

KNOWLEDGE MANAGEMENT VISION STATEMENT

<Org>

<Enterprise Area>

KM VISION: <Add text here...>

KM PROCESSES	Knowledge Discovery	Knowledge Capture	Knowledge Organization	Knowledge Use	Knowledge Transfer	Knowledge Retention
Executive Knowledge Goals (EKGs)	<Org> endorses the use of formal methods Knowledge Discovery by...	<Org> facilitates the capture of knowledge by...	<Org> will organize captured knowledge using formally defined structures and technologies that make content more easily searchable.	<Org> encourages the use of captured organizational knowledge by ...	<Org> actively encourages the transfer of organizational knowledge using proven mechanisms that include...	Knowledge will be retained in <Org> as it is discovered, captured, organized, transferred and used. This capability will provide business continuity and accelerated financial growth.
Group Knowledge Objectives (GKOs)						
Business Unit 1 Activities/<u>Plans</u>	Identify current activities in this group that supports Knowledge Discovery. <u>Identify planned activities in this group that supports Knowledge Discovery.</u>					
Business Unit 2 Activities/ <u>Plans</u>						

KM PRACTICES:

To support this Knowledge Management implementation, we hold the following to be true...

- Sharing personal knowledge or using established knowledge increases the value of an employee to <Org>.
- Knowledge increases through a commitment to individual and organizational learning.
- Proven best practices should be promoted and used at <Org>.
- Communities of practice are a valuable means to improve the quality of organizational knowledge.

KNOWLEDGE RETENTION POLICY

Level One Study

Version 1.0
<Date>

Created for:
<Organization>

KNOWLEDGE RETENTION POLICY

General Statement

A **Knowledge Retention Policy** is formal written document that declares intellectual properties considered to be vital organizational assets. Similar to a list of physical assets, this document identifies an organization’s intellectual assets. A **Knowledge Retention Policy** defines...

- Knowledge Areas
- Knowledge Topics
- Knowledge Transfer Mechanisms

KNOWLEDGE AREAS are groupings of organizational knowledge that are recognizable to the total enterprise. Knowledge Areas may be formal organizational units or important functions performed by a subset of the organization. The classification of Knowledge Areas is arbitrary and serves only to give structure and organization to Knowledge Topics.

RESPONSIBLE PARTY represents the person, persons or organizational unit who has the authority over and the organizational accountability for this specific Knowledge Area. They will be responsible for validating the Knowledge Topics and other attributes.

KNOWLEDGE TOPICS are recognizable collections of repeatable processes and/or data that are significant to the organization. Knowledge Topics may be organizational programs, business processes, business data and application systems. Each Knowledge Topic should be ranked as to how significant it is to the enterprise along with the status of knowledge transfer.

ORG. SIG.	MEANING	TRANS. STATUS	MEANING
V	This knowledge is VITAL to the organization. Failure to capture and transfer this knowledge will cause operational failure.	W	This knowledge is well defined and accurate. It may be transferred using established mechanisms. No further action is needed.
I	This knowledge is IMPORTANT to the organization. Failure to capture and transfer this knowledge will compromise operations.	L	Limited definition is available for this knowledge. Review and refinement is needed. Formal transfer mechanisms are needed.
C	This knowledge is CONVENIENT to the organization. Failure to capture and transfer this knowledge will reduce operational efficiency.	U	This knowledge is undocumented and no formal transfer process currently exists.

OWNER/SOURCE indicates the person, persons, or organizational unit, process, software product or collection of data that is the authority on or the basis for this Knowledge Topic. A Knowledge Topic may have more than one Knowledge Owner/Source. This resource will be vital in capturing and transferring this collection of organizational intelligence. Provide names when possible.

KNOWLEDGE TRANSFER MECHANISMS represent the means used to codify in some form of permanent record or move organizational knowledge from one group of practitioners to another. More than one type of Transfer Mechanism may be used for a specific Knowledge Topic. Distinct Knowledge Transfer Mechanisms include...

- Documentation – One means to capture and transfer organizational knowledge is using physical or electronic documents. This may include all data types including text, graphics and video. This knowledge may be stored on any media including paper, video or electronic record.
- Apprenticeship – Complex, significant knowledge is often transferred using a relationship between an expert and apprentice practitioner. Apprenticeship implies a dedicated, sustained transfer process.
- Training – Organizational knowledge is often transferred using an educational process. Training may be comprised of formal education and/or specific task training.
- Mentoring – As a supplement to other forms of knowledge transfer, mentoring provides on-going benefit. Mentoring includes identifying people who are available to provide advice and assistance to someone performing a new task.
- Cross-Training – Many organizations enable knowledge transfer by placing less experienced people with task experts in a “job shadowing” process.
- Communications – A great deal of organizational knowledge is transferred using formal and informal communications. Formal communications include professional societies, committees, conferences, job-related websites and reference books. Unstructured communications include social networks, social events and chat rooms.

ENTERPRISE AREA identifies what will and will not be addressed in this Knowledge Retention Policy. Common scope descriptions may be the total organization, distinct operational units, internal or external service providers and specific projects.

A Knowledge Retention Policy may be created in two levels. A **Level One** study identifies the Knowledge Areas and Knowledge Topics along with Topic Descriptions, Organizational Significance, Transfer Status, current Owner(s) and specific Knowledge Transfer Mechanisms that are or should be used to capture and transfer this knowledge.

A **Level Two** study expands on each of the Transfer Mechanisms by clearly defining the characteristics of this method for capturing and transferring knowledge. A Level Two study confirms the accuracy of the Level One information.

The intellectual properties represented in this document should be managed as a significant organizational asset of <Organization>. Great care should be given to create, discover, refine, capture and share this knowledge.

Authorization

Name

Title

Date

KNOWLEDGE RETENTION POLICY *Intellectual Assets Inventory*

ENTERPRISE AREA: This KRP Intellectual Assets Inventory identifies the organizational knowledge considered vital to the operation of <Organization>.

TABLE OF CONTENTS

<KA NAME> 6

*Organizational Significance = Vital / Important / Convenient
Transfer Status = Well-Defined / Limited Definition / Undefined
Transfer Mechanisms = Documentation/Traning/Apprenticeship/Mentoring/Cross-Training/Communications*

KNOWLEDGE RETENTION POLICY

Intellectual Assets Inventory

KNOWLEDGE AREA: <KA Name> <i><Knowledge Area description></i>				RESPONSIBLE PARTY: <Resp. Party>	
Knowledge Topic	Description	Org. Sig.	Trans. Status	Owner/Source	Transfer Mechanism

(Select and copy this table as needed for each Knowledge Area.)

Organizational Significance = Vital / Important / Convenient
Transfer Status = Well-Defined / Limited Definition / Undefined
Transfer Mechanisms = Documentation/Traning/Apprenticeship/Mentoring/Cross-Training/Communications

KNOWLEDGE RETENTION POLICY

Level 2 Knowledge Transfer Mechanisms Metadata

KNOWLEDGE AREA	
KNOWLEDGE TOPIC	

(Delete or ignore unneeded Knowledge Transfer Mechanism details)

Documentation Attributes

No.	Record Name	Record Type	Location	Update Type	Revision Schedule	Access Rights	Security	Retention Term	Disposal
1.									
2.									
3.									
4.									
5.									

Record Name - Document the group name for a distinct group of records that transfer this knowledge.

Record Type – Identify the type of record for this group. Type include text, graphics, video and audio.

Record Location – Where will this group of records be physically located. This includes URLs, software products or filing location.

Update Type – Is this record a static or dynamic document?

Revision Schedule - How frequently should this set of records be reviewed and updated?

Access Rights – How may this set of records be accessed? What registration, if any, is required to gain access?

Security - What type of security is needed to protect this record?

Retention Term – How long should this set of records be retained?

Disposal - How should this record be archived or destroyed?

KNOWLEDGE RETENTION POLICY

Level 2 Knowledge Transfer Mechanisms Metadata

Training Attributes

No.	Training Name	Vendor Information	Prerequisites	Certifications	Performance Measures
1.					
2.					
3.					
4.					

Training Name – *Provide the name of a formal training program (individual course or series) that facilitates this knowledge transfer.*

Vendor Information - *Include information (URLs) that identifies the vendor, course descriptions and registration information.*

Training Prerequisites – *What previous education or experience level should be completed prior to this training?*

Resulting Certifications - *What degrees or certifications are needed to verify this knowledge transfer?*

Performance Measures - *What performance measures should be met to validate this knowledge transfer?*

KNOWLEDGE RETENTION POLICY

Level 2 Knowledge Transfer Mechanisms Metadata

Apprenticeship Attributes

No.	Attribute	Description
1.	Apprentice Qualifications - <i>What skills and/or education is needed by an apprentice?</i>	
2.	Apprentice Selection - <i>What are the suggested selection criteria for an apprentice?</i>	
3.	Selection Process - <i>What is the suggested selection process for an apprentice?</i>	
4.	Apprenticeship Term - <i>Recommended length of apprenticeship.</i>	

KNOWLEDGE RETENTION POLICY

Level 2 Knowledge Transfer Mechanisms Metadata

Cross-Training Attributes

No.	Attribute	Description
1.	Trainer Qualifications - <i>What are the criteria for the trainer?</i>	
2.	Trainee Qualifications - <i>What are the criteria for the trainee?</i>	
3.	Training Frequency - <i>How frequently should the cross-training sessions occur?</i>	
4.	Training Term - <i>How long should each cross-training session last?</i>	

KNOWLEDGE RETENTION POLICY

Level 2 Knowledge Transfer Mechanisms Metadata

Mentoring Attributes

No.	Attribute	Description
1.	Mentor Qualifications - <i>What are the criteria for a mentor?</i>	
2.	Mentor Commitment - <i>How much total time and incremental time will be required of a mentor? What is the total length of a mentor relationship?</i>	
3.	Mentor Recognition - <i>What types of recognition or reward are available for mentors.?</i>	

KNOWLEDGE RETENTION POLICY

Level 2 Knowledge Transfer Mechanisms Metadata

Communications Attributes

No.	Communication Name	Communication Type	Information Source	Contact	Frequency
1.					
2.					
3.					

Communication Name - *What type of formal communication process is recommended?*

Communication Type - *Professional organization, Committee, Publication, Website, Social Network...*

Information Source - *URL or address to obtain additional information.*

Communication Contact - *Name of person to contact about this communication.*

Communication Frequency - *How often this communication occurs or how often it should be reviewed.*