KNOWLEDGE MANAGEMENT

Information Paper
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OBJECTIVES

∗ Information gathering on the definition of Knowledge Management, and how it is used in businesses today.
∗ Investigate public and private post-secondary colleges and institutions in British Columbia and elsewhere that are offering such a program/course; and,
∗ From that, investigate the following: program name, length, tuition fee, delivery, programs offered and final credential.

OVERVIEW OF KEY FINDINGS

Knowledge Management (KM) is a rather new field of study and practice that is gaining more attention and credit as there is an increasing focus on knowledge-based economies, information technology and the retaining and use of intellectual capital.

There are many definitions of KM. And, in fact, one of the leading magazines in KM, Knowledge Management Magazine, which recently went on-line (now destinationKM.com), is asking it’s users to post their favorite KM definition on line. However, all definitions follow the same principles of

“promoting, coordinating, and facilitating knowledge synthesis, preservation, processes, production and exchange in order to support the strategic goals of the organization.”

Knowledge Management is emerging as a critical part of the total company structure, emphasizing a renewed focus on information technology infrastructure and managing “virtual” assets such as intellectual capital for maximum returns. This involves the capturing of workers’ knowledge and making it accessible in a timely manner to a larger community of workers. Knowledge Management refers to the methods and tools used in this process.

Knowledge Management is also viewed by businesses and business managers as the tool used to create a competitive edge or advantage over competitors by quickly developing solutions to difficult problems, reducing duplication of effort and creating new and innovative ideas through knowledge sharing and management. Companies are using technology to streamline their corporate knowledge in order to generate innovative business solutions and turn knowledge into measurable business results.

Using KM is also being used as an effective tool to guard against the loss of “corporate knowledge” that leaves a business when a long-term valuable employee retires or moves to another company. This, in sight of the predicted mass exodus of workers who will be retiring from the workforce in the coming 10 years, will play a major role in the Canadians companies adopting KM processes.

Such things like “how-to” guides for building Knowledge Management and tool kits are beginning to emerge. Also, companies like IBM are providing consulting services in Knowledge Management. IBM’s Workplace, Knowledge & Content Services include “both consultative and implementation services around four major areas: On Demand Workplaces, Portals, Content Management and Knowledge Management.”
However, firm size will play a role in how many types of Knowledge Management systems are implemented. The smaller the company or firm, the less likely to have many different systems in place. Smaller firms are also likely to use more informal Knowledge Management practices. The reason for this is the time, effort and investment needed to create and maintain such a process.

With the growing recognition of Knowledge Management practices, there has been a call to standardize the use of “working terms” and the need to continue developing and formalizing a comment language for KM.

Security will also play a role in this promising field. In an environment where people are encouraged to share information, information privacy issues will need to be addressed by management using such a structured approach to managing information and intellectual assets.

KNOWLEDGE MANAGEMENT BRITISH COLUMBIA

Measuring Knowledge Management: A New Indicator of Innovation in Enterprises

The Centre for Policy Research on Science and Technology (CPROST) at Simon Fraser University in collaboration with the Centre for Policy Studies in Education (CPSE) at the University of British Columbia released a report in June of 1998 based on a multi-year, multi-phase project to "identify any correspondence that may exist between Knowledge Management practices and innovation".

A total of 204 surveys were sent to firms in four industrial sectors in the Okanagan region of British Columbia. Of these, 111 were completed and returned, giving an overall response rate of 54.4%. The following eight questions were asked

Knowledge Building
KM1: Does your company currently allocate any resources (time, money, and/or effort) to the development of new products and/or processes?

Leadership:
KM2: Is there one person in your company responsible for innovation?

Performance Measurement
KM3: Is your company able to measure the quality and effectiveness of its innovation practices?

Competitive Intelligence
KM4: Does your company have any strategies in place to monitor current and potential competitors?

Strategic Alliances
KM5: Does your company have any strategies in place to identify, make and manage strategic alliances?

Strategic Forecasting
KM6: Does your company use any formal methods of forecasting and/or trend analysis?

Human Resource Development
KM7: Do [your company's] training /education programs [if any] have provisions to incubate and spin-out new products and processes?
Leadership, Performance Measurement
KM8: Would you like to receive a copy of the results of this survey, with your company positioned against the overall results for your industrial sector?

Here is how the companies fared:

<table>
<thead>
<tr>
<th>Ref #</th>
<th>Yes</th>
<th>No</th>
<th>Don’t Know</th>
<th>No Response</th>
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</thead>
<tbody>
<tr>
<td>KM1</td>
<td>73</td>
<td>31</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>%</td>
<td>65.8%</td>
<td>27.9%</td>
<td>1.8%</td>
<td>4.5%</td>
</tr>
<tr>
<td>KM2</td>
<td>48</td>
<td>61</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>%</td>
<td>43.2%</td>
<td>55.0%</td>
<td>0.0%</td>
<td>1.8%</td>
</tr>
<tr>
<td>KM3</td>
<td>61</td>
<td>36</td>
<td>10</td>
<td>4</td>
</tr>
<tr>
<td>%</td>
<td>55.0%</td>
<td>32.4%</td>
<td>9.0%</td>
<td>3.6%</td>
</tr>
<tr>
<td>KM4</td>
<td>48</td>
<td>57</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>%</td>
<td>42.2%</td>
<td>51.4%</td>
<td>3.6%</td>
<td>1.8%</td>
</tr>
<tr>
<td>KM5</td>
<td>52</td>
<td>52</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>%</td>
<td>46.8%</td>
<td>46.8%</td>
<td>4.5%</td>
<td>1.8%</td>
</tr>
<tr>
<td>KM6</td>
<td>41</td>
<td>67</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>%</td>
<td>36.9%</td>
<td>60.4%</td>
<td>0.9%</td>
<td>1.8%</td>
</tr>
<tr>
<td>KM7</td>
<td>29</td>
<td>62</td>
<td>7</td>
<td>13</td>
</tr>
<tr>
<td>%</td>
<td>26.1%</td>
<td>55.9%</td>
<td>6.3%</td>
<td>11.7%</td>
</tr>
<tr>
<td>KM8</td>
<td>82</td>
<td>27</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>%</td>
<td>73.9%</td>
<td>24.3%</td>
<td>0.0%</td>
<td>1.8%</td>
</tr>
</tbody>
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From these results, it was deduced that:

A majority of the firms believed that they were innovative. 86% (n = 95) of firms reported having introduced a new product in the past five years, with 65% (n = 62) of these firms reporting that their product was unique. By the New & Unique filter, therefore, 55.6% of the firms responding to the survey were innovative.

It was also determined that innovation in these companies depended on the increased application of Knowledge Management Practices.

KNOWLEDGE MANAGEMENT IN CANADA

Knowledge Management Practices in Canada, 2001

This federal report is based on findings from the 2001 Survey of Knowledge Management Practices in Canada. It is one study in a series of studies that the Government of Canada, Science, Innovation and Electronic Information Division (SIEID) developed. The study focused on the extent to which Knowledge Management practices "involves any systematic activity related to the capture and sharing of knowledge by the organization" that were used by the following Canadian businesses:

- Forestry and logging;
- Chemical manufacturing;
- Transportation equipment
- Manufacturing;
- Machinery, equipment and supplies wholesaler-distributors; and
- Management, scientific and technical consulting services.
The activity of Knowledge Management was presented as 23 practices grouped under six headings: Policies and Strategies; Leadership; Incentives; Knowledge Capture and Acquisition: Training and Mentoring; and Communications. The response rate for the survey was 76.5% (348/455).

Some key findings:

- 9 out of 10 firms surveyed reported using at least one of the 23 Knowledge Management practices that were studied.
- On average, firms in all five sub-sectors used 11 Knowledge Management practices - just under half of the practices listed. The average number of practices used increased with firm size ranged from 10 for micro firms (1-19 workers) to 15 for large firms with at least 250 workers. Small firms of 20-49 workers used 12 and mid-sized firms (50-249 workers) practiced 14.

Most Frequently Used KM Practices

- **Leadership**: Responsibility for their Knowledge Management practices to managers or executives and this most frequently used practice shows the importance of leadership to Knowledge Management.
- **Knowledge Capture and Acquisition**: Capturing and using knowledge obtained from other industry sources such as industrial associations, competitors, clients and suppliers ranked as the second most used practice.
- **Training and Mentoring**: The third and fourth most popular practices, both fell under training and mentoring. This section of practices indicates how firms develop, transfer and retain the knowledge of their workers and all are important components of Knowledge Management.

Reasons for Practicing KM

- Nine out of ten practitioners asserted that improving their competitive advantage was the most critical or important reason to use Knowledge Management practices.
- Training workers to meet strategic objectives of the firm followed closely.
- The third most highly rated critical or important reason was improving worker retention. The least cited reason to adopt Knowledge Management was to ease collaborative work of project or teams that are physically separated.

Results of KM

- The most effective result of using Knowledge Management was improving worker skills and knowledge.
- The second place result was increased worker efficiency and / or productivity, which balances nicely with the high rating for increasing efficiency as an important reason to introduce Knowledge Management practices.
- These results suggest that knowledge sharing, creation, generation and maintenance are perceived as important to workers’ efficiency and / or productivity.

Triggers to Using KM

- Losing key personnel ranked as the primary trigger to implement more Knowledge Management practices for practitioners of all firm sizes and period of adoption. This is not surprising given the fact that three-quarters of firms indicated that an important reason they had implemented Knowledge Management was to improve worker retention.
- For all practitioners losing market share placed second followed by difficulties in capturing workers’ undocumented knowledge (know-how) as triggers for implementing more Knowledge Management practices.
A Primer on Knowledge Management in the Public Service, April 1999

In A Primer on Knowledge Management in the Public Service, a working paper developed for the Canadian Centre for Management Development’s Action-Research Roundtable on the Learning Organization, last updated April 4, 1999, Section 2 outlines the KM initiatives in the Public Service of Canada.

Section 2 Excerpts:

A number of KM initiatives have emerged within the Canadian federal government since the mid-1990s. All of them tend to operate as parts of units specializing in KM (or some related field) or pilot projects. These initiatives can be grouped into three categories:

1. **Interdepartmental Initiatives**
   The initiative with the highest profile is the Interdepartmental Knowledge Management Forum (IKMF), which is conducting research and analysis of the field in order to develop a common framework and distribute valuable KM insights. The Forum’s Leveraging Public Sector Knowledge initiative is attempting to promote greater awareness and appreciation of KM practices through such things as workshops, consultations, conference participation, and building bridges between relevant initiatives going on elsewhere.

2. **Central Agency Initiatives**
   A number of central agencies have launched KM initiatives. The most significant initiatives include:
   * The Treasury Board Secretariat of Canada operates a corporate renewal and Knowledge Management office that has launched a number of pilot projects involving information technology. These projects include Intranet resources designed to answer frequently asked questions, offer special leadership and coaching guidance, provide inspiration with leadership quotations, and map the knowledge sources found within an organization.
   * Extensive research has also been conducted on the subject within the Research Directorate of the Public Service Commission of Canada; this has included developing a proposal for a Knowledge Management network within the agency.

3. **Departmental and Agency Initiatives** — A variety of departmental initiatives that draw on the ideas of KM are currently underway. Examples of just a few of these initiatives include:
   * A KM pilot project within Health Canada’s Medical Services Branch designed to provide First Nations and Inuit people with the knowledge and expertise needed to design their own health programs;
   * National Resources Canada has launched an initiative called ResSources designed to create a national resource information database, as well as generate research, public participation, and policy options within the field; and,
   * The Department of National Defence has developed the Integrated Defence Management Framework that involves extensive use of “Knowledge Management benchmarking,” whereby the knowledge-intensive activities within the department are evaluated relative to successful KM initiatives elsewhere.

* To date, initiatives within the Public Service of Canada have been primarily exploratory in nature or pilot projects:
  * The first tend to be highly conceptual, enabling public servants to discuss the use of KM as an analytical tool that they can use to understand their organizations and to chart future courses.
The pilot projects are a more practical type of initiative that use a particular KM framework to develop new information and communications technology systems (e.g., electronic knowledge and expertise maps, databases of information, Intranet Web sites, and new communication systems).

Health Canada

“The goal of Knowledge Management at Health Canada is to use the knowledge that resides in the department - in the minds of our staff, in the relationships we have with other organizations, and in our repositories of information - to fulfill our mission: to help the people of Canada maintain and improve their health.” Health Canada's Knowledge Management

Health Canada’s Business Plan for 1998-99 to 2000-01 indicates that one of three challenges for this time frame is "to enhance the quality and availability of health information and knowledge for decision-making". All of the business plan priorities require improved knowledge creation and management. In fact, one Priority is to "Enhance the Availability of Health Information and Knowledge for Decision-Making".

Health Canada’s Operational Definition of Knowledge Management (KM) is as follows:

“A departmental strategy for ensuring that health knowledge is identified, captured, created, shared, analysed, used and disseminated to improve and maintain the health of Canadians. Health knowledge is defined to encompass information, skills, expertise and experience related to and supporting health and the health system, nationally and internationally.”

Published in December 1998, Health Canada’s report “Vision and Strategy for Knowledge Management and IM/IT for Health Canada”, sets out the strategy and strategic initiatives for “building a knowledge and learning culture in Health Canada”.

Health Canada’s Knowledge Management vision comprises five defined principles:

1. Committed leadership must be exercised in valuing, analyzing, creating, sharing, using and investing in knowledge.
2. Health knowledge must be analyzed, created, and captured wisely.
3. Health knowledge must be easy to access.
4. Health knowledge must be shared thoughtfully.
5. Health knowledge must be managed well.

The report states a strategy must begin with building capacity, skills and tools to capture, create and share knowledge from targeted and improved health research and analysis. The report also outlines the need for a more strategic and collaborative approach to analysis and research, from which, the demand for knowledge, information and data can be determined. Analysis and research would be shared, disseminated and communicated, for various audiences, using a variety of formats and media.

Several strategic initiatives were proposed to assist in achieving the vision:

1. Develop a knowledge culture including the establishment of a Chief Knowledge Officer, the creation of a capacity to improve and implement knowledge strategy (frameworks, priorities, plans), and to lead knowledge culture initiatives (communities of practice, knowledge-maps, sharing). It also recommends the establishment of knowledge business specialists who would
ensure that knowledge, information and data are developed, found or acquired and that technology tools (discussion databases, intranet) are identified and built, to meet business needs.

2. Conduct analysis and research by creating an internal capacity (staff, analytical frameworks, methodologies, publications, reports, briefing notes, seminars, conferences), influencing the national health research agenda, and developing skills (all staff), and "absorptive" capacity.

3. Create health information structure by identifying, nurturing, investing and partnering in projects, consulting stakeholders (Ministers Advisory Council on Health Infrastructure, CIO Forum, etc.) and developing and influencing policy and standards (privacy, security, connectivity).

4. Provide enterprise Information Management (IM) and Information Technology (IT) services by developing and maintaining architectures, infrastructure and tools.

Knowledge Management 101: Thriving in the Knowledge Era

Within the Health Canada department, a workshop was developed to identify common KM language.

“The KM 101 workshop was originally designed to raise awareness and to develop a common understanding of KM within a federal government context. It was developed by the Knowledge Management Integration Group (KMIG) with the help of Health Canada's Learning Programs and in partnership with the Public Service Commission’s Training and Development Canada.”

Working Definitions of KM Terms:

1. Data are facts, observations, or measures that have been recorded but not put into any meaningful context. A single musical note is data.

2. Information is data that has been arranged in a systematic way to yield order and meaning. A series of notes arranged into a tune is information.

3. Knowledge is information in the mind, in a context which allows it to be transformed into action. A musician is able to play a tune because of his knowledge.

Institute for Intellectual Capital Research Inc. (IICR)

Based out of Hamilton, Ontario, the Institute for Intellectual Capital Research is a private consulting and management development firm, providing Knowledge Management diagnostic audits for its clients.

Leading the way, is Dr. Nick Bontis, the Director of the IICR and also one of Canada's leading researchers and pioneer in the field of intellectual capital, Knowledge Management and organizational learning. In his presentation “All Aboard! Take a Knowledge Journey”, Dr. Bontis makes the following distinguishes between Knowledge Management terms:

Intellectual Capital: Stock of knowledge at one point in time
Knowledge Management: Flow of knowledge from stock to stock
Organizational Learning: Stock and flow system, action to convert knowledge into behavioural changes
Dr. Bontis also highlights Knowledge Management research projects as follows:

- IDC reports Fortune 500 wasted $12 Billion in duplicating work;
- Ford reports $914 Millions savings due to Knowledge Management from 1997 – 2000
- United States Conference Board surveyed Fortune 500 companies and found:
  - 80% have KM initiatives in place
  - 25% have Chief Knowledge Officers (CKO), 53% have KM staff
  - 6% have KM initiatives company-wide

Of note, is the upcoming McMaster 25th Annual World Congress on Intellectual Capital and Innovation to be held in Hamilton in January of 2004. Topics of discussion will be Corporate Governance, Management of E-Businesses, Management of Intellectual Capital and a Doctoral Consortium. See Section on KM – International for more detailed information.

The Conference Board of Canada

As part of the Conference Board of Canada’s mandate to actively addresses innovation, and the functional management of knowledge, skills and technology within organizations, a Knowledge Strategy Council was formed. The role of this Council is to:

- Help individuals solve their Knowledge Management issues such as fostering a learning and sharing culture, measuring knowledge initiatives and assets, and identify useful technologies.
- Challenge members to explore next practices and together build a vision of how we can lead—both as a network and within our organizations.
- Develop and conduct special projects according to members’ particular interests and needs.
- Communicate the council’s work and the value of Knowledge Management to a broad community.

Members in this council are executives with overall responsibility for the Knowledge Management function in their organization. Members include such organizations as the Queen’s University and the National Research Council of Canada.

Queen’s KBE Centre for Knowledge-Based Enterprises

Queen’s KBE Centre for Knowledge-Based Enterprises was established in January 1999 at Queen’s University and is self-purported to be a global leader in researching the management of knowledge-based enterprises. The Centre’s activities focus on:

- Knowledge production: gaining an understanding of how best to manage knowledge-based enterprises;
- Knowledge transmission: (sharing this knowledge with others through academic and practitioner channels); and
- Knowledge diffusion: (assisting both the public and private sectors in effectively transferring this knowledge into practice).

Although limited information on the KSI was found, it has been included for further reference purposes.
**Knowledge Science Institute (KSI), University of Calgary**

Founded at the University of Calgary in 1985, the Knowledge Science Institute (KSI) studies all aspects of the knowledge economy such as:

- Tracks social and economic trends involving information technology
- Develops operational models of knowledge processes in society
- Innovates in knowledge acquisition, representation and dissemination technologies
- Organizes scientific meetings concerned with knowledge processes
- Collaborates with other research organizations concerned with knowledge systems

Although limited information on the KSI was found, it has been included for further reference purposes.

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**KNOWLEDGE MANAGEMENT - INTERNATIONAL**

**IBM Institute for Business Value**

**Knowledge and Organizational Performance Forum**

The Knowledge and Organizational Performance Forum is a membership program offered by the IBM Institute for Business Value. This Forum is a global consortium of organizations engaged in understanding and advancing how organizations derive value from knowledge. Formerly called the Institute for Knowledge-Based Organizations, the program was established by IBM in 1999 to conduct research on the growing scope and impact of knowledge-related initiatives in public and private sector enterprises.

The Forum's membership includes an international group of organizations from a diverse set of industries, as well as the public sector. Members join the program to access leading research, build relationships and increase their capability to deliver business results through leveraging organizational knowledge.

Research projects are led by a core team of research and consulting professionals, with expertise in such fields as organizational behavior, business strategy, economics, psychology and information technology.

**Global Knowledge Economics Council, Inc. (GKEC)**

Based out of the United States, the Global Knowledge Economics Council (GKEC) is an organization formed to “discuss and select macro-, meso-, micro-, and firm-level plans, policies, and metrics to measure and increase efficiency of knowledge markets and the quality of knowledge at all levels.”

GKEC meets annually and issue reports on various knowledge-related inputs, outputs, and trends for various countries, industries, and firms worldwide.

Other projects on Knowledge Management (KM) include proposing and formulating standards for:
- KM Terminology
- KM Metrics
- KM Education
- KM Competency
- KM ISO 9000 Compliance
- KM Maturity Model
Committee on Accreditation

Part of the Council's mission is to ensure educational preparation of baccalaureate-, master's-, and doctorate-level Knowledge Management professionals who are competent at and committed to addressing complex Knowledge Management needs. The Committee on Accreditation (COA) is responsible for developing accreditation standards that define competent preparation and for ensuring that Knowledge Management programs meet them. The Committee acts within the requirements of the US Council for Higher Education Accreditation.

The Committee on Accreditation shall have the following functions:

* To formulate accreditation standards and policies for schools of Knowledge Management and baccalaureate Knowledge Management programs for adoption by the Board of Directors;
* To formulate criteria and methods for the evaluation and accreditation of master's and baccalaureate programs in Knowledge Management on the basis of standards and policies approved by the Board of Directors;
* To accredit, to impose conditional accreditation status on, to deny accreditation to, or to withdraw accreditation of master's and baccalaureate Knowledge Management programs;
* To develop and maintain an accreditation data base;
* To accompany accreditation actions by a reasoned opinion;
* To formulate and propose standards and procedures which are necessary to insure continuity of the Global Knowledge Economics Council as the accrediting body for Knowledge Management education; and
* To further consider a case remanded by the review body to the Commission.

McMaster World Congress Conference

The McMaster World Congress is an annual business conference that draws hundreds of corporate executives, recognized academics, and student leaders together to discuss and advance leading issues in the fields of Corporate Governance, Electronic Business, and Intellectual Capital and Innovation. The conference runs from January 14th to the 16th, 2004 at the Hamilton Convention Centre, in Hamilton, Ontario. Last year, the conference hosted over 825 delegates from 35 different countries.

Some of the companies with speakers at the conference:

- RBC Financial Group
- Taylor Leibow LLP
- Health Canada
- Ministry of Transportation
- Deloitte and Touche

- Web Trust
- Environment Canada
- IATA
- DaimlerChrysler
- Sun Life Financial Canada

- 4Sight Partners
- eFinity
- Gartner
- City of Hamilton
- Ontario Government

The Management of Intellectual Capital and Innovation

The World Congress on the Management of Intellectual Capital and Innovation is recognized globally as the largest and most prestigious conference of its kind. It brings together academics and professional practitioners to present, discuss, and review the latest issues and trends in the area of intellectual capital, innovation, Knowledge Management, new technology, intangible assets, human capital, and organizational learning.
The Doctoral Consortium

The Doctoral Consortium is designed for full and part-time Ph.D. students at any stage of their doctoral studies in the areas of Corporate Governance, Information Systems, eCommerce/eBusiness, and Knowledge Management and Innovation.

The Goals of the Consortium are to:
1. Help doctoral students with their research by providing advice on dissertation proposals and direct feedback from peers, other researchers, and practitioners;
2. Facilitate networking events that will allow doctoral students to meet other students, academics, practitioners, journal editors, and potential recruiters; and
3. Provide advice on writing a good dissertation.

The Knowledge and Information Management Professional Society (KMPro)

KMPro is a Washington, D.C. based, not-for-profit network “committed to promoting KM worldwide, with membership available for anyone interested in pursuing KM. KMPro is the world's fastest growing society focusing on the area of Knowledge Management, rapidly approaching a global membership of 3,000 from 35 countries.”

They are a society created for KM professionals involved with KM, Change Management, Information Management, Innovation, Human and Intellectual Capital. They provide training, consulting, mentoring, partnerships, networking, publishing, and free advertising. Below is an excerpt from KMPro’s website:

KM Universe Model™

KMPro is developing an integrated set of knowledge resources and instructional and operational tools to promote successful KM practice. One such tool is the KM Universe Model™. This model is an integral part of the evolving effort to graphically represent the complex operational and organizational aspects of KM. It defines KM as including six sectors: the traditional People, Process, and Technology plus Leadership and Learning. In addition, technology is further subdivided into both product/service-oriented technologies, those that can be embedded into ever-more satisfying products and services, and applied technologies, the corporate infrastructure.

To be successful, an enterprise wide, strategic KM Initiative should address all six of these major factors of production. In particular, a special emphasis should be placed on:
1) Encouraging leaders to define a vision and purpose;
2) Motivating and empowering employees;
3) Encouraging them to life-long learning,
4) Continual innovation and implementation of ever-better process practices.
5) A firm should focus on improving processes though enabling technologies and improving products and services through
6) Embedding new technologies and knowledge into its next-generation of products and services. A key aspect of the KM Universe Model™ is that expert KM practitioners should become innovators, creating new knowledge rather than mere imitators.

KMPro also offers certification programs as highlighted in the attached Appendix I Program Chart.

US Chief Information Officers Council

The Chief Information Officers (CIO) Council was established on July 16, 1996. The Council's role includes “developing recommendations for information technology management policies,
procedures, and standards; identifying opportunities to share information resources; and assessing and addressing the needs of the Federal Government's IT workforce."

14 Learning Objectives for KM (US Gov't) - From the Dec 2000 (CIO Council KM Working Group)

1. Have knowledge of the value added by Knowledge Management to the business proposition, including the return on investment, performance measures, and the ability to develop a business case.

2. Have knowledge of the strategies and processes to transfer explicit and tacit knowledge across time, space and organizational boundaries, including retrieval of critical archived information. This transfer has a spiraling nature, i.e., ideas build on ideas, and old ideas may or may not be of current value.

3. Have knowledge of state-of-the-art and evolving technology solutions that promote KM, including portals and collaborative and distributed learning technologies.

4. Have knowledge of and the ability to facilitate knowledge creation, sharing and reuse. This includes developing partnerships and alliances, designing creative knowledge spaces, and using incentive structures.

5. Have knowledge of learning styles and behaviors, strive for continuous improvement and be actively engaged in exploring new ideas and concepts.

6. Have the ability to use systems thinking in implementing solutions.

7. Have the ability to design, develop and sustain communities of interest and practice.

8. Have the ability to create, develop and sustain the flow of knowledge. This includes understanding the breakthrough skills needed to leverage virtual teamwork and the effective use of social networks.

9. Have the ability to perform cultural and ethnographic analyses, develop knowledge taxonomies, facilitate knowledge audits, and perform knowledge mapping and needs assessments.

10. Have the ability to capture, evaluate and use best-known practices, including the use of storytelling to transfer these best practices.

11. Have working knowledge of state-of-the-art research and implementation strategies for Knowledge Management, information management, document and records management and data management. This includes project management of knowledge initiatives and retrieval of critical archived information.

12. Have understanding of the global and economic importance of developing knowledge-based organizations to meet the challenges of the knowledge era.

13. Have the ability to manage change and complex knowledge initiatives and projects.

14. Have the ability to identify customers and stakeholders and tie organizational goals to the needs and requirements of those customers and stakeholders.
SUMMARY OF APPENDIX I

Royal Roads University in Victoria, BC, was the first university to offer a graduate program in Knowledge Management. McMasters University offers an MBA with a Knowledge Management minor, and there are also other post-secondary institutions providing training in Knowledge Management by way of a single course or more being integrated into a program’s curriculum. For instance at BCIT, Knowledge Management is offered as a single course as part of the Business Administration program.

That being said, there are emerging professional organizations which are now offering specialized professional development workshops and courses in Knowledge Management. But once again, they are for established professionals with 3 – 5 years experience.

FURTHER SUGGESTED READING

Statistics Canada, March 2003 “Knowledge Management in Practice in Canada” Catalogue No. 88F0006XIE No. 07

Canadian Centre for Management Development, April 4, 1999, A Primer on Knowledge Management in the Public Service

National Research Council Canada, February 2000 “Knowledge Management: An Evolving Discipline”

Centre for Policy Research on Science and Technology, June 1998 “Measuring Knowledge Management: A New Indicator of Innovation in Enterprises”


Global Knowledge Economics Council, Inc, Copyright 2002 Proposed Educational Policy and Accreditation Standards for Knowledge Management

BC Information, Science and Technology Agency, “Information Protection and Knowledge Management: Ensuring Privacy in the Shared Mindspace”