KNOWLEDGE MANAGEMENT CAPABILITY ASSESSMENT TOOL FOR PUBLIC SERVICE ENTITIES

Purpose: The KM Capability Assessment Tool (KMCAT)helps MDAs to understand their current KM practices, identify areas for improvement, and develop a plan to strengthen their KM capacity.

Confidentiality: The information you provide will remain confidential and the results will be analyzed and reported collectively. Your views, in collaboration with others are extremely important in implementing Knowledge Management in the MDA.

INSTRUCTIONS:
The following statements refer to the level of knowledge management implementation in the MDA. Kindly indicate by rating the level at which the MDA is performing in line with the following statements. Once completed the results are interpreted against the Maturity Model

Ratings should be assigned as per the table below:

Doing Very Poorly or None at All	Doing Poorly	Adequately	Doing Good	Doing Very Good
1	2	3	4	5

Knowledge Management Capability Assessment Tool

S/N	Question	Rating
	CATEGORY 1: LEADERSHIP	
1	The MDA has shared Knowledge, Vision, and Strategy strongly linked to the vision, mission, and goals.	
2	Organizational arrangements have been undertaken to formalize KM initiatives (Constitution of KMC, Appointment of Focal Person/Champion)	
3	Financial resources are allocated and utilized for KM initiatives.	
4	The MDA has an Institutional Policy/Strategy for safeguarding knowledge	
5	Heads of Departments/Divisions/Units role-model the values of knowledge sharing and collaborative working.	
6	Heads of Departments/Divisions/Units promote, recognize, and reward performance improvement, organizational and employee learning, sharing of knowledge, and knowledge creation and innovation.	
	CATEGORY 2: PROCESSES	

7	The MDA determines its core competencies (strategically important capabilities that provide a competitive advantage) and aligns them to their mission and strategic goals.	
8	The MDA designs its work systems and key processes to create value to customers and achieve performance excellence.	
9	New technology, knowledge shared in the organization, flexibility, efficiency, and effectiveness are factored into the design of processes.	
10	The MDA has an organized system for managing crisis situations or unforeseen events that ensures uninterrupted operations, prevention, and recovery.	
11	The MDA implements and manages its key work processes to ensure that Stakeholder requirements are met and organizational results are sustained.	
12	The MDA continually evaluates and improves its work processes to achieve better performance, to reduce variations, to improve products and services, and to be updated with the latest trends, developments, and directions.	

CATEGORY 3: PEOPLE

13	The MDAs education, training, and career development program builds employee knowledge, skills, and capabilities, supports the achievement of overall objectives, and contributes to high performance.	
14	The MDA has a systematic induction process for new staff that includes familiarity with KM and its benefits, the KM system, and KM tools.	
15	The MDA has formal mentoring, coaching, and tutoring processes.	
16	The MDA has a database of staff competencies.	
17	Knowledge sharing and collaboration are actively encouraged and rewarded/corrected	
18	Employees are organized into small teams/groups (i.e., quality circles, work improvement teams, cross-functional teams, communities of practice) to respond to workplace problems/concerns.	

CATEGORY 4: TECHNOLOGY

19	Management has established an IT infrastructure (i.e., Internet, intranet, and website) and has developed capabilities to facilitate effective KM.	
20	The IT infrastructure is aligned to MDA's KM strategy.	
21	Everyone has access to a computer.	
22	Everyone has access to the Internet/intranet and an email address.	
23	Information delivered in the website/intranet is updated on a regular basis.	

24	Intranet (or a similar network) is used as a major source of the organization-wide communication to support knowledge transfer or information sharing.	

CATEGORY 5: KNOWLEDGE PROCESSES

25	The MDA has systematic processes for identifying, creating, validating, storing, sharing, and applying knowledge.	
26	The MDA maintains a knowledge inventory that identifies and provides procedures to access knowledge assets or resources throughout the organization.	
27	Knowledge accrued from completed tasks or projects is documented and shared.	
28	Critical knowledge from employees leaving the organization is retained.	
29	The MDA shares best practices and lessons learned across the organization so that there is no constant re-inventing of the wheel or work duplications.	
30	Benchmarking activities are conducted inside and outside the organization, the results of which are used to improve organizational performance and create new knowledge.	

CATEGORY 6: LEARNING AND INNOVATION

31	The MDA articulates and continually reinforces the values of learning and innovation.	
32	The MDA regards risk-taking or committing mistakes as learning opportunities, so long as they are not performed repeatedly.	
33	Cross-functional teams are organized to tackle problems/concerns that cut across the different units in the organization.	
34	People feel empowered and that their ideas and contributions are generally valued by the organization.	
35	Management is willing to try new tools and methods.	
36	Individuals are given incentives to work together and share information.	

CATEGORY 7: KM OUTCOMES

37	The MDA has a history (and maintains measures) of successfully implementing KM and other change initiatives.	
38	Measures are in place for assessing the impact of knowledge contributions and initiatives.	
39	The MDA has achieved higher productivity through reduced cycle time, bigger cost savings, enhanced effectiveness, more efficient use of resources	

	(including knowledge), improved decision-making, and increased speed of innovation.	
40	The MDA has realized its outcomes/goals as a result of productivity, quality, and customer satisfaction improvements.	
41	The MDA has improved the quality of its products and/or services as a result of applying knowledge to improve business processes or customer relationships.	
42	The MDA has sustained its growth as a result of higher productivity and better-quality products and services.	
Total Score		***…. /210***

MATURITY LEVELS

KM Capability Assessment Tool rating organization's capability on standard KM Accelerators including Leadership, People, Processes, Technology, KM Processes, Learning and Innovation and KM Outcomes. The maturity scale ranges from 42 as the least and 210 as the highest. Maturity Levels fall in different categories with the first level of maturity being Reaction Stage (42-83), the third level Expansion Stage (126-146), fourth level Refinement Stage (147-188) and the highest level of maturity being Maturity Stage (189-205).

LEVEL 1: BEGINNERS STAGE (42-83)
This is the most basic level of maturity and the place where most organizations begin their knowledge management journeys. At this level, the organization lacks consistent processes or practices for successfully identifying, capturing, sharing, transferring, and applying its core knowledge. The key characteristic of a level 1 organization is random and informal knowledge sharing and transfer that, in turn, yields no impact to the organization.

In order to move quickly through this level of KM maturity, the following objectives should be communicated and acted on.

1. Explain knowledge management in a way that leaders and others in your organization can relate to;
2. Create a compelling picture of what is possible to achieve in terms of business outcomes;
3. Expand interest and understanding among key stakeholders; and
4. Look for areas of the organization that will benefit most from improving the flow of knowledge.

LEVEL 2: INITIATION STAGE (84-125)

The primary focus during this second level is to establish the first iteration of a KM strategy. The strategy should link tightly to the organization's broader strategic objectives and should identify organizational opportunities to apply knowledge sharing and transfer approaches. The opportunities and value of those opportunities should be assessed and theory of change. The Strategies should articulate expected outcomes and secondary impacts that can be measured by undertaking KM projects focused on the work of the organization.

The objectives to create level 2 KM capability include:
1. Develop KM thought leadership and generate buy-in
2. Create and build support for the integrated KM strategy
3. Select and secure buy-in for business opportunities to test KM approaches and tools
4. Find resources to support the initial KM initiatives

Governance and sponsorship are critical success factors for ensuring successful movement through level 2 activities. Senior-level support is important for establishing executive accountability for the performance of the organization's knowledge management activities and for sponsorship of the KM strategy and program to improve the organization's processes.

LEVEL 3: STANDARDIZE STAGE (126-146)

The primary focus at Level 3 is to manage the KM strategy, processes, and approaches identified and defined in Level 2. During this third level, the KM team often evolves into a shared resource center of excellence with oversight responsibilities for the KM approaches and processes.

The objectives to create level 3 capability include:
1. Identify opportunities to apply select KM approaches and processes
2. Secure funding and resources for the pilots
3. Market and communicate the strategy
4. Implement a change management strategy
5. Refine the KM approaches and processes into standard, replicable methodologies

Key activities during this third level include:
1. Manage the KM approaches and processes so that they are standardized and replicable;
2. Design and implement pilot opportunities;
3. Capture lessons learned to facilitate continuous improvement of the methodologies; and
4. Communicate and market the KM methodologies.

LEVEL 4: REFINEMENT STAGE (147-188)

By Level 4, the foundations for KM have been established and standardized. Level 4 involves expanding KM initiatives throughout the organization by leveraging the standardized KM approaches and processes (aligned with the KM strategy). At this level, the organization's KM approaches and processes should work together to create a powerful organizational capability. The primary objective is to develop and market an expansion strategy that leverages the standardized KM processes and approaches. Tangentially, the organization also needs to manage the growth resulting from that expansion.

Key activities for level 4 include:
1. Develop an expansion strategy that includes leveraging standard KM methodologies across the organization and expanding to new divisions or functional areas;
2. Manage the expansion effort and control any concerns or confusion that result from leveraging the established KM methodologies across the organization; and
3. Continue to communicate and market the KM methodologies to a broader, more diverse audience within the organization

LEVEL 5: MATURITY STAGE (189-210)
When an organization reaches Level 5, top management is beginning to count on KM capabilities to support the organizational strategy and core mandate. However, while the organization leverages standard KM approaches and processes as part of its expansion strategy in Level 4, it may not be capable of achieving desired outcomes through the KM processes and approaches alone. The primary objective at this fifth level of maturity is to improve core processes by optimizing standard KM approaches and processes and embedding them, end-to-end, within the same processes to achieve desired outcomes and breakthrough Maturity in readiness for innovation.

To optimize the approaches and processes, Top leadership needs to deploy proactive continuous improvement activities to close the gaps between current KM capabilities and desired outcomes. Continuous improvement should be institutionalized so that it occurs at the individual, departmental/functional, and organizational levels. At the same time, it should also re-align performance assessments with the KM strategy.

Key activities for level 5 include:
1. Embed standard KM methodologies in organizational processes;
2. Monitor the health of the KM methodologies;
3. Align employee performance evaluation and recognition processes with actions and behaviors needed to support KM strategy;
4. Balance an organization-wide- wide KM framework with the flexibility needed to meet unique needs and circumstances in different parts of the organization; and

5. Continuously improve.