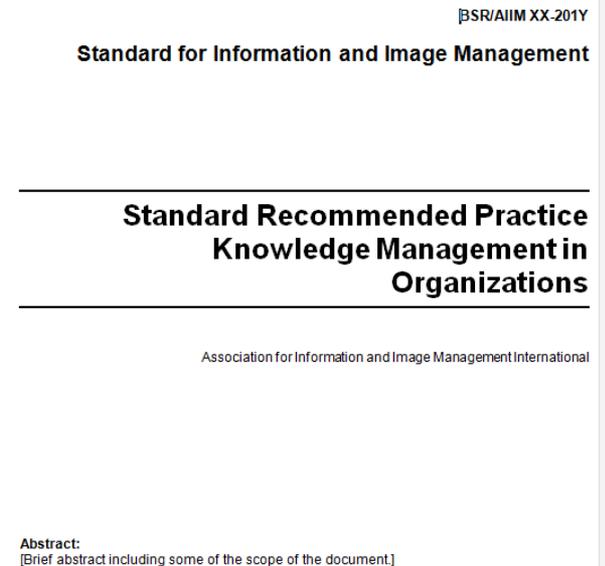
# Your Presenter

- **David Williams** has a background is in project management in the Australian construction industry on large construction projects such as power stations and submarine shipyards, stadium and Australia's New Parliament House. He joined the Department of Defence in 1989 on submarine projects before working across Defence in the management fields of human resources, information, knowledge, quality, risk and enterprise architecture.

- David works as a management consultant for Lange Consulting & Software in procurement and the management of intellectual capital.

- He is the President of the Australian Society for Knowledge Management (AuSKM), member of KM Global Network, is on the Board of the Institute for Information Management (IIM) and on the Board of Education for the Australasian College of Podiatric Surgeons.

- David lectures at the University of Canberra on Knowledge and Information Management Systems and Project Management.

- David is a PhD candidate at the University of Canberra on the topic of Social Capital

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# Objective

- Provide the background and update on the progress toward the KM standards

- Flag the models and approaches being considered

# State of the Discipline

- KM is still at an early stage of maturity
- Practices vary across the discipline
- Terms and definitions vary
- Evidence of maturity is scattered because of the essential core and the transdisciplinary nature of the field
- Evolution of the field is not typical - practice is in place, design is less developed and the science aspect is little known to practitioners and highly scattered
- People still confuse KM with IM and ICT

# Audience

- People who are motivated but don't know a lot about KM
- Assessors
- Consultants
- CKOs, CIOs and CFOs (all executives and managers)
- Enterprise architects
- change agents and managers
- Organizational behaviourists
- Business Analysts
- Educators
- HR managers
- Talent Managers

# Why KM Standards haven't worked

- Not designed for application – more an academic exercise which is very hard to translate
- One size can't fit all scenarios
- Far too theoretical and academic for real world practitioners to work with – should not need to be translated into business language
- Not inclusive of the whole discipline and not sufficiently flexible to integrate new areas of focus
- They have addressed only one dimension – organizations - whereas three dimensions are needed  - people, organizations and education
- All of the standards look like articles from encyclopedias and no one reads the encyclopedias!

# Why KM Standards haven't worked?

- There was not sufficient experience working in the field with all kinds and sizes of organizations, in all sectors of the economy – no critical mas
- There was NO connection to intellectual capital at the time – no mention of these issues – and no connection to people
- Any academic programs were one-course or in their infancy struggling to survive in different academic departments – definitely not enough experience to work with
- Each standard reflect the perspectives of those who contributed to it – there was no formal acceptance process within the larger discipline
- We didn't realize the field was still evolving…..

# Challenge for KM Standards

- Only a handful of people have formal credentials in KM – these are the individuals who are graduating with a degree that says…. "Masters in KM"

- All of the rest of us have degrees in closely related fields and all of the rest of us have decades of varied and specialized experience – lot of grandfathering pathways will be needed

- Not everyone is going to get a degree or a certificate in KM but they should still be able to self-study or provide their competencies through credentialing and certification processes – need to have multiple pathways to certification

# Challenge of Standards for KM

- Different than other typical standards – we're not telling someone or an organization "how to do this" – but rather we're trying to say – if you want to say that you're a Knowledge Organization, that means that you're doing A, B, C….

- We don't want to tell you "how to do" A, B, C but we will give you guidance in terms of what it means to do that, what kinds of competencies you need to do it, and where/how you can learn those competencies

- And guidance is provided in terms of more than words – there are certification and credentialing processes that help individuals, organizations and education programs to learn and achieve

# Attributes of a good KM Standard

- Reflects experience and advice in good practice from a range of subject matter experts
- Provides a common understanding of terms and practices
- Offers a scalable and flexible framework for designing, planning, implementing and assessing knowledge interventions
- Is easy to read and navigate
- Is logical
- Is relevant
- Is not industry specific
- Is not driven by technology

# Australian Standard AS 5037 - 2005

- Present good coverage of the discipline, but each element is treated in one or two pages
- No context against which to interpret
- Does this pertain to organizations?  To individuals?  To Academic Institutions?
- This standard was an input to the ten facets, but it was frankly at the same time too broad and too shallow to work with
- Required a broader context and then build out each of those into competencies, capabilities and courses

Currently being re-engineered – led by Arthur Shelley

# British Standards – 2001

- Textbook like - comprised of five components, 119 pages in length
    - Why organizations should care about KM
    - How organizations should approach KM
    - Benefits anticipated from investing in KM
    - Moving towards a deeper understanding of KM
    - Self-assessment tools

- Was appropriate for the state of the discipline at that time but does not meet our needs today

- Currently being re-engineered – led by Nick Milton

# European Standard - 2004

- Multiple Volumes
- Identifies Core Activities, Enablers, Organizational Capabilities
- Extensive References to Resources
- Identifies Work Items and Deliverables – Organizational Culture, SME Implementation, Guidelines for Measuring KM, KM Terminology

- Again, a good textbook – but it does not strike me as something that I can pick up and really work with as a CKO

# Israeli Standard SI 25006
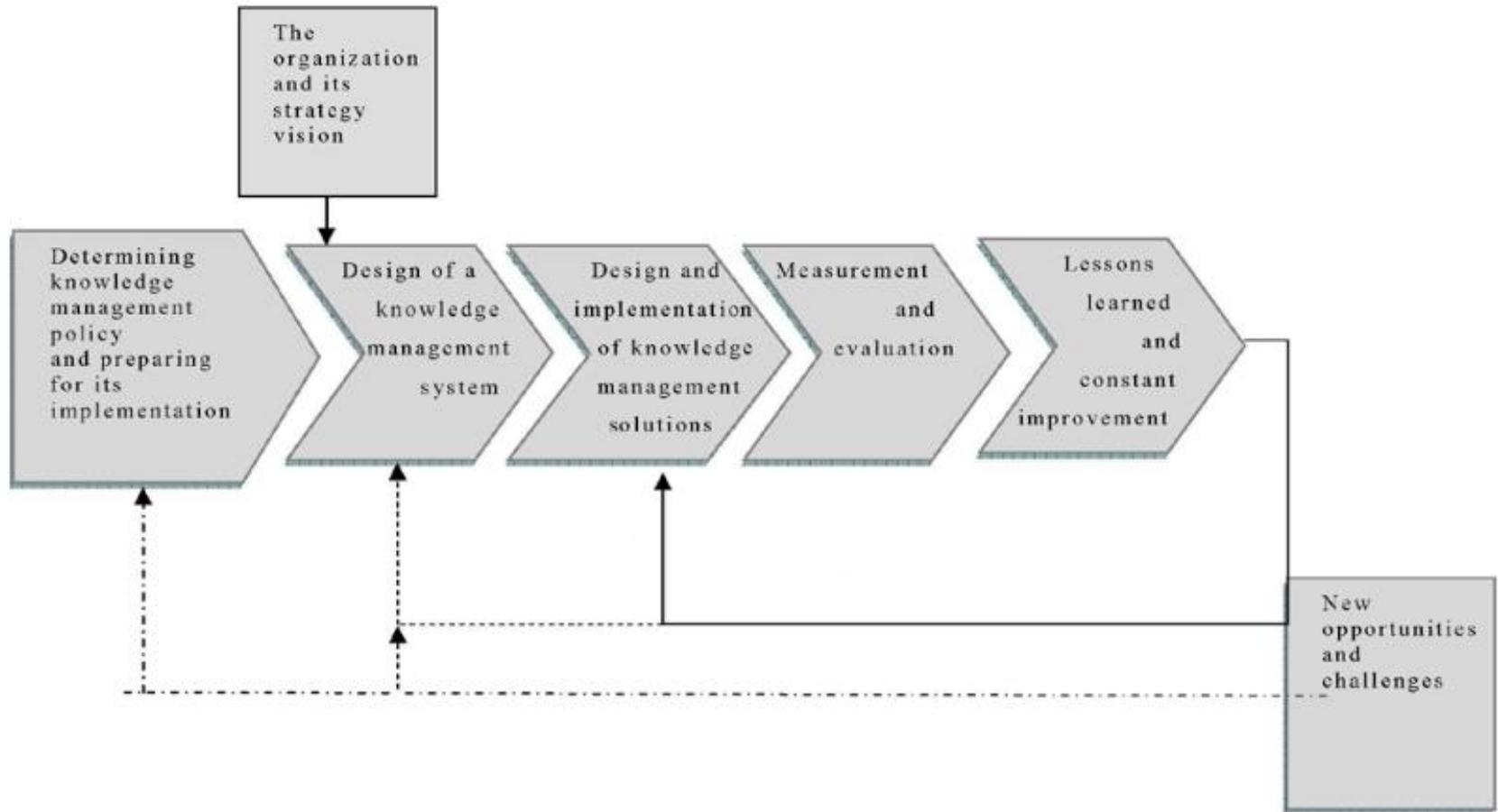


**Figure 1 - Process based approach model for Knowledge Management in an organization**

# US Standard

2014

- Kent State University and AIIM discuss possibility of an International Standard on KM
- AIIM called for expressions of interest to participate
- Established working groups and wikis for 3 standards

Currently being re-engineered – led by Denise Bedford

# Purpose

The task is to develop 3 international standards on the subject of knowledge management:

1. Organisational KM standard
2. KM competency for individuals
3. Standard for KM education

These standards are instruments that provide a shared understanding of the principles, terms and practices associated with managing intellectual capital

# Expected Deliverables

1. Standards and/or Guidelines for Certification for Knowledge Management Professionals – covering multiple levels, and allowing for specializations of practice;

2. Standards and/or Guidelines for Certification of Knowledge Organizations

3. Standards and/or Guidelines for Credentialing of Knowledge Management Education Programs.

4. Established certification and credentialing processes, and methods for maintaining credentialing and certification records.

# Committees

Coordinating Committee

Committee on Standards for Individuals

Committee on Standards for Organizations

Committee on Standards for Education and Training Programs
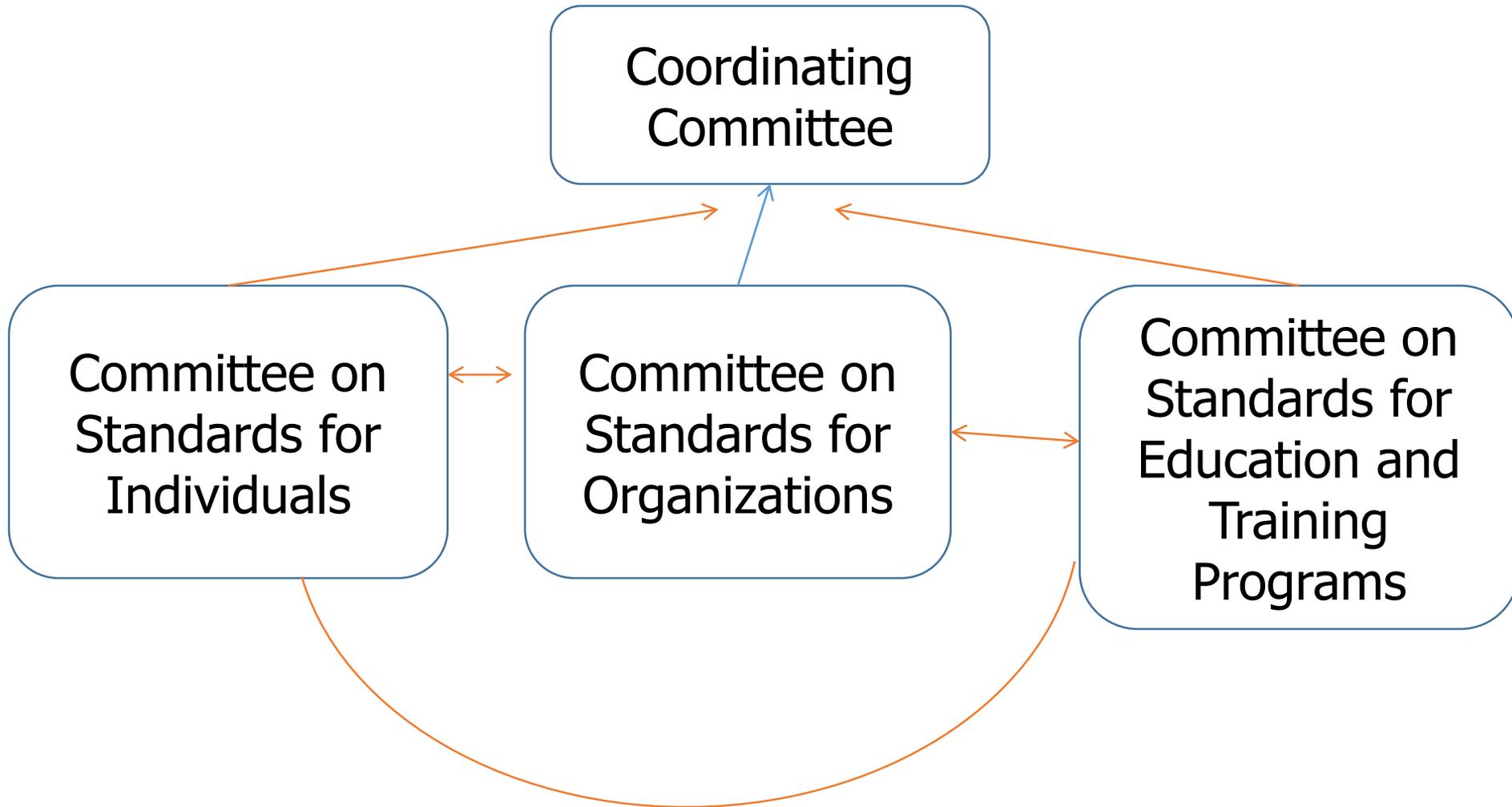
# Co-ord Committee

- coordinate the activities of the individual committees
- ensure that the committees provide proposals that are achievable and extensible, provide a path from current state to maturity.
- weave the proposals from the three subcommittees into a coherent umbrella standard.
- Smaller committee membership

# Charge to the Standards for Individuals Committee

- identify the range of competencies that individuals should possess depending on the area in which they expect to practice and the environments in which they expect to practice.
- provide a broad framework on competencies in all aspects of knowledge management, and to identify levels of maturity of competencies in each of those aspects.
- prepare a competency framework with which all current knowledge management practitioners can align.
- Coordinate with the other two committees and also ensure that the framework is appropriate for credentialing.

# Committee for Organizational Standards

- identify the range of capabilities that organizations should be able to demonstrate, given their knowledge management goals and objectives.

- provide a broad framework of organizational capabilities with which any knowledge-aspiring organization may align.

- coordinate its work with the other two committees and also ensure that the framework is appropriate for credentialing.

# Committee on Educational Standards

- identify the range of educational and learning opportunities that are required to support the competencies identified for individuals and organizations.

- Develop 4 critical programmatic elements:  (1) core and elective curriculum topics, depth of treatment and coverage, standardized curriculum design and development processes; (2) faculty credentials; (3) academic program design and support; and (4) research engagement and support.

- reflect the expectations of academic credentialing bodies.

# Ten Facets of Knowledge Management

1. Knowledge Leadership and Strategy
2. Intellectual Capital Management & Knowledge Economies
3. Communities and Collaboration
4. Organizational Culture and Communication
5. Knowledge Operations
6. Organizational Learning
7. Knowledge Technologies
8. Knowledge Asset Management
9. Knowledge Architecture
10. Knowledge Assessment and Evaluation

# KM Practices - DRAFT

This Standard prescribes that an knowledge-aspiring organization should be performing the following six (6) Knowledge Management Practices to be considered capable in managing its intellectual capital:

1. Develop and Embed a Strategy

2. Learn as an Organization

3. Apply Knowledge

4. Leverage Technology and Infrastructure

5. Shape a Knowledge Capability and Culture

6. Evaluate and Measure Performance

# KM Maturity Models

- [APQC Levels of Knowledge Management Maturity](#)
- [A quick 10 step KM Assessment](#) by David Skyrmes,
- [Siemens AG KMMM](#) 2000
- [TKCI KMmm](#) 2009
- [TCS 5iKM3 KM Maturity Model](#) 2005
- [European KM Forum KM Assessment Model](#) 2002
- InfoSys KM Maturity Model

# Where are we now?

- Some of the committees have already done a lot of work – but progress is intermittent
- There have been a couple of suggestions for designs for the Organizational Standard
  - Prism model that has a core component and different perspectives and angles looking into the core
  - Zachman-like framework which identifies roles and entities – each cell in the framework then references any and all models, theories, thought leaders, etc.
  - Facet model (taxonomic)
  - Capability model