



# Guide of Knowledge Management in the Federal Government

هيئة اتحادية | Federal Authority

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***"Knowledge is the shortest way to win"***

H.H. Sheikh Mohammed bin Rashid Al Maktoum

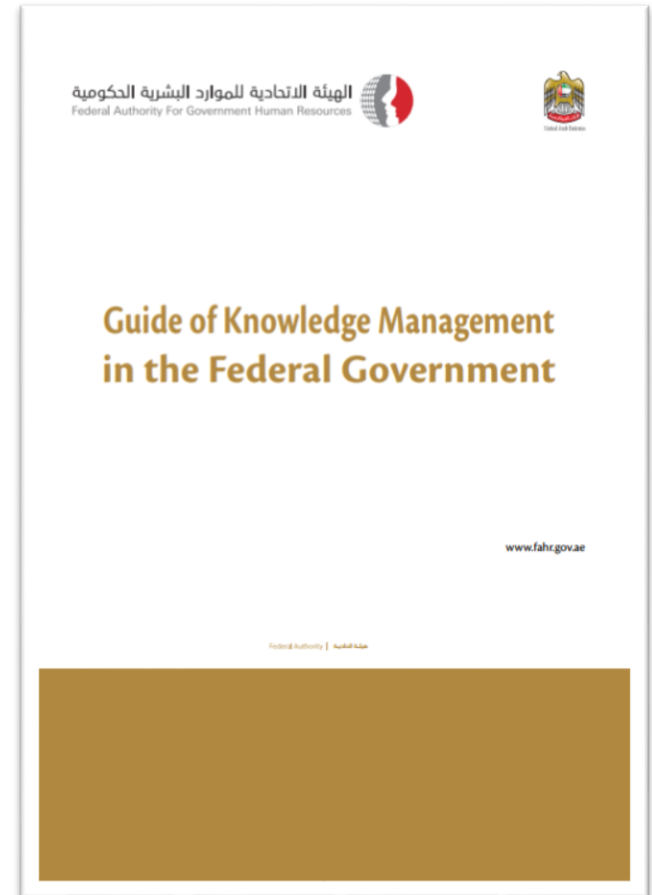
Vice President, Prime Minister and Ruler of Dubai, «May Allah protect him»



## Introduction

### Knowledge in the United Arab Emirates

- "UAE Vision 2021" "United in knowledge".
- "National Law of Reading"
- Emirates Award for Human Resources in the Federal Government.





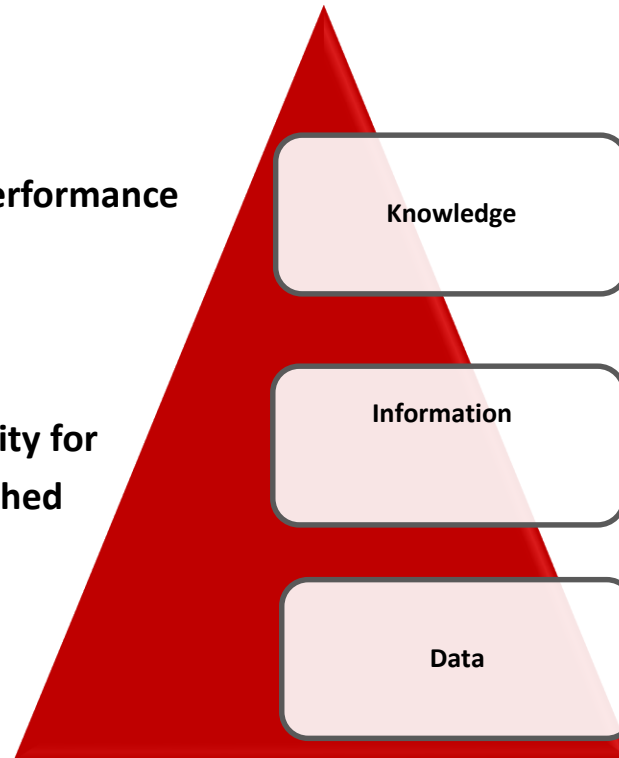
## Introduction

### Concepts of "Data", "Information" and "Knowledge"

Example: how can I accomplish the performance course effectively?

Example: when was the Federal Authority for Government Human Resources established

Example: Employees data & job title



Questions answered by each stage

**How?**

**Who? What?  
Where? when**

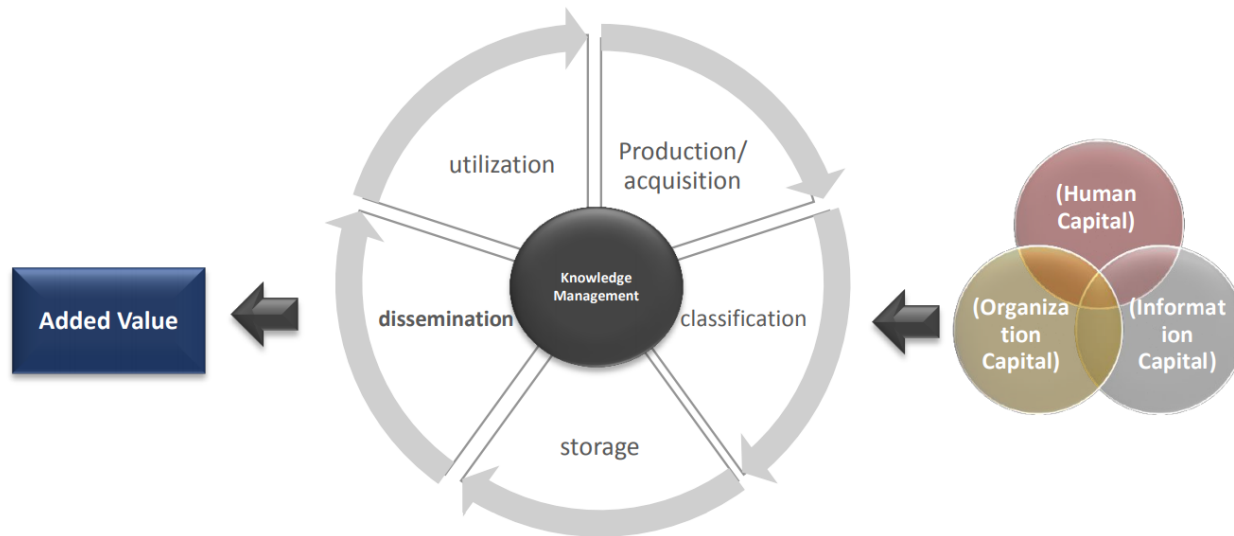
**Data**

Knowledge Pyramid



## Concept of Knowledge Management

The systematic management of **knowledge assets** at the entity (e.g. databases and patents), in order to create added value and meet the strategic needs; it includes **all initiatives, processes and systems** that contribute to knowledge production, acquisition, classification, storage, dissemination and use / re-use.





## examples :

- Emotional intelligence
- Doing effective job interviews

**Explicit  
Knowledge**

## Examples:

- Websites of Federal Authority
- Statistics on human resources in the Federal Government

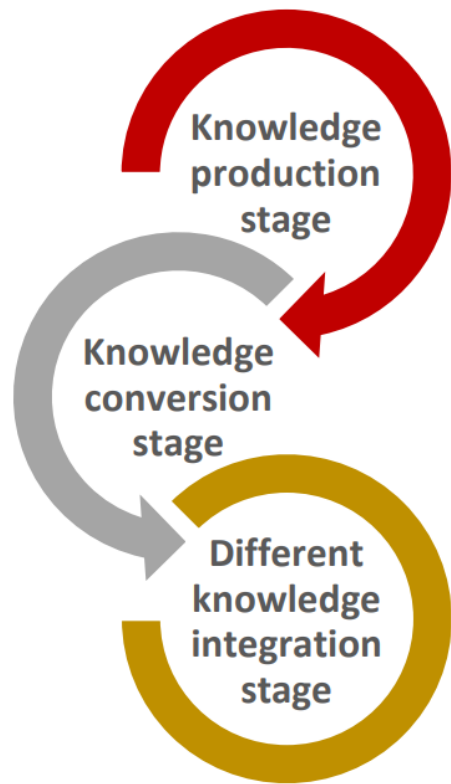
**Embedded  
Knowledge**

**Tacit  
Knowledge**

## Examples:

- Code of Ethics
- and Professional Conduct Document
- Occupational Health and Safety
- Guide

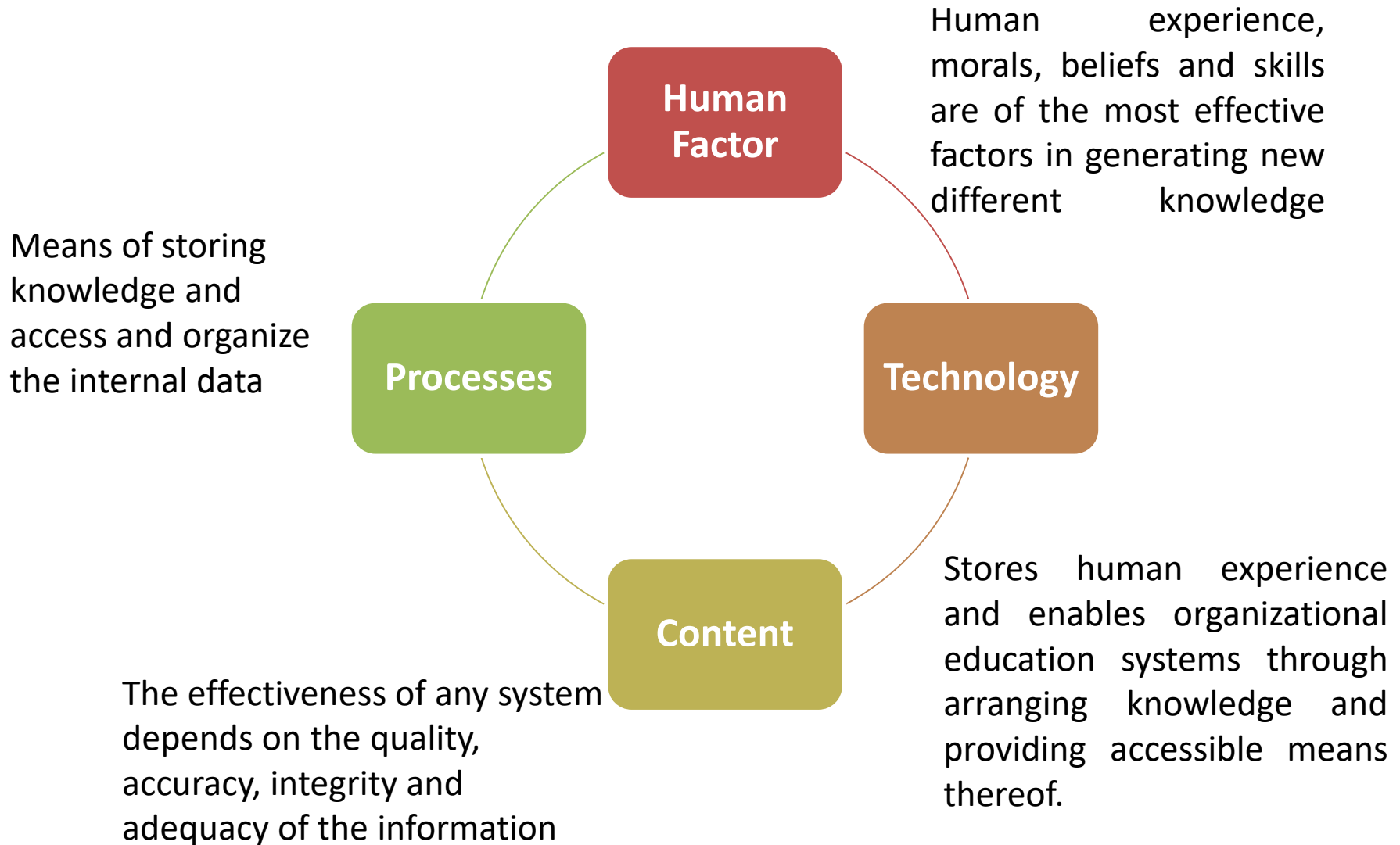
**Knowledge  
Types**



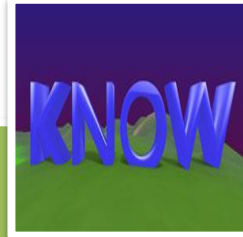
- **Knowledge production stage:** Is the process by which tacit knowledge is created through the exchange of experience, ideas and skills among employees (*example: instruction and guides*)
- Knowledge conversion stage:** During which tacit knowledge is converted into explicit knowledge through collective communication, dialogue and group thinking (*example: presentations and brainstorming sessions*)
- Different knowledge integration stage:** During which new knowledge is produced by blending both types of knowledge; explicit and tacit. It is possible to produce new tacit knowledge through explicit knowledge of the personal nature of the individual when he/she gives it special understanding (*for example: instructions, guides and stories that are transferred verbally*)



## Knowledge Management Dimensions







- clients
- Suppliers
- Libraries
- Internet
- Research centers
- Educational institutions
- Strategic partnerships with different institutions

## External sources



- Guides
- Internal procedures and processes
- Reports and correspondence /letters
- Internal patents
- Internal meetings
- Databases, etc..

## Internal sources





## Benefits of Knowledge Management



- ✓ Increasing the efficiency and productivity through the utilization of proven solutions and avoidance of repeating past mistakes
- ✓ improving and accelerate the decision-making process because of the availability of most appropriate practices
- ✓ Accelerating the transfer of knowledge by focusing on new employees when they join the entity, through the implementation of "Orientation Program for New Employees"
- ✓ Counting, documenting, saving and updating explicit and tacit knowledge of strategic and operational importance, so as to ensure the performance of tasks effectively
- ✓ Achieving the entity strategy and building the "Institutional Memory"
- ✓ Encouraging innovation and creativity through teamwork
- ✓ Increasing the job / functional harmony and employee satisfaction by raising the levels of motivation, participation and institutional loyalty, in addition to the development of competencies and skills, reducing job turnover rates.
- ✓ Increasing the customer satisfaction by providing high-quality services as well as through effective communication
- ✓ Improving financial performance through increasing the revenues and savings in expenditures



## Roles and Responsibilities at the Federal Entities

- Coordinating with knowledge team to define the technical requirements that contribute to the achievement of strategic objectives
- Ensuring the alignment and integration of technical systems and software for the purposes of storing resources
- Providing technical support for initiatives related to knowledge management, within the time frame and financial allocations
- Facilitating the employees' access to the technology by which they can get the knowledge that will help them accomplish their tasks



**Information  
technology  
department**

- Ensuring alignment of the strategic plan of knowledge management with the strategic plan of the entity
- Reviewing the objectives and performance indicators of knowledge management for ensuring their accuracy and effectiveness
- Following up the results of performance indicators and reviewing the accomplishment reports related to the knowledge management to ensure
- continuous improvement
- Participating with other organizational units within the entity to review and amend any developmental processes



**Strategy and  
future  
department**

- Preparing, developing and updating an integrated strategy for knowledge management
- Developing, implementing and updating policies and procedures related to knowledge management
- Designing and applying the initiatives related to knowledge management, along with monitoring the level of their achievement
- Having access to the best local and international practices in the field of knowledge management in order to modernize and develop the style of work
- Conducting assessments of knowledge management (Knowledge Assessments) in order to identify strengths and areas for improvement
- Creating reading and knowledge management culture, , through using different methodologies and Cooperating with other organizational units



**Knowledge  
management  
champions**



## Continue: Roles and Responsibilities at the Federal Entities

- Providing the necessary support for the knowledge team in order to apply the policies and procedures effectively
- Encouraging employees to participate in initiatives related to knowledge and reading management.



Organizational Units

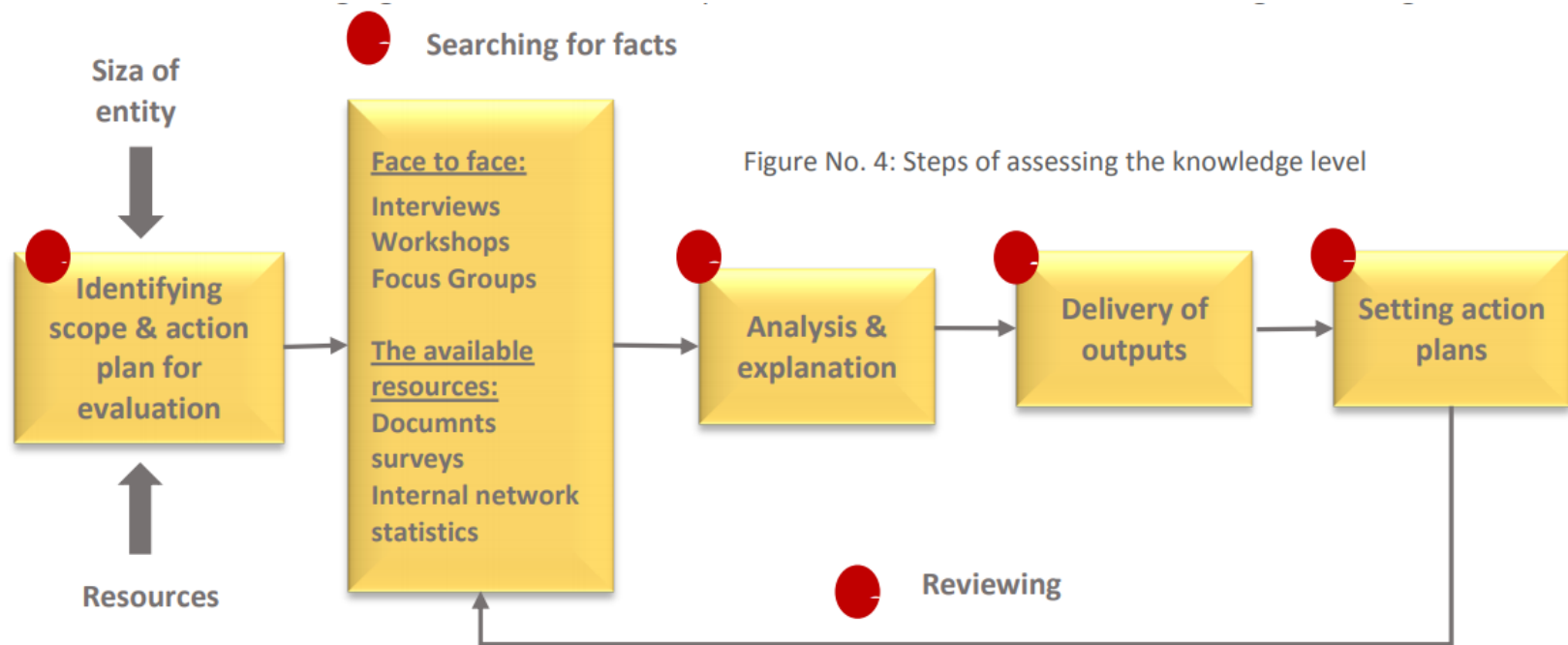
- Developing, applying and updating policies and procedures of human resources in order to serve the operational plans of knowledge
- Ensuring the effectiveness of hiring and appointment processes, so that qualified candidates, as well as those who adopt knowledge and reading management culture
- Defining training and learning needs for all employees of the entity, in cooperation with the organizational units ensuring that needs are fulfilled within the specified time frame, in addition to following up the implementation procedures of knowledge dissemination
- Establishing, developing and updating skills bank for the employees
- launching initiatives to encourage and reward employees to transfer knowledge



Human Resources  
Department

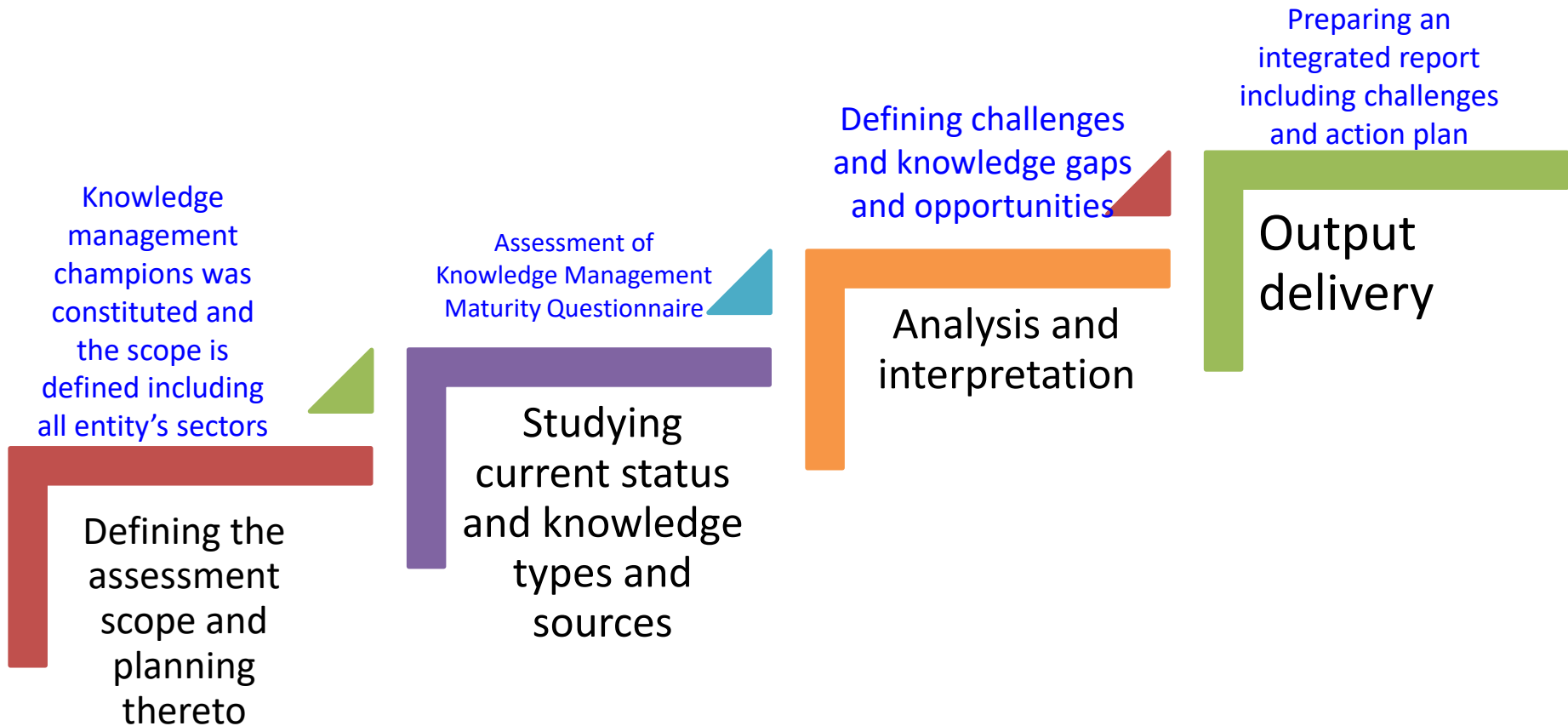


## Assessment of Knowledge Management Maturity at the Entity





## Explanatory example: Federal Authority for Government Human Resources and the application of knowledge management





## Questionnaire Form of Assessment of Knowledge Management Maturity at the Entity

(3)	(2)	(1)	
Order (1 – 7)	The maximum points	Marks related to criteria according to the assessment	
	30		<b>Criterion 1: Leadership</b> (Questions from 1 to 6)
	30		<b>Criterion 2: Processes</b> (Questions from 7 to 12)
	30		<b>Criterion 3: Human Resources</b> (Questions from 13 to 18)
	30		<b>Criterion 4: Technology</b> (Questions from 19 to 24)
	30		<b>Criterion 5: Processes related to knowledge</b> (Questions from 25 to 30)
	30		<b>Criterion 6: Learning and Innovation</b> (Questions from 31 to 36)
	30		<b>Criterion 7: Knowledge Management Outputs</b> (Questions from 37 to 42)
	210	Gross total	

5	4	3	2	1
The task is done in a very good manner	The task is done in a good manner	The task is done in a proper manner	The task is done in a poor manner	The task is done in a very poor manner / the task is not done



## Result analysis for Entity maturity level related to knowledge management:

(Most mature)

The Knowledge Management is across the entity



189

**Maturity Level**

The Knowledge Management is being evaluated continuesly for improvement purpose



147

**Modification**

The Knowledge Management is being practiced in some ways



126

**Dissemination**

The entity has realized its need for adopting Knowledge Management and it has proposed an experimental project for KM



84-  
125

**initiation**

The entity is not aware of the Knowledge Management concept and its importance in improving the productivity & competition



42-  
83

**Reaction**

(Least mature)





## Interpretation of Result maturity level related to knowledge management

Total	The level of entity readiness for the knowledge management	Leadership	Processes	Human Resources	Technology	Processes related to knowledge	Learning and Innovation	Knowledge Management Outputs
189 – 210	<b>Fifth level:</b> The knowledge management is prevalent at the entity.	The senior management represents the role-model regarding the dissemination of knowledge and cooperation.  The entity achieves the added value through institutional knowledge.	There are excellent systematic processes and there are no gaps.	Employees are looking for opportunities related to the presence of people, whom they may benefit from their knowledge, and they volunteer to provide this knowledge free of charge.	There are effective links between employees and technology.  There are strong partnerships between organizational units and the representatives of knowledge at the entity and the employees.	There are effective processes for the management of quality at the entity.  Processes / procedures have undergone several stages of review and amendment.	The assessment process is carried out systematically, and there are continuous improvements, learning processes and innovation at the entity.	The entity maintains excellent performance levels and shows positive performance patterns.
147 – 188	<b>Fourth level:</b> Knowledge management is continuously assessed for the purpose of continuous improvement.	The department reviews the corporate performance on an ongoing basis, and the results are also used to enhance the trend of the entity, improve services and develop new services.	Systematic processes improved and became more efficient.	Mechanisms of knowledge dissemination and cooperation are assessed on a regular basis for the purpose of continuous improvement.	The technology infrastructure is reviewed on an ongoing basis, so as to ensure its alignment with the knowledge management strategy and improve it accordingly.	The processes are reviewed on an ongoing basis and are compared, as per benchmarking , with other entities for the purposes of continuous improvement.  Operations / processes have been modified at least once.	Administrative tools are used, such assessment, systematic improvement and institutional learning (including the innovation) on a periodic basis.  The amendment is made as a result of analysis and knowledge sharing at the entity level.	The institutional performance results are ranging between good and excellent, and maintain a positive patterns over time.  There are aspects of leadership and very good performance, as compared relatively to standard benchmarking .



## Continue: Interpretation of Result maturity level related to knowledge management

Total	The level of entity readiness for the knowledge management	Leadership	Processes	Human Resources	Technology	Processes related to knowledge	Learning and Innovation	Knowledge Management Outputs
126 – 146	<b>Third level:</b> Knowledge management is practised in some aspects.	The department leads the efforts related to the implementation of knowledge management.  There is a system of reward and motivation.	There are systematic processes and they are better activated over time.	The employees share knowledge even more outside their organizational units.  There is growing cooperation between organizational units in the implementation of activities and projects.	Increased use of information technology.  A large number of employees has the ability to have access to the Internet / intranet.  Knowledge and information needed by employees can be accessed to perform their duties at all times and in all places.	There are systematic knowledge operations at the entity level.  Employees began using the knowledge gained through participation and dissemination for the purposes of improving the methods related to undertaking their duties.	There is a systematic process for evaluation and improvement, and there are some practices related to the institutional learning, including innovation, for the purpose of improving the efficiency of key processes.	The entity shows good performance results and they include some positive patterns.  The entity shows relatively good performance as compared to benchmarking -
84 – 125	<b>Second level:</b> The entity has started the following: - Awareness of the need for knowledge management. - Launching a pilot project for knowledge management.	A vision and a strategy for knowledge were developed in order to guide the entity towards knowledge management initiatives.  A coordinator has been identified and appointed to support knowledge management activities, and a team was formed to coordinate and arrange these activities.	Systematic operations have initially appeared	Knowledge is voluntarily disseminated, but only when an employee is asked within the scope of his/her organizational unit.  The employees, including managers, are trained on knowledge management techniques.	The process of understanding the role of information technology is executed in knowledge management.  Technology infrastructure is established in line with the strategic objectives.  Competencies of information technology team members are developed.	Developing and implementing processes for knowledge production, organization, dissemination and application have been started.	A systematic way to evaluate and improve key processes has initially arisen.	There are few good performance results and there are some negative performance patterns.  Collection of standard data has been started to analyze and compare the performance.



## Continue: Interpretation of Result maturity level related to knowledge management

Total	The level of entity readiness for the knowledge management	Leadership	Processes	Human Resources	Technology	Processes related to knowledge	Learning and Innovation	Knowledge Management Outputs
42 - 83	<p><b>First level:</b></p> <p>The entity is not aware of the essence of knowledge management and does not its importance in improving productivity and competitiveness .</p>	<p>The leadership is not aware of or not convinced of the importance of knowledge management and its value in the achievement of the entity's mission.</p> <p>The support provided by the senior leadership for the knowledge management initiatives is either weak or not available.</p>	<p>The processes related to the design and delivery of services, as well as works and support are not systematic .</p>	<p>The employees extensively protect knowledge owned by them or they otherwise make it available while hesitating when asked to do so.</p> <p>The dissemination of knowledge, if any, is limited within the limited range of employees. The individual learning is rarely converted into institutional or corporate learning. Knowledge is lost when employees leave the entity.</p>	<p>Limited use of the computer, intranet / Internet, or other networks for the purpose of improving communication , sharing information and building databases, etc. (for the entities which have existing infrastructure for information technology).</p> <p>"Storytelling" or the delivery of information and knowledge verbally is very common.</p>	<p>The employees repeat the work or duplication in efforts may occur continuously.</p> <p>Mistakes are committed continuously twice or more.</p>	<p>The response of the entity to problems is not proactive.</p> <p>Organizational units are independently working at the entity and there is no harmonization at the entity level.</p>	<p>The entity does not keep the results related to important performance aspects to achieve the mission of the entity, including the information collected for the purposes of benchmarking .</p>





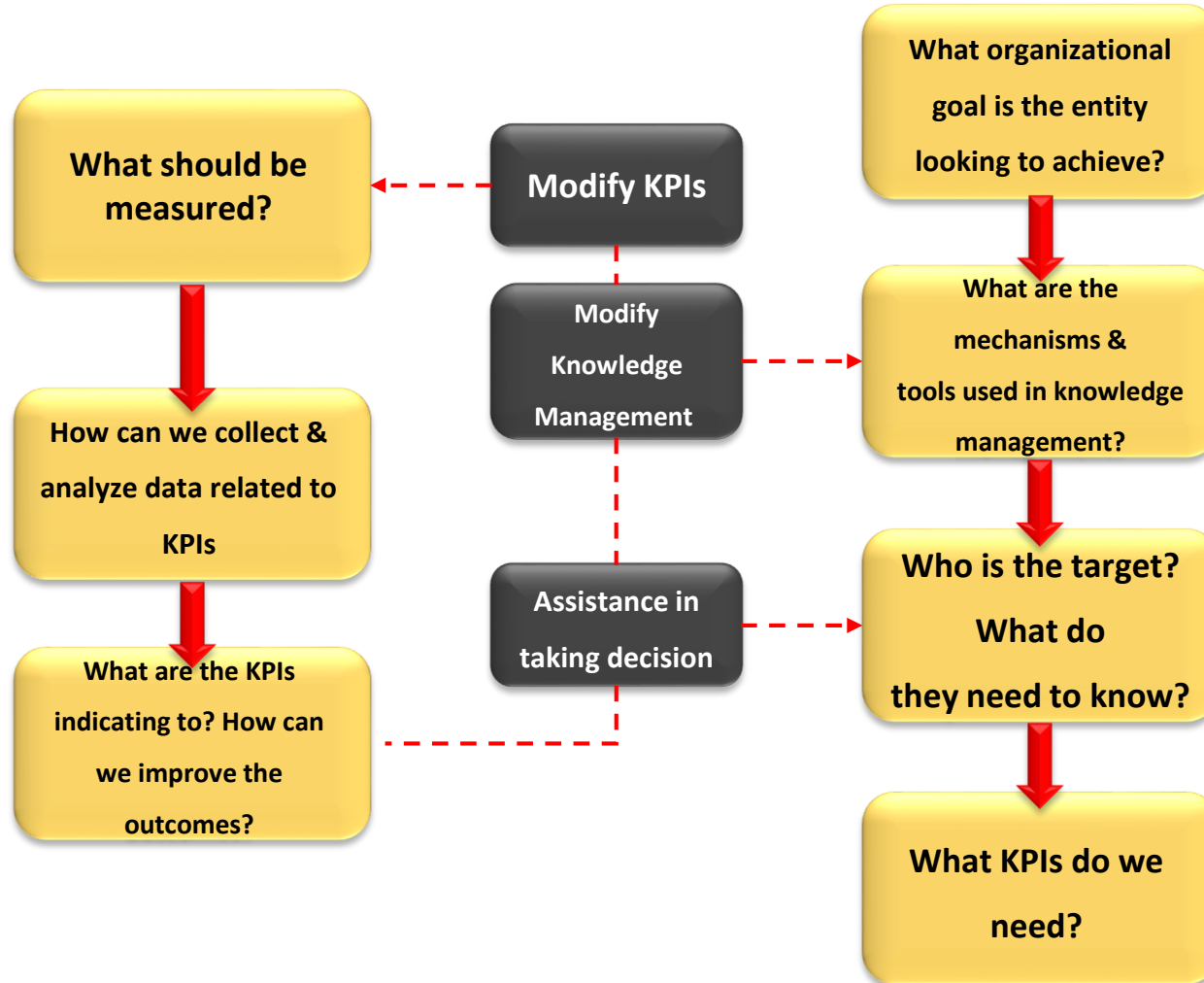
## Tools and Methods of Knowledge Management

- **Mechanisms of Storage and Dissemination**
- Knowledge Assets Management Systems / Archiving Systems
- Expertise Sources ("Ask an Expert")
- Peer Assist
  - Story telling
- **Tools and Methods of Knowledge Production / Acquisition**
- Knowledge Café
  - Community of Practice
  - Reading
  - Brainstorming
  - Mentoring Scheme program.





## Measurement and Assessment of Knowledge Management





## Knowledge management indicators

Example of the indicator	Indicator type
<ul style="list-style-type: none"> <li>Return on investment, in terms of knowledge and reading management initiatives</li> <li>Employees retention rate (retention)</li> <li><i>Example: increasing the employee retention years at the federal entity compared to the years before applying knowledge management</i></li> </ul>	<b>Strategic indicators</b>
<p><b><u>Indicators related to the activities:</u></b></p> <ul style="list-style-type: none"> <li>The number of tools and mechanisms used for knowledge management</li> <li>The number of participants in the different knowledge management initiatives</li> <li>The rate of visits for the internal website of the entity (with respect to knowledge assets)</li> </ul> <p><i>example: increasing numbers of participants in the brainstorming sessions inside the entity</i></p> <p><b><u>Indicators related to the operations and work procedures:</u></b></p> <ul style="list-style-type: none"> <li>Time used to respond to inquiries</li> <li>The number of global standard certificates obtained by the entity</li> </ul> <p><i>example: reducing the time of responding frequently asked questions upon recording the time.</i></p> <p><b><u>Indicators related to the knowledge itself</u></b></p> <ul style="list-style-type: none"> <li>The number of inquiries about the knowledge assets</li> <li>The number of good practices developed</li> </ul> <p><b><u>Indicators related to human resources:</u></b></p> <ul style="list-style-type: none"> <li>Percentage of employee satisfaction about the bonuses related to knowledge management</li> </ul> <p><b><u>Indicators related to the institutional work:</u></b></p> <ul style="list-style-type: none"> <li>Customers satisfaction rate</li> </ul>	<b>operational indicators</b>



# Thank You