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ICA Study Group

**Knowledge Management in
Government Administration**
(Intermediate report)

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Agenda

- Brief introduction to Study Group
- Presentation of Survey findings
- Renewed call for participation

Introduction to Study Group

- Aim of SG: to share knowledge about KM in Government administration, as a guide to policy-making
- Study domains:
 - KM policies and strategies
 - Organisational measures
 - Budgeting
 - Systems in place: collaboration, ERM, ECM, acquisition/sharing/transfer of knowledge
 - Measures of success of KM initiatives

Participation in Study Group

- Interest was expressed by 6 countries:
 - Canada
 - Cyprus
 - Finland
 - Israel
 - Malta
 - Norway

Survey on KM within Government Administration

Completed survey questionnaires were received from 10 countries and the Euro. Commission:

Australia (AU), Austria (AT), the European Commission (EC), Finland (FI), Israel (IL), Japan (JP), Malta (MT), the Netherlands (NL), Norway (NO), Singapore (SG) and Switzerland (CH).

Definitions of KM – 1

- AU: A multi-disciplinary approach to improving organisations through the strategic use of their people, processes, content and technology to build organisational capability and culture
- AT: Relations between data and the capacity to represent information

Definitions of KM – 2

- CA (Interdepartmental KM forum): A multi-disciplinary approach to using and managing organizational knowledge that is based on sound IM practices, focussed on organizational learning, recognizing the contribution and value of employees, and is enabled by technology. It is primarily concerned with the content of knowledge within the organization and how that knowledge can improve organizational performance.

Definitions of KM – 3

- MT: Management of systems for the creation, acquisition, sharing, transmission and storage of knowledge
- NL: Management of knowledge, experience, skills & attitudes

Definitions of KM – 4

- **NO:** The right information at the right time to the right people at the right cost
- **SG:** A knowledge-rich environment to strengthen active and collaborative learning and sharing of knowledge across the Public Service so as to improve responsiveness through the exploitation of infocomm

Terms preferred to KM by some Governments

- Content management
- Horizontal learning
- Information management
- Innovation
- Knowledge mobilisation
- Knowledge networks
- Knowledge sharing
- Knowledge translation
- Knowledge transfer

Formal KM / KM-related policies / strategies

In public domain: AU, CA, CH, NL, NO

Not in public domain: EC, MT, SG

Common elements:

- Enterprise content management (8 hits)
- Electronic records management (7 hits)
- Corporate data architecture standards (7 hits)
- Common data/file repositories (6 hits)
- Software to support collaboration (5 hits)
- e-Learning (3 hits)

Lead responsibility for KM initiatives in Governments

AU: CEO, National Office for the Information Economy

JP: Each Ministry has responsibility

MT: Head, KM in CIMU, OPM

NL: Several, in Ministry of the Interior

NO: Project Manager in Royal Ministry of Labour and
Government Administration

SG: Director Central Services, Ministry of Finance

Specific budget/s for KM

Yes: SG: SGD 270M (USD 154M) (18% of total ICT budget)

NO: NOK 5M over 7 months (USD 1.2M pa)

Yes, at departmental level: NL, CA, MT

No/not at corporate level: AU, AT, CH, EC, FI, IL

Software for e-mail & calendaring

MS Exchange/Outlook (AT, AU, CA, CH, EC, FI, NO, JP for mail, +IL for calendaring)

Custom MS Outlook-based solution (NL)

Lotus Notes (AU, CA, IL, JP, SG for mail, -CA for calendaring)

Lotus Mail (FI)

Teamware (FI, MT)

Software for discussion

Lotus Notes/Domino (AU, SG)

MS Sharepoint, Eziboard (AU)

Listserv, Simplify, Sitescape, Orchestra (CA)

Technology by WM Data in Govt-wide intranet (FI)

Dedicated Government intranet (MT, NL)

MS/Lotus/other domestic products (JP)

MS Project (AT)

Software for instant messaging

MS Messenger/Lotus Notes/ICQ (IL)

Cell phone (SMS) (NO)

UMS (AT)

MS/Lotus/other domestic products (JP)

Software for library services

PrettyLib, Trip, Voyager (FI)

AMICUS (CA)

Aleph (Ex Libris), Sapir (IL)

MS/Lotus/other domestic products (JP)

Lotus Notes/Domino (SG)

Intercom (AT)

Own development (EC)

Software for directory services

X500 (CA); LDAP (CH); Range of X500/LDAP products (AU)

Active Directory (IL, CH, MT)

NDS for Novell / Dir XML (IL)

Lotus Notes/Domino (SG)

MS/Lotus/other domestic products (JP)

Teamware (MT)

Intercom (AT)

Software for ERM – 1

Lotus Notes/Domino (AU, FI, IL, SG)

MS Sharepoint (AU, IL, SG; NL=under study)

Records, Document and IM System (RDIMS) – based on
Hummingbird, Open Text & Documentum (CA)

Hummingbird (SG)

Documentum (FI)

Open Text LiveLink (FI)

Software for ERM – 2

FileNet (FI, IL – minor use)

Doculive (NO)

Mobious (IL – minor use)

Fabasoft eGov-Suite (CH)

Intercom (AT)

Own development based on Oracle (EC)

Software for ECM

MS CM Server (IL)

MS Sharepoint (SG)

Documentum (EC)

Intercom and several others (AT)

Day Communique', Imperia (CH)

Doculive, file servers (NO)

(Many countries reported that they use a wide variety)

Systems to *acquire* knowledge from outside – 1

- Consultancy firms (e.g. Gartner, Meta Group, Ovum) (AT, AU, CA, CH, EC, IL, MT, NO, SG)
- Research activity in Universities and other institutions (incl. international & industry-based) (AT, AU, CA, CH, FI, NO, SG)
- Internet searches, incl. technical and user forums (AU, CA, EC, IL, MT)
- Public consultations, public discussion forums (AU, CA, MT, SG)
- Licence agreements with info. providers (statistics, news, country reports, etc.) (FI, NO)
- External databases; news services (EC)

Systems to *acquire* knowledge from outside – 2

- Publications (books, journals) (IL, MT, SG)
- Libraries (acquisition, subscription, licensing electronic resources);
media monitoring licences (CA)
- Direct contact with solution providers and private companies (CH, MT)
- High-level meetings; recruitment; formal policy submissions; press
reports; internal libraries (AU)
- Advisory committees, bodies (AU, JP)
- Industrial organisations; consumer groups (JP)

Systems to *store* knowledge acquired from outside – 1

- Government Intranets (AU, EC, FI, MT)
- Electronic repositories on file servers (MT, NO, SG)
- Systems integrated with existing info. and knowledge repositories, e.g. *Information Resource Centre*, and accessible through intranets (CA)
- Electronic repositories on softwares specified previously (i.e. MS Sharepoint, Lotus) (SG)

Systems to *store* knowledge acquired from outside – 2

- Internet and electronic archives; internal databases based on FileNet, Domino and Sharepoint; in past yr. many Ministries have started using enterprise portal solutions, e.g. SPS, WebSphere, SAP Portal (IL)
- Knowledge bases, extranets, electronic and paper files, libraries; communities of practice (AU)
- Database (JP)
- Intercom (AT)

Systems to *share* knowledge acquired from outside – 1

- Intranets and related collaboration tools (EC, IL, MT, NL, SG)
- Email (AU, IL, MT, NO, SG)
- Websites and on-line forums (AU, IL, MT)
- Networks / project groups (FI, NO)
- Ad hoc working groups (CH)
- Interdepartmental committees, special interest and reference groups (AU)

Systems to *share* knowledge acquired from outside – 2

- *Leadership Network* (CA)
- Inter-Ministerial Council and meetings consisting of officials from all Ministries (JP)
- Research notes (CH)
- Conferences (CH)
- Sharing of conference documentation (EC)

Systems for *internal transfer* of knowledge and competencies – 1

Training

- Induction programmes for new staff (AU, EC, JP, MT, SG)
- Structured training programmes/internal training sessions (AU, IL, MT, SG)
- Coaching/mentoring/on-the-job training (AU, MT)

Systems for *internal transfer* of knowledge and competencies – 2

Documentation

- Documentation of systems/procedures), instruction manuals, handbooks, handouts (AU, MT, NO, SG)
- Research notes (CH)
- Websites, Intranets, Government-wide repositories (AU, CA, FI, MT), e.g. Treasury Board Secretariat *Publiservice* (in CA)

Systems for *internal transfer* of knowledge and competencies – 3

Meetings

- Forums/conferences/meetings/seminars (AU, CH, IL, MT, NO, SG)
- Best practice seminars (EC)
- *Ad hoc* working groups (CH)
- Task forces (IL)
- Informal networks (NO)

Measurement of success of KM initiatives

NO: Degree of establishment and formalisation of secure knowledge networks and sharing of knowledge and information

SG: Acceptability measures of systems, e.g. frequency of use, no. of repeated uses, user satisfaction; contribution to business objectives, e.g. meeting key performance indicators on the Balanced Scorecard

Renewed call for participation

- The Study Group has yet to meet
- Coming to Tallinn proved difficult for most of those who expressed interest
- It is proposed to set up a meeting either in a hub city (such as London) or perhaps in Malta.
- Any further potential participants or contributors, please get in touch...

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