Knowledge Management Audits

Krithika Balasubramanian

13th Aug 2009

Agenda

- ❏ **Why KM Audit?** *(Background and Purpose)*

- ❏ **What was done**

- ❏ **How it was done** (*Implementation*)

- ❏ **Timelines**

- ❏ **Impacts and Benefits** (*Metrics*)

- ❏ **Lessons Learnt**

Background and Purpose

UNISYS is a worldwide information technology services and solutions company. In more than *100 countries* we deliver the precision thinking and relentless execution that drives our clients' business transformation

Why KM Audit?

- KM Audit is one of the first steps to assess the amount of knowledge in existence and utilization in any organization and evaluate the results based on findings

- The need for KM Audit is to assess the status and health of knowledge creation and utilization in an account or project

- Based on this assessment, the teams having mature KM practices are grouped, and the best practices and learning's of these teams are then replicated and reused by other teams

- Quantitative measurements are then captured to give a clear understanding of how the teams fare in implementing KM

UNISYS
imagine it. done.

What Was Done?

What Was Done?

- Pre requisites of KM Audit include having a complete buy in from the stakeholders of the team where the KM Audit has to occur

- KM audit referencing a KM Audit checklist is done with the stakeholders

- Post audit findings are shared and discussed. This is the key step to sustain the initiative, after which consolidated findings of all teams can be presented to management

UNISYS
imagine it. done.

How It was done?

How it was done?	➢ KM Audit is done referencing a KM Audit Checklist
	➢ This checklist is one that has been evolved through interaction with the teams and accounts
	➢ Fine tuning of this checklist was done on a continuous basis, as the KM Audits on teams progressed

Impacts

➢ Higher quality products, decisions and recommendations

➢ More time analyzing vs. data collection

➢ Business Process Improvement

➢ Sharing of probable pain areas helped the teams to take informed decisions

➢ Greater reward and recognition methods within teams

Benefits

Produced and Conserved New Value-such as Intellectual Property Assets	➢ Visibility on Software licenses, customer supplied items, tech docs, reports, to the entire team ➢ Automated FAQ (Frequently Asked Questions) process ➢ Innovation across groups ➢ *3 Patents filed within a span of 1 year*
Productivity Improvement	➢ Reuse Component Knowledge ➢ Knowledge of tools ➢ Best Practices are shared ➢ *Bug Fix Productivity Improved from 1.4 to 1.5 for the UI projects and from 0.7 to 0.8 for the device projects*

UNISYS
imagine it. done.

Benefits

Knowledge Database	➢ Information centralized, categorized and easy to retrieve ➢ Backup process in place ➢ Capture of FAQ, Innovative thoughts ➢ Increase relevant information access
Reduce Cycle Time	➢ Time to ramp up using KM practices has been reduced ➢ *The ramp time reduced from 6 weeks to 2 weeks for rookies in team*

UNISYS
imagine it. done.

Benefits

Better Customer Satisfaction Ratings	➤ Having a good transition plan and knowledge base has resulted in having higher CSAT ratings for an account for three years consecutively, reducing the rookie billability has resulted in having high CSAT rating for another account ➤ *Customer satisfaction survey had specific question on KM which showed improvement. On a scale of 1 to 5 the ratings improved from 4.11 to 4.55*
Mitigate Risk	➤ Lower Attrition in the team ➤ *Attrition reduced from 15 to 12%*
Turn process know how into valuable Corporate Asset - Knowledge	
Overcome geographical boundaries	

Lessons Learnt

Following are some of our learning points

➤ Buy in from all stakeholders

➤ KM audit checklist periodically was reviewed periodically and some questions were removed as they were found redundant over period of time

➤ Involve all key stakeholders and follow up very diligently on action items after KM Audit

➤ Have a complete buy in from management for rolling KM Audit across BU and follow up after KM Audit diligently

Lessons Learnt

Teams, projects and accounts that are mature in KM were found to have the following

➢ KM Strategy in place and tracked regularly

➢ KM Framework followed

➢ Collaboration Maturity is high

➢ Systematic Training Plan with assessments

➢ Project Management metrics on KM portal

➢ Use forums actively for tacit knowledge capture

➢ Active Rewards and Recognition program

UNISYS
imagine it. done.

Lessons Learnt

On the other hand, teams, projects and accounts with the following traits were classified as having medium to low KM maturity:

➢ No KM Plan

➢ Starting with KM Framework

➢ Collaboration forums used ineffectively due to lack of awareness and culture existing in team

➢ No rewards and recognition

UNISYS
imagine it. done.

THANK YOU

?

Backup Slides – KM Audit Checklist

KM Audit

Project Name	
Baselined Phase / Work Product	
Date of Audit	
Auditee	
Auditor	

#	Items	Yes	No	NA	Remarks
1	Last updation done on the portal				
2	Is the document repository taxonomically categorized?				
3	Are there any forums of collaboration through portal/ offline				
3	Is there any mechanism by which the team can raise Technical queries to experts?				
4	Is there expert list published and available on the portal?				
5	Does the team have Internal Newsletter?				
6	Are there contact information of team members published?				
7	Is there announcements section? Is it updated ?				
8	Is there a training plan for new joinees?				
9	Is there a training calendar?				
10	Is there an assessment for this training available?				
11	Is there a tools section which hosts tools/scripts used by the team?				
12	Are there project related metrics available on the KM portal?				
13	Are there rewards and recognition programs?				
14	Details of the KM server used?				
15	Maintenance of the server?				
16	Backup and recovery mechanism of the KM server?				
17	Is there a mechanism to capture day to day learning's?				
18	Is there a search for the KM portal and KM repository				
19	How many key resources have been identified in the team? What is the Backup or transition Plan ?				
20	Benefits of KM? Has it been measured? How has it been measured?				