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# Policies, standards and frameworks for managing knowledge

## Exploring the use of the Australian standard

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## The Standard



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Standards Australia (2005).

*Knowledge management – a guide.*

AS 5037–2005.

2nd ed. Sydney: Standards Australia.

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## The 'smart newsroom'



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Quinn, S. (2005). *Convergent journalism: The fundamentals of multimedia reporting*. New York: P. Lang.

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## Aim of the Standard



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to assist individuals and organisations understand KM concepts and 'the environment best suited for enabling knowledge activities',

*and*

to '[o]ffer a scalable and flexible framework for designing, planning, implementing and assessing knowledge interventions that respond to an organisation's environment and state of readiness'.

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## What is KM?



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‘A trans-disciplinary approach to improving organisational outcomes and learning, through maximising the use of knowledge. It involves the design, implementation and review of social and technological activities and processes to improve the creating, sharing, and applying or using of knowledge.’ (Standards Australia 2005, p.2).

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# The Knowledge Ecosystem



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- Organisational outcomes
- Strategic intent
- Context
- Culture
- People – process - technology - content
- Drivers (e.g., customer service)
- Enablers (e.g., 'Networks & communities')

(Standards Australia, 2005, p. 9)

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## Political Value of Standard



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‘I think it is productive for teaching people what we’re talking about ... And that actually helps me that it’s come from Australian Standards. ... you have an authoritative organisation putting out a guide and they go, ‘Oh, yes in that case it’s got credibility’.

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# KM tools and techniques



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After action reviews  
Change management  
Communities of practice  
Document management  
Knowledge mapping  
Leadership in the development of a knowledge-sharing environment  
Learning and development  
Leveraging information repositories  
Meetings and 'share fairs'  
Networks and communities  
Storytelling  
Strategic conversations  
Technological integration  
Technologies for communication and knowledge sharing.

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## Leadership



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‘Without the leaders you just don’t get there. You can do it all under the radar ... but the point is... it is vision and leadership. Without it you’re not going anywhere.’

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## Silos: use of anecdote circles



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... one of the anecdotes in the anecdote circle that came out was, this person had had this terrible time doing this piece of research and they'd spent weeks on it ... to have the person at the other end of the table go, 'I did that about six months ago and it's on our shared drive'.

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## Silos: Government Departments



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... every election, we'll either lose an area of responsibility or gain an area of responsibility ... which makes it really hard ... if you look at an agency like Customs, in comparison to us, where they've had a central remit ... you have this consistency, whereas the changes [we go] through encourage areas to actually maintain their siloed attitude so that they're self sufficient when they get picked up and moved somewhere else ... It's almost a survival mechanism.

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## 'Under the Radar'



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... we'd gather information about: what were the key topics that they were all dealing with, what sort of issues were they dealing with, what sort of problems with gathering the information they needed? And ... all the trainers would come back in every fortnight and talk about the issues in a meeting ... So we'd ... say, 'Okay, how are we going to address this as a service issue, how do we redesign our services to meet that need where things are going wrong?'



- KM Standard as a framework
- Debt to KM literature and good practice
- Impact of organisational politics
- Need for quantitative data
- Comparison with private sector?

... Comments? Questions? Suggestions?

Stuart Ferguson and Sally Burford