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Joint ICTP-IAEA School on Nuclear Energy Management

15 July – 3 August, 2013

KM self assessment tool

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AUSTRIA

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TO MEMBER STATES

KM self assessment tool

**The Joint ICTP-IAEA Nuclear Energy Management School
in Trieste, 15 July -2 August 2013**

Zoltan PASZTORY/Tatiana Karseka
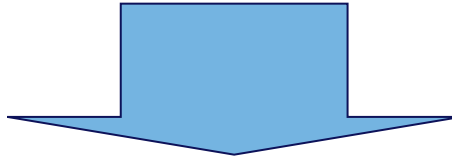Nuclear Knowledge Management Section

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Objectives

- To evaluate existing knowledge management practices
- Determine areas in need of improvement
- Provide feedback needed for improvement is adequate
- Ensure KM supports informed decision making (all levels)
- Ensure KM objectives aligned with strategy
- To communicate management goals or priorities
- To promote and motivate desired behaviour of employees (motivate knowledge sharing etc.)
- To stimulate learning and innovation

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What is NOT Objective

- To examine
- To judge

- Each Nuclear Organization is in different stage of implementing NKM methodology
- Each NO has own way based on the common understanding of NKM

Knowledge Management Review Criteria (Self Assessment)
Planning and Execution of Knowledge Management Assist Missions for Nuclear Organisations, IAEA TECDOC-1586
 Publication in 2008

KNOWLEDGE MANAGEMENT ASSESSMENT TOOL

Policy / Strategy

Human Recourse (HR) Planning and HR Processes

Methods, Procedures & Documentation Processes for Continual Improving KM

Technical (IT) Solutions

Approaches to Capture/Use Tacit Knowledge

KM Culture / Workforce Culture Supporting KM

Training and Human Performance Improvement

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KM Self-Assessment Metrics Scoring

Rating	Extent Currently	Extent Should Be
0	Not utilized at all	Not utilized at all
1	To a little extent	To a little extent
2	To some extent	To some extent
3	To a great extent	To a great extent
4	To a very great extent	To a very great extent

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Assessment Criteria/Questions

1	Does the organisation have a written policy for implementing its KM strategy?
2	Is this KM policy integrated into the management system?
3	Is the KM policy communicated to all staff in the organisation?
4	Are those responsible for formulating and implementing KM strategy in the organisation clearly identified?
5	Does the organisation's strategic focus support continuous learning to improve individual and organisational performance?
6	Is the organisation's KM policy aligned with continued emphasis on a strong safety culture?

NEM School Japan 2012. June

KNOWLEDGE MANAGEMENT ASSESSMENT TOOL

Policy / Strategy

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Methods, Procedures & Documentation Processes for Continual Improving KM
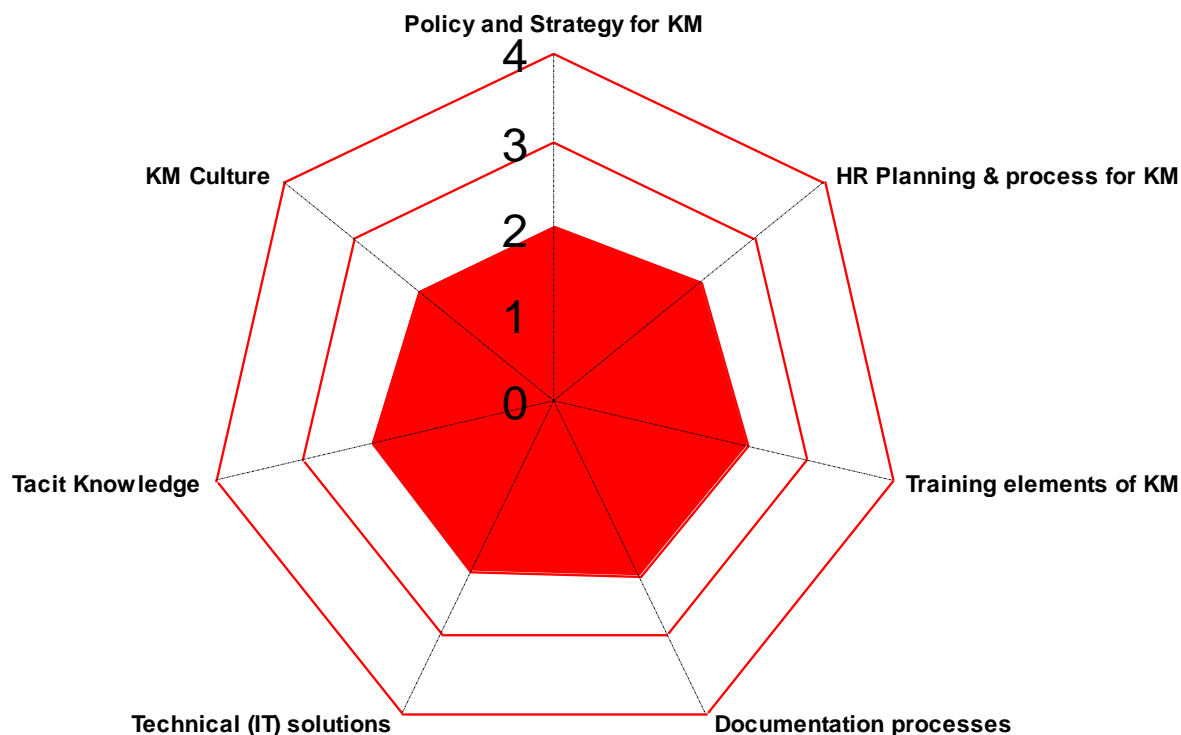
Technical (IT) Solutions
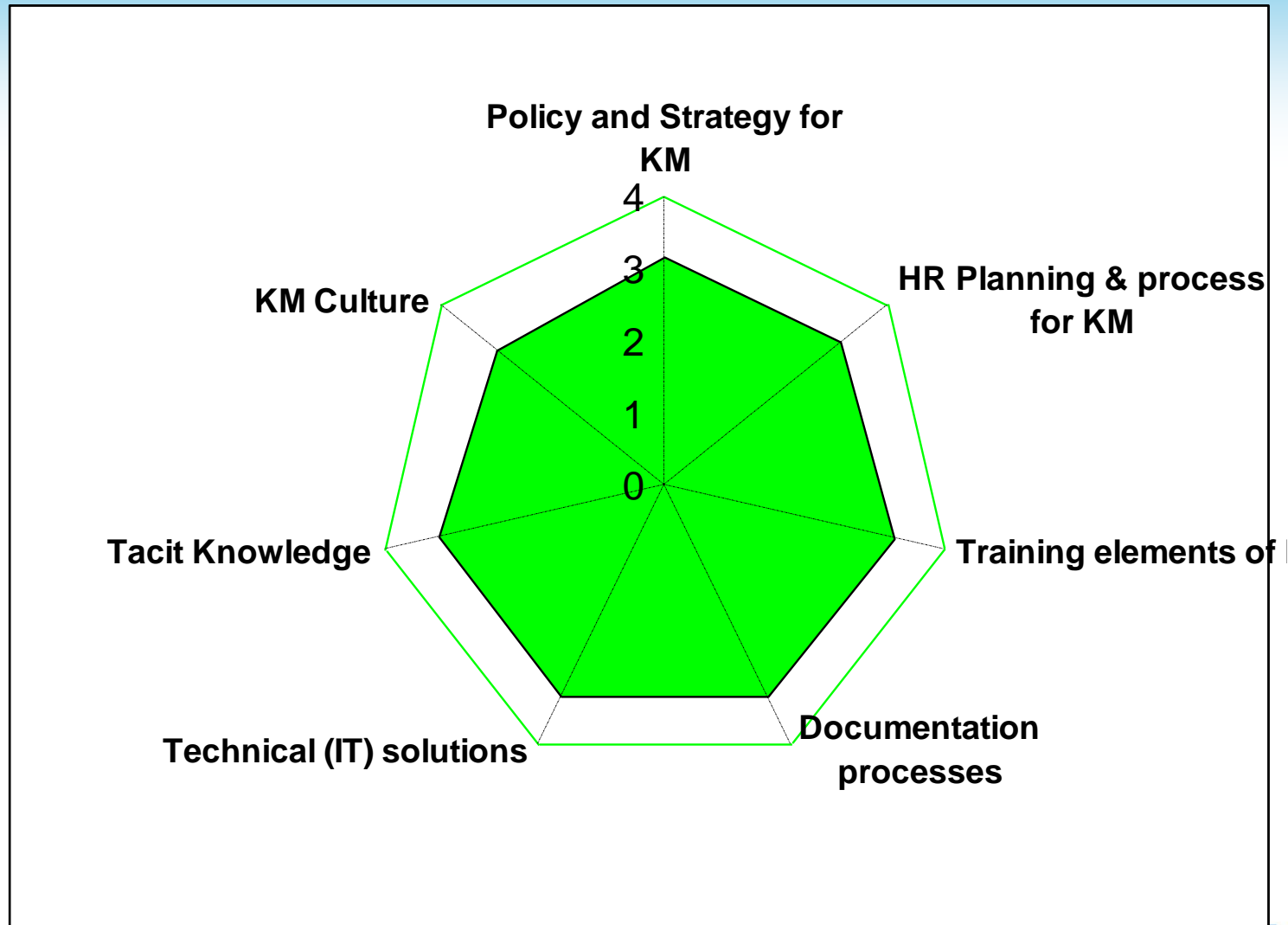
Approaches to Capture/Use Tacit Knowledge

KM Culture / Workforce Culture Supporting KM

Training and Human Performance Improvement

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KM Assessment Approach (Extent currently)

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KM Assessment Approach (Extend desired)

Assessment Criteria/Questions

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1. KM Policies and Strategies

➢ **Written policies for implementing KM strategy**

➢ **KM policy integrated into management system**

➢ **Communication strategy**

➢ **Identification of KM responsibilities**

➢ **Managers are personally involved in the KM program**

➢ **Organization's strategic focus supports a continuous learning environment**

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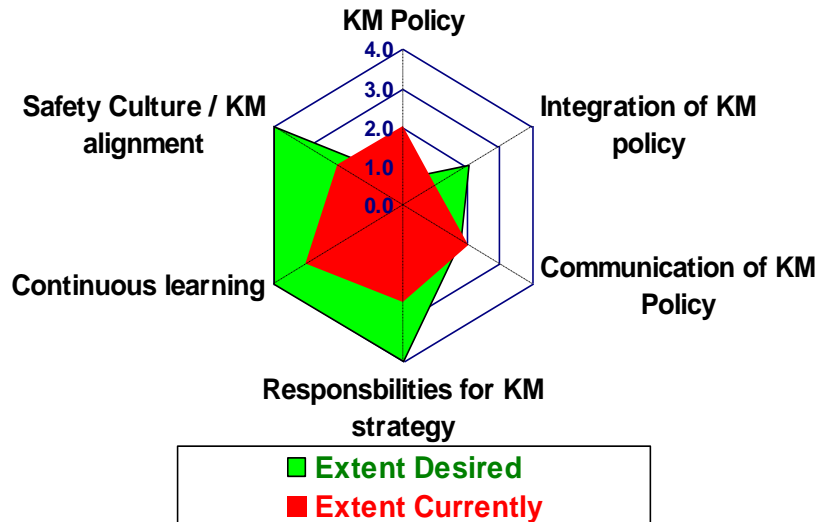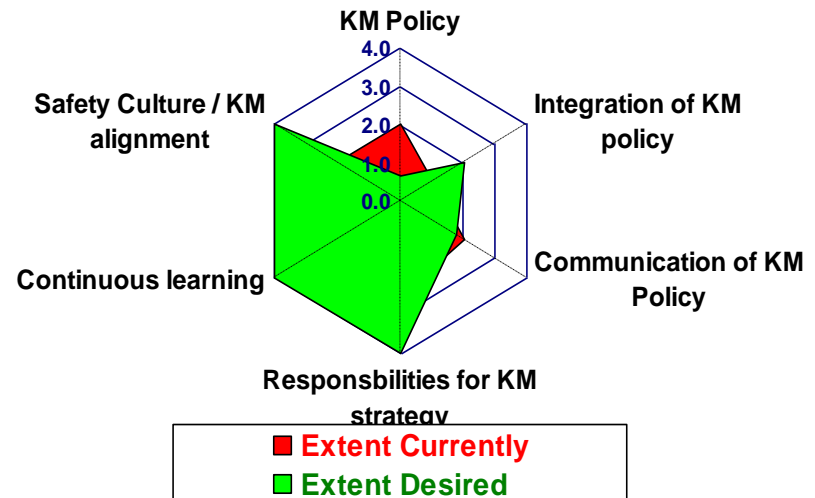
2. HR planning and HR processes

➢**Workforce planning – a comprehensive workforce planning methodology**

➢**Succession planning**

➢**Risk assessment for critical knowledge loss**

➢**Employee development plans for KM**

➢**Job profiles or equivalent to assess and monitor skills/competency**

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2. HR planning and HR processes

HR Planning & Process for KM

Workforce planning
4.0
3.0
2.0
1.0
0.0
Job profiles
Succession planning
Talent programme
Knowedge Risk assessment
Exit interviews

- Extent Desired
- Extent Currently

HR Planning & Process for KM

Workforce planning
4.0
3.0
2.0
1.0
0.0
Job profiles
Succession planning
Talent programme
Knowedge Risk assessment
Exit interviews

- Extent Currently
- Extent Desired

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3. Training and Human Performance Improvement

- ➢ **Coaching and mentoring**
- ➢ **SAT**
- ➢ **Simulator use**
- ➢ **CBT (Computer Based Training, e-learning)**
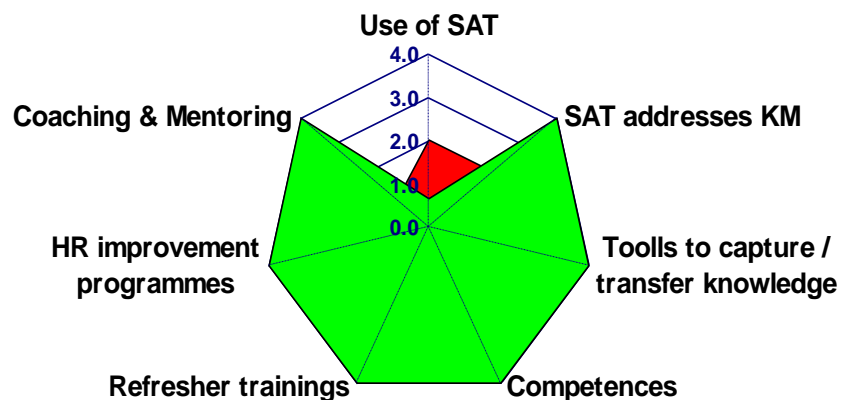- ➢ **Refresher training**
- ➢ **Human Performance Improvement**

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3. Training and Human Performance Improvement

Training elements of KM

4. Methods, Procedures & Documentation Processes for Continual Improving KM
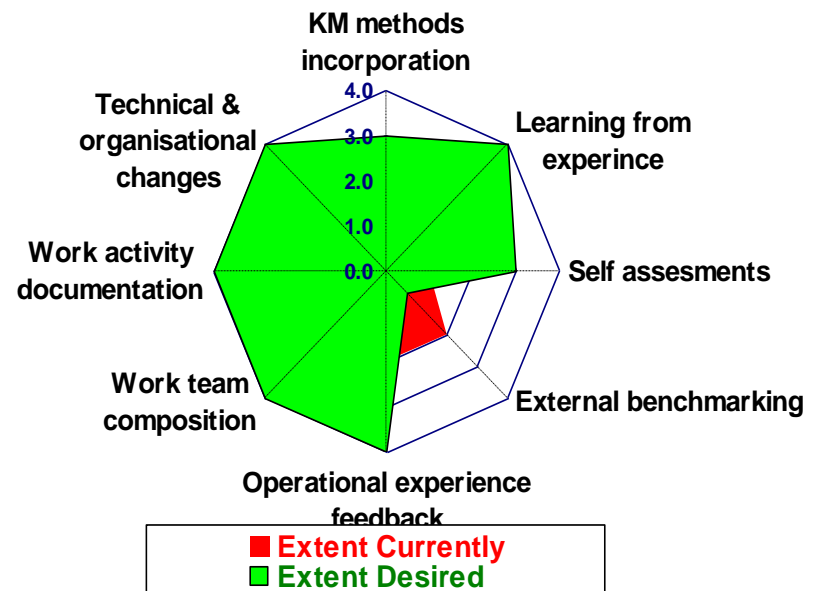
- ➢ **Learning from Operating Experience**
- ➢ **Work control methods**
- ➢ **Error prevention**
- ➢ **Document control/Configuration**
- ➢ **Corrective action programme**
- ➢ **Benchmarking**

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4. Methods, Procedures & Documentation Processes for Continual Improving KM

Documentation Processes

Extent Desired
Extent Currently

Axes: KM methods incorporation, Learning from experince, Self assesments, External benchmarking, Operational experience feedback, Work team composition, Work activity documentation, Technical & organisational changes (scale 0.0–4.0)

Documentation Processes

Extent Currently
Extent Desired

Axes: KM methods incorporation, Learning from experince, Self assesments, External benchmarking, Operational experience feedback, Work team composition, Work activity documentation, Technical & organisational changes (scale 0.0–4.0)

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5. Technical (IT) Solutions

- ➢ **Knowledge data bases**
- ➢ **Content/document management systems**
- ➢ **Search engines**
- ➢ **Portals/Intranet**
- ➢ **Wikis/blogs**
- ➢ **Skill/competency databases**
- ➢ **Expert yellow pages**
- ➢ **Enterprise Resource Planning (EPR)**

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5. Technical (IT) Solutions
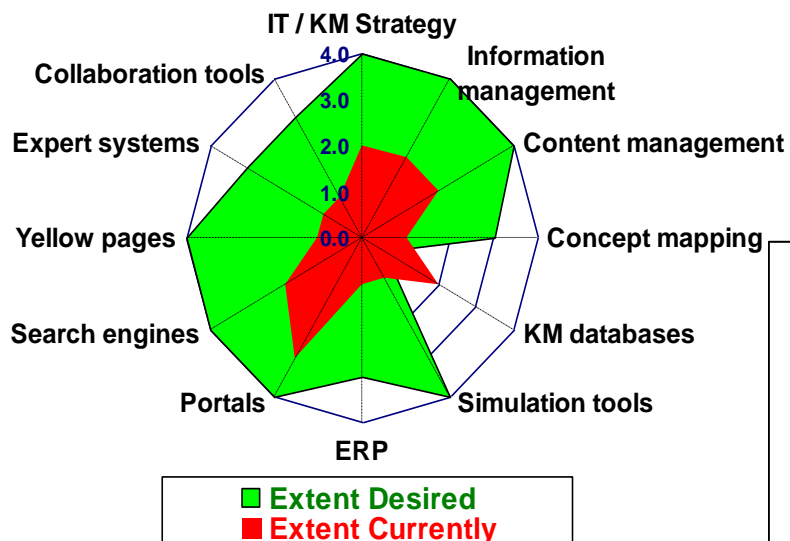
Technical (IT) solution
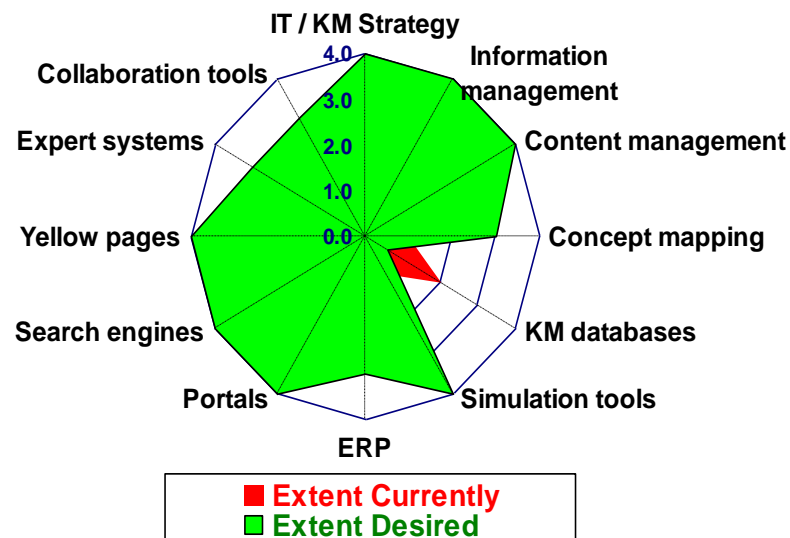
6. Approaches to Capture/Use Tacit Knowledge

➢ **Taxonomy development**

➢ **Process for critical knowledge ID**

➢ **Processes for knowledge elicitation/harvesting**

➢ **Concept mapping**

➢ **Communities of Practice (COPs)**

➢ **Coaching & mentoring**
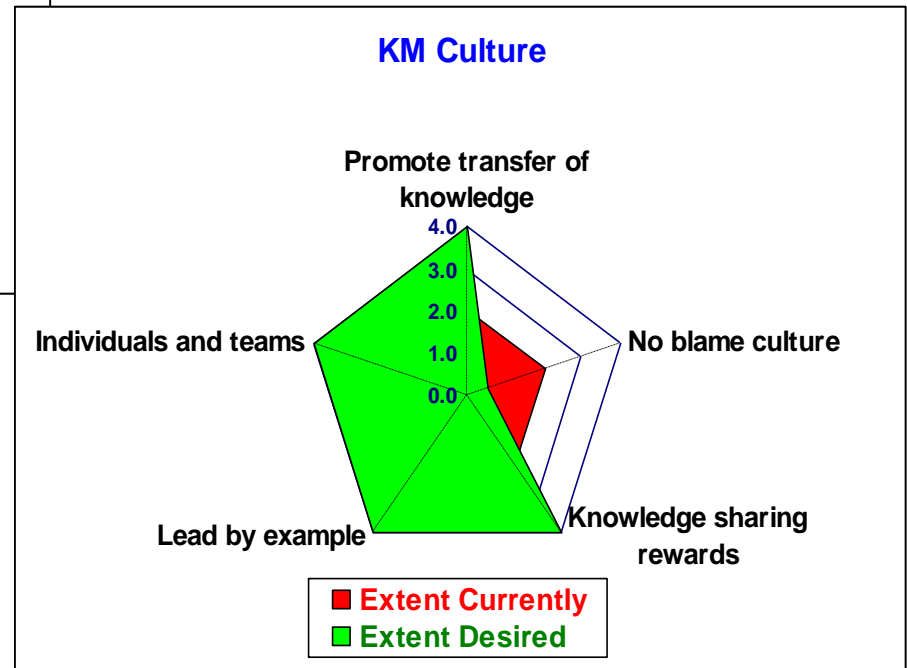
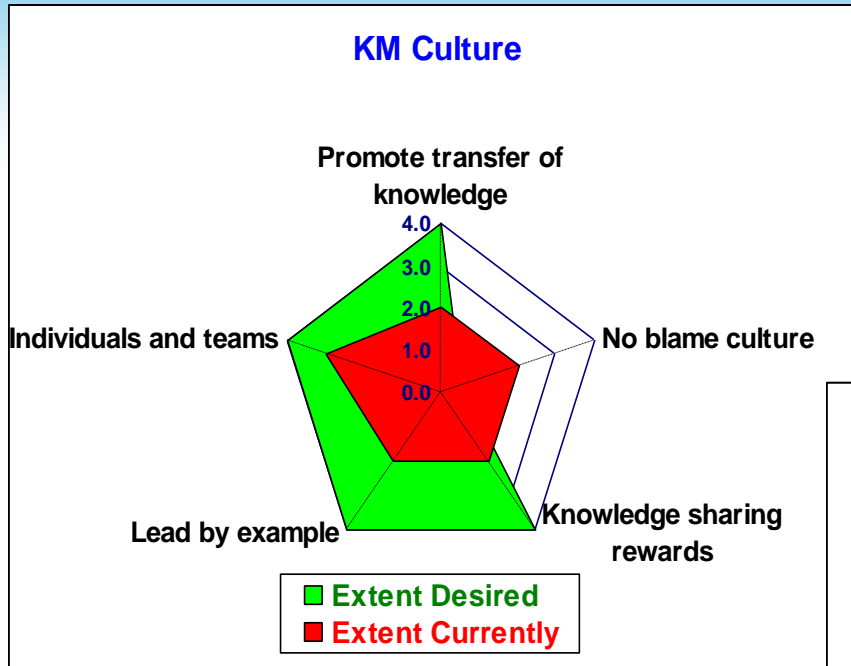➢ **Utilization of captured knowledge**

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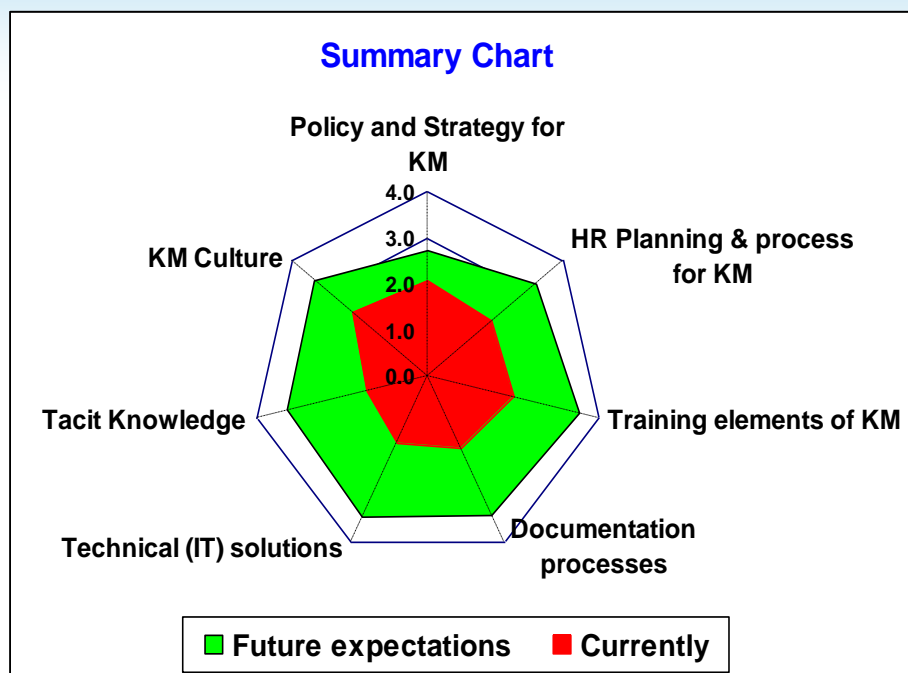Atoms for Peace: The First Half Century
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Tacit Knowledge
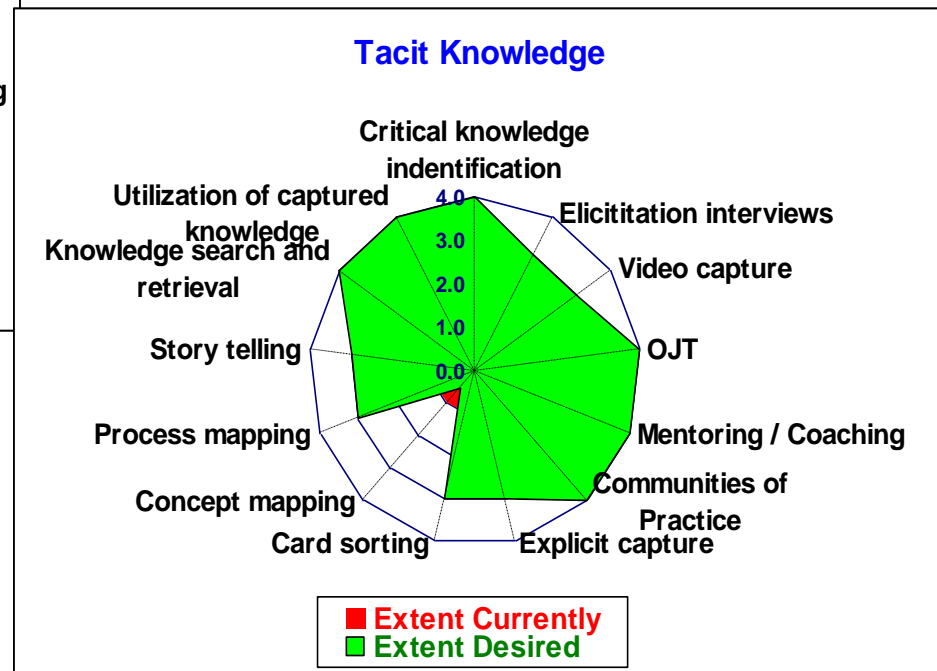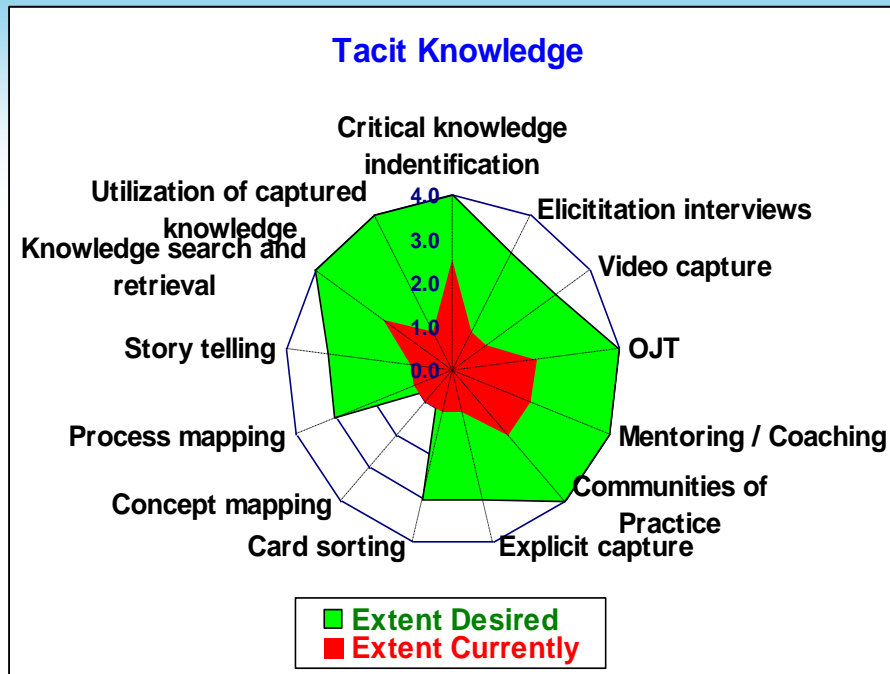
7. KM Culture/Workforce Culture Supporting KM

➢ **Culture of the NO promotes the K-transfer**

➢ **No blame environment – reporting incidents/events and sharing from lessons learned**

➢ **Sharing knowledge**

➢ **Leadership/commitment**

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KM Culture

KM Culture

Summary

Summary Chart

KM Performance Assessment

Thank You !