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social research and evaluation

Final Report

Evaluation of Knowledge Management Innovation in ETF Operations

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CONTENTS

Executive summary

The main purpose of this evaluation is to assess the extent to which the overall and specific objectives of the Knowledge Management 2010-2013 policy have been achieved and to make recommendations for the further development of the 2014–2017 Knowledge Management Innovation policy.

This study concludes that in the last four years ETF has taken many important steps developing and implementing a Knowledge Management (KM) strategy and accomplishing yearly implementation plans. Most of the challenges identified in 2009 are embedded in the KM strategy. A KM team with a dedicated budget and staff has been established. Additionally, systems, tools and guidelines were produced and staff has been trained and advised on KM issues. The KM infrastructure within ETF is promising (using IBM Connections including social interaction tools and future use of SharePoint for DMS and the potential of Yammer) and the online platform is tested in different thematic projects / CoPs and being extended to other projects. There are so to say different innovation "hotspots" were KM is taken up in ETF operations making use of third generation KM approaches and tools (online, virtual, platform, co-creation involving partners). Nevertheless, knowledge management is still not completely embedded in ETF operations (strategic, organisational, and project level) and thereby contributing to ETF expertise development.

This study identifies a number of challenges for improving KM practices in future ETF operation

I. KM is limited supported and stimulated by senior management staff.
II. KM is still not clearly positioned within ETF, hampering a streamlined approach to facilitate the integration of KM in all ETF operations. Different departments are somehow involved in managing the flow of knowledge, but not always in a coherent way, creating management and governance tensions.
III. ETF still contains a number of separate databases/ knowledge bases, platforms and tools making information storage increasingly fragmented, not easily searchable and user-friendly.
IV. Competences of KM staff are positively assessed, although visibility of KM services could be improved.
V. KM behaviour is not steered with HR policies, especially by providing incentives and yearly performance appraisal interviews.
VI. There are considerable 'KM maturity gaps' on how the knowledge flows and stocks are managed in ETF projects.
VII. Although platforms are established - e.g. the online platform - there is still not sufficient co - creation between ETF and partner countries on these platforms (.

Taking into account these challenges the following recommendations for improvement have been made:

I. "House in order" to keep the (KM) fire burning: Create an organisation-wide platform for implementing SharePoint as document management system.

II. Lead by example through collaborative ways of working by encouraging cross –organisational collaboration by cultivating a knowledge sharing culture based on generating creative tension among members of the ETF organisation. Stronger governance of KM demands forceful decisions on establishing common rules for the formal documents of the organisation and clear rules how to use knowledge more in a systematic way.

III. Turn the KM project/KM Team – and the other support functions - into a Shared Service Centre to create shared value for ETF, their partners and other stakeholders (including a KM service portfolio).

IV. Install a common set of KM Principles in the ETF organisation that guides individual, team/network/project and community behavior to create value (such as in the HR cycle).

V. Improving co-creation within ETF, but also between ETF and ETF partners

VI. Improving the monitoring and evaluation of KM in the future by formulating key performance indicators.

1 Introduction

ICON is pleased to present this final report for Evaluation of Knowledge Management Innovation in ETF Operations. This report has been prepared by Bert-Jan Buiskool (evaluation expert) and Frank Lekanne Deprez (KM expert) assigned by ICON.

The objective of this interim evaluation is the assessment of the extent to which the overall and specific objectives of the Knowledge Management 2010-2013 policy have been achieved and to make recommendations for the further development of the 2014–2017 KMI policy.

This evaluation addresses whether the KM strategy is well designed and implemented. The evaluation also addresses the impact of the KM strategy on the cultural, organisational, methodological and procedural practices within ETF and the value KM creates for staff as well as stakeholders in partner countries. Success and fail factors are identified, providing input for an updated KM strategy for the coming years (2014-2017) supporting knowledge innovation as well. Additionally, inspiration is gained from other organisations that have KM policies in place (namely the KPMG and the British Council). Recommendations are also provided for KM performance indicators.

This evaluation combines perspectives from an empirical evaluation as well as a theory based evaluation. Empirical based evaluation addressing whether policy objectives are achieved, including all relevant evaluation items ranging from relevance, implementation, effectiveness, efficiency, impact and lessons learned (as addressed in a regular policy evaluation). A theory based evaluation identifies whether the KM strategy and instruments in place live up to current insights in literature and research on KM approaches that drive successful managerial practice of KM. Here we make use of models of effective KM policies on how to organise knowledge on strategic, operational, infrastructural, personal, project and partner country level.

The report is organised along the different levels in which KM takes place. While the background and methodology of the study is explained in Chapter 2, the report continues discussing KM on strategic level (including the vision, strategy and role of senior management) in Chapter 3. Subsequently, Chapter 4 discusses how KM is embedded in the organisation (structure, culture, HR policies, and KM infrastructure in place). Chapter 5 discusses how KM is embedded in ETF operations, while Chapter 6 discusses the role of partner countries in KM, Chapter 7 discusses the challenges for ETF as presented in the end of each chapter and link these dilemma's to two inspiring examples, namely KPMG and Council of Europe. Finally, Chapter 8 draws conclusions and recommendations for the future.

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2 Background, approach and methodology

Key messages

- This chapter describes the background, aims, goals, and methodology of the study
- The objective of this interim evaluation is the assessment of the extent to which the overall and specific objectives of the Knowledge Management 2010-2013 policy have been achieved and to make recommendations for the further development of the 2014–2017 KMI policy.
- In answering the evaluation questions and sub questions, the evaluation employed a mixed method approach (desk research , interviews, focus groups, staff survey, stakeholder survey, benchmarking case studies)
- Results of the evaluation are presented around the strategic, organisation, infrastructure, project, staff, and partner country level.

2.1 Introduction

Knowledge becomes valuable when it is understood, it's remembered, it's accessible and it changes something: it changes people's mindset, their behavior, their values and their performance. How an organisation conceptualises knowledge greatly impacts its reason for being, it's collective ambition, it's value proposition to clients, organisation shape, and engagement of staff in creating value. A coherent and shared knowledge strategy will be essential in order to make the most of delivering knowledge value. As knowledge is becoming a commodity, knowledge advantages of people and organisations are vanishing fastly. To incorporate a knowledge strategy in an organisation such as ETF requires a delicate balancing act. A knowledge strategy links the outside and inside of an organisation and must be continually 'tweaked' to fit the changing environment.

This chapter describes the background of this evaluation, providing a short overview of the evolving context of knowledge management strategy within ETF (Section 3.2). Subsequently this chapter discuss the aims and objectives of this evaluation (Section 3.3), followed by the methodology (Section 3.3). Finally an outline is provided on the content of the remaining chapters.

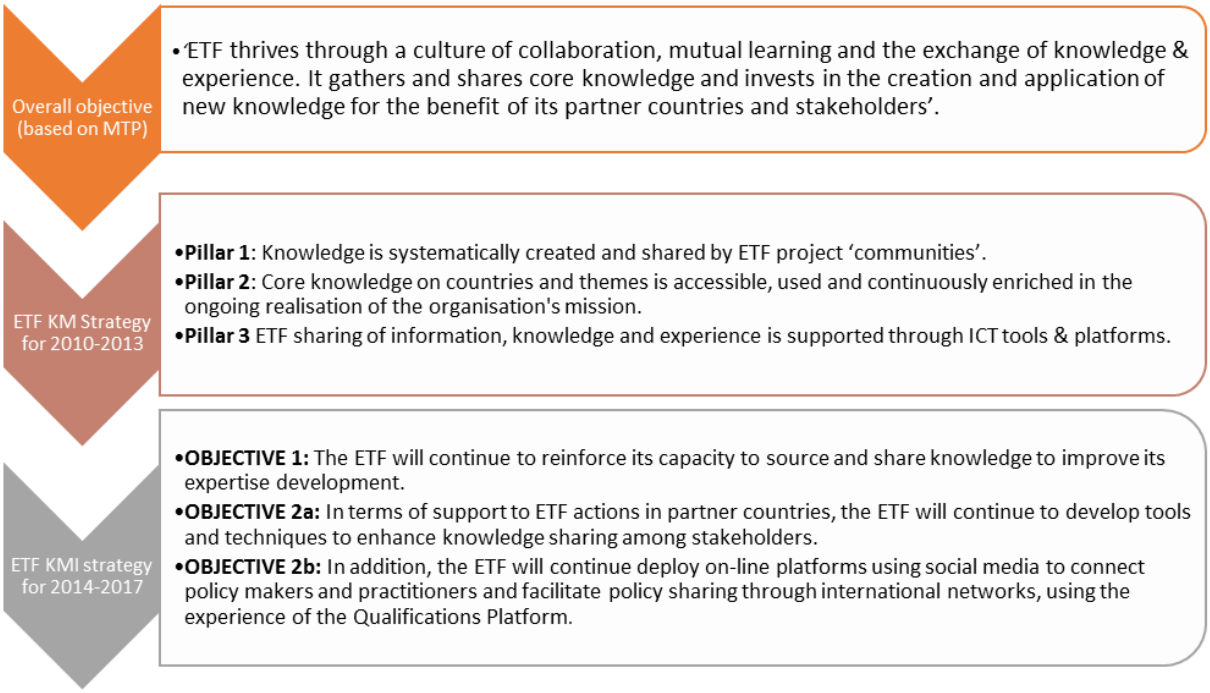
2.2 Short overview of knowledge management within ETF

The period from 2010-2013

The attention for Knowledge Management and Innovation (KMI) has been progressively developed at the ETF since 2009. An enquiry made in 2009 pointed some significant KM challenges for ETF on different levels such as strategic level, operational level, organisational culture, resources, information management systems and the role of ICT[1]. It was generally concluded that KM was not sufficiently embedded in ETF operations. In line with this enquiry and the mid-term perspective (2010-2013) - in which ETF has recognised the critical role of KM to fully achieve its mandate - the first KM strategy was developed, being implemented in 2010. A schematic overview of the main policy developments that have taken place since then are provided in the figure below (that are subject of this evaluation).

[1] ETF (2010). KM Strategy 'Knowledge in Action' for the period 2010-2013

Figure 2.1 The evolution of ETF KM strategies and objectives

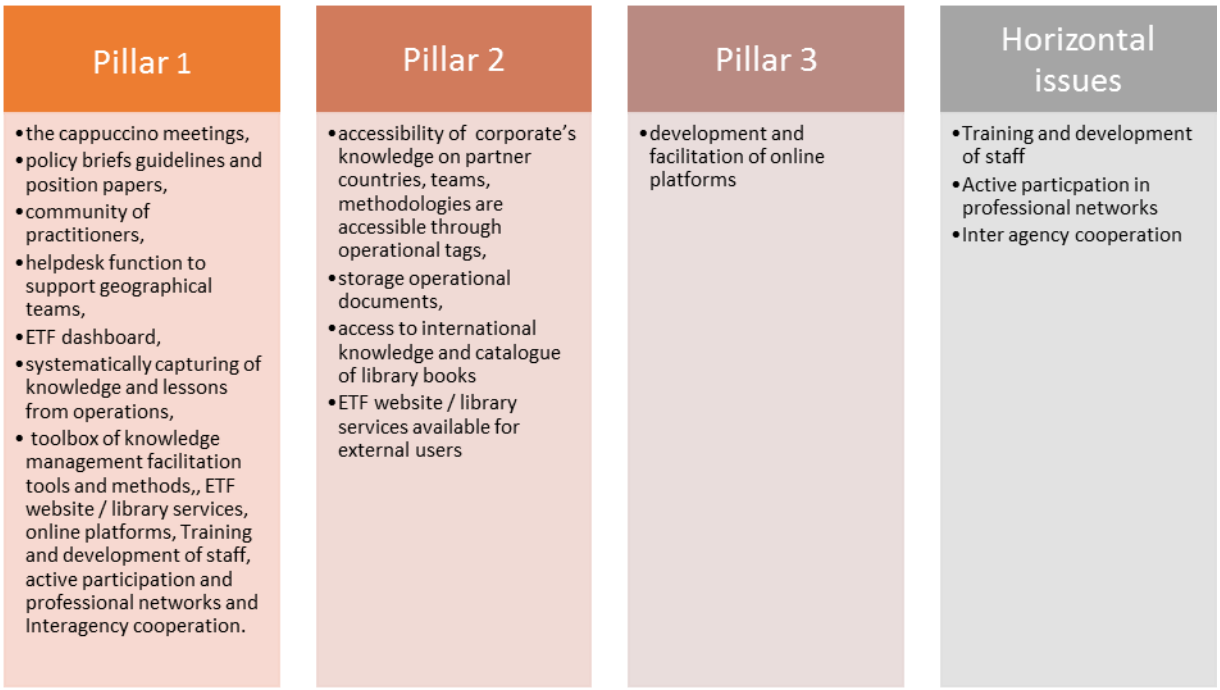


Source: developed by the authors.

Figure 2.1 shows that KM was introduced to help achieve the Mid-Term Perspective (MTP) 2010-2013 objective that ETF should 'develop as a learning network / organisation, with the creation and circulation of knowledge as an indicator of success, resulting in a richer capture of field experience and expert knowledge.' The role of KM was further defined through an ETF KM Strategy 'Knowledge in Action' for the period 2010-2013 including three pillars, on the basis of which ETF set up a dedicated KM team and a specific KM project. It was decided not to make KM obligatory for different ETF operations, but to make it voluntary and stimulate and facilitate staff in their process to better take KM into account in their daily practice.

KM has both an internal dimension to foster and systematise the 'culture of collaboration with an indirect impact on ETF partners, as well as an external dimension in terms of direct support to geographical and thematic policy operations intended to have a direct benefit for partner countries and stakeholders. The role of the KM team has been to provide the required methodologies, tools and services for both dimensions in collaboration and/or with the guidance of the respective ETF teams. The specific KM work has been developed and further detailed through the annual implementation plans. The three pillars of the KM strategy of 2010-2103 included a number of specific activities and services as provided in the figure below.

Figure 2.2 Overview of KM activities per pillar 2010-2013



Source: prepared by the authors based on ETF (2014). Knowledge and innovation policy for operations 2014-2017

The period after 2014

The ETF MTP 2014 – 2017 reconfirms the KM function within ETF's operational activities for the period. A KMI policy paper has recently been drafted realigning the function within the organisation's operational strategic objectives 2014-2017. The policy paper captures the main achievements and lessons learned from the 2010-2013 period, and proposes a KMI policy for ETF operations for the next MTP period of 2014-2017. In the new strategy special attention is given to the relationship between Knowledge and Innovation. The following objectives drive the realization of the KandI Policy (2014 – 2017) that are further operationalized in concrete action lines:

- The ETF will continue to reinforce its capacity to source and share knowledge to improve its expertise development.
- In terms of support to ETF actions in partner countries, the ETF will continue to develop tools and techniques to enhance knowledge sharing among stakeholders.
- In addition, the ETF will continue deploy on-line platforms using social media to connect policy makers and practitioners and facilitate policy sharing through international networks, using the experience of the Qualifications Platform.

The key question is whether the policy objective of the first stage are achieved and what lessons can be drawn on this first period, both directly feeding the new KMI strategy.

Changing organisational setting

In order to be more strategic and coherent in ETF operations it has been decided to become a more project based organisation instead of a department lead organisation. From 2015 onwards the current 50 yearly projects will be transformed into approximately five strategic thematic projects. This ensures that ETF activities are less fragmented, allows human resources to be better managed, and implementation and outcomes could be better monitored. Human resources will be allocated to these strategic projects and the project managers will also get more freedom to steer human resources. A thematic, country and administration department should facilitate these strategic projects. This reorganisation also raises question on how to embed KM in the organisation and will be taken into account while drawing up recommendations in this evaluation.

2.3 Aims and goals of the evaluation

The objective of this interim evaluation is the assessment of the extent to which the overall and specific objectives of the Knowledge Management 2010-2013 policy have been achieved and to make recommendations for the further development of the 2014–2017 KMI policy. The questions as phrased in the ToR are rephrased taking into account the following evaluation issues (follow the different phases of the policy cycle).

Evaluation item	Questions
Relevance	Are the needs / challenges for KM rightly translated in the design of the KM strategy (policy objectives and instruments) on strategic, organisational, infrastructural, project, individual, and partner country level?
Implementation	Are KM policies well implemented on strategic, organisational, infrastructural, project, individual, and partner country level?
Effectiveness	Are KM objectives achieved on strategic, organisational, infrastructural, project, individual, and partner country level?
Efficiency	Are output and effects reached against reasonable human and financial resources?
Impact	Does KM has a substantial value for reaching strategic and organisational objectives and create value for the organisation as well as partner countries?
Lessons learned	What are the success- and fail factor gained during the first years? What lessons can be drawn from similar institutions / international organisations implementing KMI?
Recommendation	What can be recommended improving KM practice (methodologies and tools) How could the performance and success of the new KM policy 2014-2017 be measured?

In order to answer these evaluation question the evaluation team collected empirical data to measure whether policy objectives are achieved and how these were achieved, but also confronted the KM strategy and instruments in place with current insights in literature and research on KM approaches that drive successful managerial practice of KM. Here the evaluation team made use of models of effective KM policies on how to organise knowledge on strategic, operational, infrastructural, personal, project and partner country level. Using theories on effective approaches provide the opportunity to set evaluation norms for making judgements on the performance of KM practices (following more or less a “normative approach”).

2.4 Methodology and research methods

In answering the evaluation questions and sub questions, the evaluation employed a mixed method approach, including the following research methods:

Method	description
Desk research	Assessing all written documentation on KM and assessment of several project dossiers
Interviews with ETF staff	Exploring the use and value of KM in different operations addressing three target groups: (1) management; (2) ETF operational staff; (3) staff of the KMI team.
Staff survey	To gather opinions on the use and value of KM practices in ETF operations amongst ET staff. This survey had a response of 52 persons out of 136 persons that were invited (38% response). The survey head good spread amongst different type of position within ETF (managers, experts, country managers, project officers / assistants, and administration / secretary) providing a representative overviews of ETF staff perceptions on KM. • In total 8% of the respondents are senior management staff, 68% project officers, and 25% supporting staff. • 25% of the respondents are younger than 40 years, 48% between 40-49 years old, and 27% are older than 50 years old. • 28% of the respondent are working 0-5 years for ETF, 41% 6-10 years, and 31% more than 10 years.
Stakeholder survey	To gather opinions on the use and value of KM practices in ETF operations amongst external stakeholders. In total 198 respondents participated in the online survey. The respondent include policy makers (27%), social partners (26%), Lobby group representatives (4%), policy consultants (21%), (academic) researchers (19%), practitioners (i.e. teacher, manager of educational institute, employer) (24%). The total percentage sums up more than 100% given the fact that respondents sometime have multiple roles (multiple answers). Representatives of 44 countries participated in the survey (but also from different international organisations like the European Commission and the OECD).
Interviews with stakeholders	Exploring the use and value of KM in different ETF operations from the perspective from stakeholder of partner countries.
Benchmarking Case studies	to inspire future KM strategies and operations we have a close look on two benchmarking organisations. Herefore, inspiration is collected from other organisation that have KM policies in place (namely the KPMG and the British Council).

Based on all the data gathered an overall assessment was made in line with the evaluation questions, according to the principles of triangulation.

2.5 Exploring some basic concepts used in the report

While implementing this evaluation the evaluation team made use of the following concepts and definitions:

concept	Definition / description
Knowledge management	A useful definition for the purpose of this evaluation is the one of APQC (American Productivity and Quality Center) as recently published in 2014. They describe Knowledge management (KM) as a collection of systematic approaches to help information and knowledge flow to and between the right people at the right time (in the right format at the right cost) so they can act more efficiently and effectively to create value for the organisation (APOC[2], 2014).
Knowledge stock versus knowledge flows	The knowledge an employee has is of no value unless it is shared, embedded and deployed within a process that creates and adds value to an organisation. Traditional organisations have focused on building and protecting knowledge stocks – proprietary resources that no one could access unless you had a license or paid a substantial fee. Knowledge - based organisations focus on knowledge flows. The number and quality of knowledge flows of an organisation will be a core element of spatial organisations (Lekanne Deprez and Tissen[3] , 2011, p. 28).
Knowledge domain	A knowledge domain is a collection of knowledge (crucial, specific or basic need) that is considered as a key lever for delivering quality work that contributes to the realization of the organisational objectives.

[2] APQC (2014) *Knowledge Management Glosssary*, Houston.
[3] Lekanne Deprez, F. and R. Tissen (2011) *Developing Spatial Organisations: A Design Based Research Approach (Part 1)*, Nyenrode Research paper, no. 11-01, January, Nyenrode Business University

Knowledge strategies	A knowledge strategy implies the use of knowledge processes to an existing or new knowledge domain in order to achieve strategic goals. Identifying and developing the key knowledge domains implies a multi – stakeholder approach to include the best 'new ideas' and to further develop what is already great about the organisation. There are five generic knowledge strategies namely (1) Leveraging Knowledge: (2) expanding Knowledge; (3) Insourcing Knowledge; (4) Exploring Knowledge (5) Open Source Knowledge. (Lekanne Deprez and Tissen[4] , 2011).
Three generation of KM	Literature identifies three generation of KM taking into account how organisations coordinate, cooperate, share, and integrate KM with HRM and CM[5]. The first generation of knowledge management focus on capturing knowledge from 'minds of people to documents', making expert knowledge explicit in documents, videos and Podcasts. The second generation of KM focus on digitally connecting people to people: anytime, anywhere, anyhow, in the hope that by connecting, people will instantly and spontaneously start to share valuable and vulnerable ideas and dwell on other's expertise. Finally, the third generation focuses on intense, focused and valuable knowledge sharing creating collective knowledge gained from diverse perspectives. Here, companies create focused collaborative workspaces where people work from various locations in "occasional cliques" on the job at hand. The third generation integrates online resources, individual expertise and collaborative work processes to stimulate 'joint sense making' and 'thinking apart together' and deliver better collective decision
Value creation	Wenger et al[6] (2011) describe, define and provide indicators for "value creation." They go beyond the normal business use of term (to increase either shareholder equity or improve consumer products or services) to look at both the tangible and intangible benefits that communities and networks could/should/might generate. These definitions proceed through five cycles: (1) immediate value : activities and interactions – instances where members use these entities to solve immediate problems; (2) Potential value - building social or knowledge capital that can be expended later when the individual has a need or requirement for the time or services of others; (3) Applied Value- where participation leads to positive changes in practice; (4) Realized value – where these changes have led to performance improvement; (5) or Reframed Value- Where the changes allow one to redefine the nature of the problem, product, organisation of activity that the community or network was formed to support.

[4] Ibid 3.

[5] Lekanne Deprez, F.R.E. (2003). Van elementaal belang : Kennismanagement als waardeversneller. Amsterdam. ISBN 9090170499. Inaugurele rede Hogeschool Zuyd, Heerlen http://www.zerospaceadvies.nl/publicaties/ (Inaugural Speech :In Dutch)

[6] Wenger, E., B. Trayner, M. de Laat (2011) *Promoting and Assessing Value Creation in Communities and Networks: a Conceptual Framework*. Rapport 18, Ruud de Moor Centrum, Open University of the Netherlands.

3 Evaluation of KM on strategic level

Key messages

- ETF made some important steps in the last years developing a KM strategy, allocate dedicated budget and staff to KM, and by implementing yearly implementation plans.
- As a result important progress has been made to achieve strategic objectives, mainly in the field of developing in-house KM instruments to enhance knowledge sharing between ETF staff and with partner countries, as well as on the accessibility of core knowledge on countries and themes.
- Nevertheless there are some weaknesses to be identified on strategic level. There is still a lack of consensus on KM roles and core competences within ETF, also making it difficult to identity knowledge domains, given the diversity of contexts ETF is working. Also given the voluntary nature of KM, knowledge management is still not completely embedded in ETF operations and thereby contributing to ETF expertise development. There are also issues related to the accountability and role of senior management driving the KM agenda.
- For the future KM agenda important issues should be explored: like the voluntary versus obligatory nature of KM, governance and ownership of KM within ETF, and the role of senior management staff.

3.1 Introduction

An important role of senior management is to define knowledge areas to be explored by the organisation and to establish visions for driving innovative projects. In this environment, leadership, organisation and management of the workforce are key to any competitive strategy because they are advantages and assets that are difficult to imitate. A company's ability to create effective conversion processes between individual, collective, tacit and explicit knowledge, that result in new products and processes, is equally as important as developing innovative projects by clarifying strategy and goal setting. This chapter addresses the link between strategy and knowledge needs (Section 3.2), how the challenges for KM are translated into strategic objectives and activities (Section 3.3), how the KM strategy is communicated (Section 3.4), the role of senior management embedding the philosophy (Section 3.5), and staff opinion on the achievement of strategic objectives (Section 3.6).

3.2 Clarity on the knowledge strategy and goals setting

A coherent and shared mission and value statement are the directives that bring together employees, work practices and the whole being of the organisation. The lack of a common goal may engender factions catering to their own narrow interests, thereby jeopardizing the larger organisational objectives. At the same time the mission statement determines the need for knowledge in order to achieve strategic goals.

A knowledge strategy links the outside and inside of an organisation and must be continually 'tweaked' to fit the changing environment (in which knowledge advantages of people and organisations are vanishing swifty). For understanding the changing environment the following two contexts in which ETF is working are important.

- **First of all there is the relationship with partner countries**. In this role ETF provides added value acting as (neutral) partner, facilitator, providing in-depth and thematic analysis, advice and training for partner countries. ETF also invests in creating a need in countries by informing them about topics and challenges. ETF roles differ per country given their specific

needs and development paths. ETF needs to understand these contexts in which partner countries are working and provide solutions on problems, all feeding their knowledge strategy. Within ETF knowledge is created by doing action research in the field (instead of creating evidence knowledge in house) – sometimes in cooperation with partner countries and external experts - that should directly feed the daily operations. An important question for ETF in this respect is how to capture the knowledge gained of ETF operations in the partner countries, often tacit and implicitly available in the heads of experts, and translate it to corporate knowledge (so it is available for all).

- **Another relationship is the interaction between ETF and the EU family**. Here ETF draws knowledge from EU policies and other agencies but also cooperates on certain themes (contributing to the EU external relation policies). ETF needs to translate EU policies and instruments to the context of partner countries and assist the Commission in their external policies (facilitating project development, writing policy briefs, and briefing the Commission on ongoing developments). Bringing all these roles together sometimes lead to a situation of diversified approaches across ETF staff and partner countries.

Overviewing the context in which ETF is working, ETF has different roles to play being a knowledge developer, knowledge distributor / broker, consultancy providers, training providers, project developer / initiator, network supported, lobbying party, and cooperation partner, also depending on the particular situation in a country and demands of the European Commission. This broadness of roles is reflected in figure 3.1 below, where ETF staff members indicate the three most important roles ETF plays towards partner countries.

Figure 3.1 ETF staff opinion on the role ETF plays towards its partner countries (identifying the 3 most important roles).

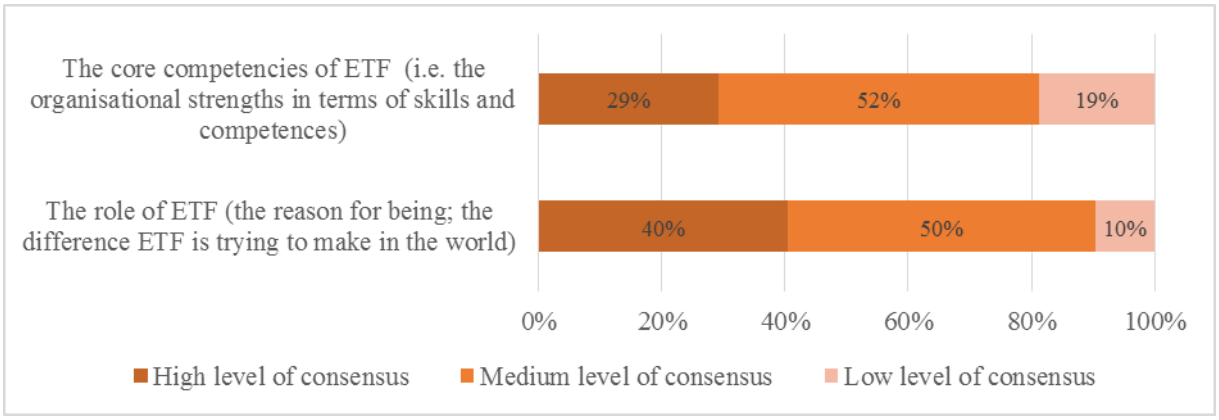
Source: survey amongst ETF staff 2014. Percentage on total respondents (N=52).

Despite of the existence of a mission statement, Mid Term Perspective and annual work programmes, there are still diversified opinions and corporate positions on the role of ETF and themes it should focus on. This is confirmed in the survey amongst ETF staff, clearly showing that ETF staff have a diverse opinion on what the three most important roles of ETF are. Only the role of being a 'network supporter' was generally considered as one of the three most important roles (mentioned by three quarter of staff), followed by the role of 'knowledge distributor' (mentioned by 58% of ETF staff), and 'consultancy provider' (54%). Around one third of ETF staff mentions the 'lobbying role' (35%) and the role as 'cooperation partner' (31%) as one the three most important roles, while the role of 'knowledge developer' (13%), 'project developer / initiator' (13%), and being a 'training provider'

(6%) is mentioned by a minority of staff. This conclusion was already drawn in the 2009 assessment indicating that it is not easy to present one consistent picture of ETF activities and purpose[7].

Given this diversity of roles it is not always clear what the exact role of ETF and its core competences is. This is partly confirmed by the surveyed ETF staff, where half of staff indicate that there is a medium level of consensus on the role of ETF (the reasons for being and the differences ETF is trying to make in the world), while 40 percent of staff indicate there is high level of consensus (and one tenth indicate there is a low level of consensus). A lower consensus is noted on the core competencies of ETF, with half of staff reporting on a medium level of consensus and almost one fifth indicate that there is a low level of consensus. Nevertheless, still one third of staff indicate there is a high level of consensus on the core competencies of ETF. Comparing the opinion of management staff, project officers, and supporting staff, one see that management staff reports a higher level of consensus on both aspects, compared to the other two groups.

Figure 3.2 Level of consensus on the core competences and the role of ETF



Source: survey amongst ETF staff 2014 (N=52)

3.3 Translation of needs into strategic objectives

The enquiry made in 2009 pointed out some significant challenges for ETF in the field of Knowledge Management on different levels such as strategic level, operational level, organisational culture, resources, information management systems and the role of ICT[8]. In line with this enquiry and the mid-term perspective (2010-2013) the first KM strategy was developed. This strategy has been implemented in 2010 and further operationalised in the yearly implementation plans. As defined in the Knowledge in Action strategy, the overall project objective 2011-2013 is to 'reinforce the culture and practice of collaboration, mutual learning and exchange of knowledge through which ETF gathers and shares its core knowledge, and invests in the creation of new knowledge'. The need and opportunity for improving ETF knowledge management was also reinforced by the corporate priority given to evidence based policy making and the launch of the Torino process. These initiatives increased the strategic importance for the ETF to be able to gather and store structured updated knowledge and information on the progress of reform in its partner countries.

[7] In the proposal for an ETF knowledge management strategy and implementation plan, it was already indicated on page 11 that "Projects do not seem to have gone through a rigorous selection process. Project objectives are not well specified; they tend to drift from one year to another. There is a need that to follow projects through, to be accountable. It is not clear what the outcomes are, why are we doing certain projects, why we are tapping into certain areas. Some projects are headline ("make ETF look good") topics, rather than trying to achieve the original idea of the ILP programme. As observers to the interviews the KM Team saw first hand the difficult the consultants were experiencing to get one consistent picture of ETF activities and purpose. Much discussion arose concerning the multiple identities in ETF towards actions".

[8] ETF (2010). KM Strategy 'Knowledge in Action' for the period 2010-2013

The way the needs and challenges of KM as identified in 2009 are translated into strategic objectives and concrete activities as defined in the annual implementation plan is schematically presented in the table below.

Table 3.1 Identifying the needs and assessment how these are addressed in the ETF strategy and annual implementation plans

	Needs / challenges as identified in 2009	Addressed in the KM strategy 2010-2013 (-, +, ++)	Implementation plan 2011 / 2012 / 2013
Strategic level	Lack of comprehensive KM vision / strategy / model	+	N.A.
	More strategic prioritisation of topics was needed (where can ETF provide added value?). Lack of rigorus selection procedure of projects	-	N.A.
	Institutional leadership was requested to ensure that KM activities would be embedded in the organisation key work processes and in its main delivery instruments.	-	N.A.
Organisation / ETF operations	Lack of KM practices within ETF departments and projects	-	N.A
	Lack of incentives (such as career talks, CPD, yearly appraisals) to motivate and encourage KM in-house	-	Standard KM objectives will be proposed for all ETF core business staff in consultation with TED and GEO relating to the knowledge sharing culture and compliance with KM procedures such as document management.
	Better labeling budget spent on KM within ETF operations	+	Budgets are allocated to KM (KM team, missions, and support projects). KM within country and thematic projects is budget neutral.
	Poor attendance of capacino meeting	+	In liaison with TED and GEO, the KM team will take responsibility for the organisation of the ETF internal programme of thematic/country Cappuccino events
	KM is not clearly planned with ETF operations (projects)	+	Handover guidelines and training for ETF staff members, to ensure that the handover of dossiers is managed effectively to reduce risk of knowledge loss.
	No clear ownership of KM within ETF operations	+	N.A

	Lacking culture of knowledge sharing	+	Coaching and training in information literacy skills (where and how to find information) and in KM methodologies and tools Induction training for all newcomers on ETF knowledge management principles, tools and location of TF knowledge.
	Lack of knowledge of individual staff on KM tools and method	+	
	Staff don‘t see KM as integral part of their daily operations	+	
Infrastructure	Low priority to upgrading ICT infrastructure (ETF intranet, website)	-	Liaison contribution to Knowledge/Content management across ETF – KM Team will represent OPS in the ECD working group for website/intranet
	Fragmentation of databases, not easy searchable (mission report, publications database, country pages etc.).	+	Document management guidelines and training, with focus on knowledge related documents on paper and in electronic filing system (K drive). ETF metadata / taxonomy. This implies the creation and agreement with TED and GEO of a keyword list drawing from ETF policy and country priorities to facilitate content classification, and search. During 2012, the KM team will, with external assistance, develop a search-aggregator of ETF and rele-vant external knowledge which would reinforce content knowledge search for ETF staff from across the individual databases which exist in the ETF. Short term mapping of ETF core knowledge.
	Social media not fully explored (Yammer, twitter)	+	Focussing primarily on the introduction of Lotus Connections as a knowledge sharing social media tool in the workspace, the KM team will progress to deploy the system to support informal knowledge sharing and communication purposes.
	Service portfolio of library does not life up to the requirement of staff	+	The ETF library will continue its development towards a virtual knowledge hub.
Partner countries	Unsufficient use of knowledge coming form partner countries	+	The KM team and the EBPD Information System manager will maintain strong and interactive coopera-tion via professional networks to ensure KM expertise is developed and continues to learn and share practice and application
	ETF knowledge is too distant from partner country contexts.	+	2013 is expected to see an extension of KM practice to further countries and regions.

Monotring and evaluation	Better monitoring	+	To measure the impact of KM practice,system indicators will be introduced to track show reductions in email knowledge documents attachments, recourse to private stores of information and use of network drives for ETF k-docs and other literature The Dashboard provides ETF with an integrated corporate project planning and monitoring and reporting system, covering knowledge on resources (financial and human), outputs (delivery progress and quality) and support activities (events, publications and procurement).

With the establishment of the KM strategy in 2010 most of the identified challenges were addressed.. Focus of KM activities in the first years however was on ETF internal knowledge users with work aimed at providing a quick, accurate and detailed overview of available knowledge generated through ETF projects, thematic and country work. From 2011 onwards, a second phase of activities was foreseen, increasingly involving the provision of support to ETF external partners and beneficiaries including 'Torinet countries' within the overall project and to specific countries such as for example Kazakhstan with the context of national and regional priorities (Education and Business, National Torino/Torinet Workshops). The focus in the first years was to develop and implement systems, guidelines, and train staff. No specific activities were implemented to steer KM from the top by providing incentives or oblige departments, unit, projects, and individual staff to better embed knowledge management principles. It was decided not to make KM obligatory for different ETF operations, or to set minimum requirements, but to make it voluntary and stimulate and facilitate staff in their process to better take KM into account in their daily practice ("by communicating, providing tools, training and advice, and positive examples from early adapters and champions"). As a result departments, projects and individuals are still free to make their own decision whether they apply KM principles in their daily operation or not. KM was introduced in "organic" way with some departments, projects and staff being front runners (early adapters / champions) adapting KM tools and instrument in their regular working practice, while others not even started working or are refusing to work with KM tools. Later on in this report it will be explored whether this strategic choice turned out to be successful or whether a minimum set of mutual obligations should be provided in order to achieve the expected policy results. Also, no concrete objectives and instrument were established for the senior management in promoting the value of KM and "lead by example".

Although KM is mentioned as an important element for realising strategic goals of ETF, the Mid Term Perspective 2010-2103 includes an isolated section on KM and does not describe how KM is concretely linked to company mission and goals, but also not how KM is related to other strategic departments such as communication, thematic, geographical, and the administrative department. The survey amongst ETF staff confirms this conclusion, having a majority that consider the knowledge management strategy as not clearly embedded in the company's mission (approximately 43% who think this is not the case). Interesting is that senior management staff members are more strongly convinced that the KM strategy is embedded in the company's mission, strategy and goals, compared to the opinion of project officials and supporting staff. The number of years working for ETF is also influencing staff views on this matter. Staff members that are working for more than 10 years for ETF are also more often agreeing with the statement that the KM strategy is clearly embedded in the company's mission, strategy and goals (while 60% of staff, working less than 5 years for the ETF, are disagreeing with this statement).

During the interviews it was mentioned that senior management staff could better explain the specific contribution of KM to the operational and cooperate value chain (see also next Section discussing the role of senior management).

Figure 3.3 The knowledge management strategy is clearly embedded in the company's mission, strategy and goals

Source: survey amongst ETF staff 2014 (N=40)

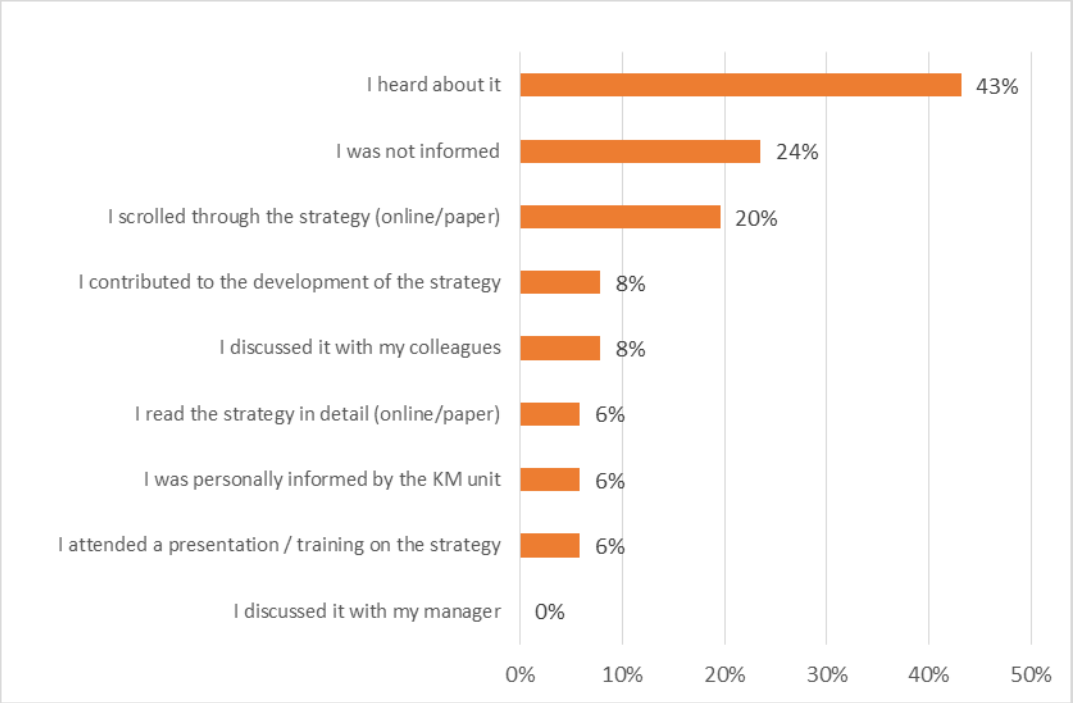
3.4 Communicating the KM strategy

Having a KM strategy in place is one thing, but without communicating this strategy people are not aware of its existence, potentially hampering the effectiveness of the strategy. In order to explore the level of awareness of the KM strategy the survey amongst ETF staff clearly indicates that a small group of staff is completely aware of the strategy (15%), while most of the staff indicate being partly aware (54%). Surprisingly, almost one third of ETF staff is not at all aware of the KM strategy (31%).

All senior management staff are completely aware, while 14% of project officers are completely aware and none of the supporting staff. Asking the same question for the new policy paper on Knowledge Management and Innovation (KMI) strategy (2014 – 2017) of ETF, an even lower percentage of staff is completely aware (19%), while almost one third of staff is partly aware of this policy paper (29%). Approximately half of ETF staff (52%) indicated not to be aware of this policy paper.

Further exploring the channels used how people were informed about the KM strategy, the following can be concluded (see figure 3.4).

Figure 3.4 Channels how people were informed about the KM strategy



Source: survey amongst ETF staff 2014 (N=51)

Figure 3.4 clearly indicates that staff members were mainly informed about the KM strategy because they heard about it (43%) and by scrolling through the strategy (20%). A small group of respondents indicated that they were informed by discussing it with colleagues, by attending a presentation or training of the strategy, was personally informed by someone form the KM project team, read the strategy in detail, or even contributed to the strategy (ranging between 6 and 8 percent). Surprisingly none of ETF staff indicated that they discussed the strategy with their manager. Around one quarter of staff indicated not being informed about the strategy.

Overall, staff members indicate that there is a communication deficit and that the added value of KM could be better communicated and its contribution to the corporate value chain, not only by senior management staff, but also by the KM project themselves selling their services and managing their reputation. While there was some promotion of KM in the beginning this vanished a little bit from the agenda in later years. Although there is an internal communication strategy to inform staff about in-house developments, the KM dimension could be improved in this strategy.

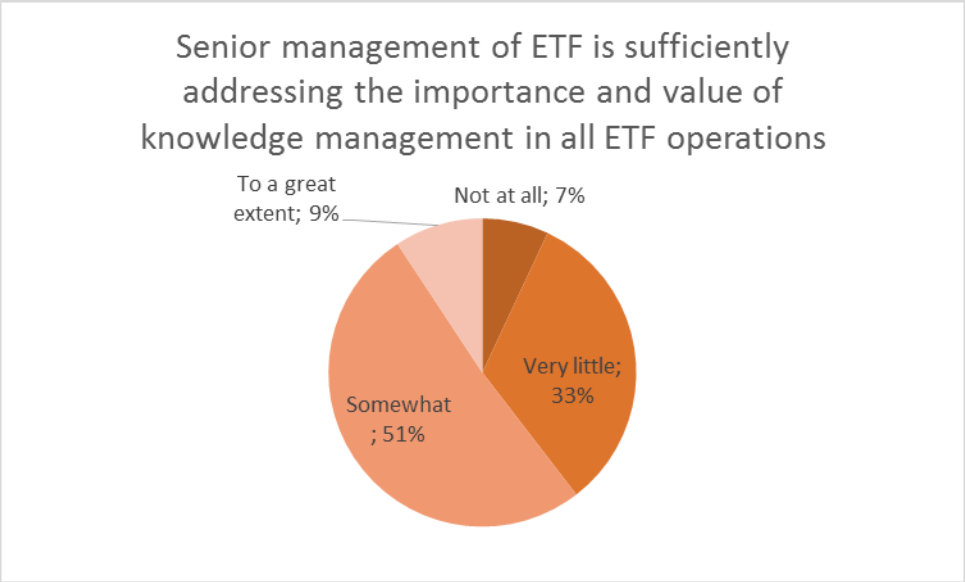
3.5 Support from senior management

An important role of senior management is to define knowledge areas to be explored by the company and to establish visions for driving innovative projects. In this environment, leadership, organisation and management of the workforce are key to any competitive strategy because they are advantages and assets that are difficult to imitate. The 2009 assessment concluded that the need for KM was supported by senior management. There was a strong need for a shared vision on KM by all managers. A need was also identified to better steer the selection of projects from the top ("avoiding people steering their own agenda's"), and it was argued that more strategic prioritisation of topics was needed. At the same it was concluded that more careful attention and institutional leadership was requested to ensure that KM activities would be embedded in the organisation key work processes and in its main delivery instruments.

During the evaluation it was explored how senior management was driving the KM agenda and "lead by example". The survey amongst ETF staff shows that around 40 percent of ETF staff members

consider that senior management is very little (33 %) or not all (7%) addressing the importance and value of KM in all operations. Around half of ETF staff members (51%) considers that senior management is somewhat addressing the importance of KM, while around one tenth (9%) considers that senior management is sufficiently addressing the importance (see figure below). Not surprisingly, all senior management staff members think that they contribute somewhat / to a great extent addressing the importance an value of KM.

Figure 3.5 Staff opinion on whether senior management of ETF is sufficiently addressing the importance and value of knowledge management in all ETF operations



Source: survey amongst ETF staff 2014 (N=43)

While asking ETF staff whether there is sufficient leadership and managerial direction in terms of clearly communicating the benefits and values of knowledge sharing practices, almost half of staff indicate this is insufficient (47%), while around four-tenth of staff (39%) is neutral on this aspect. A small group 13% thinks that there is sufficient leadership and managerial direction[9].

Senior management are free to give their own direction implementing the KM strategy, leading to diversified approaches amongst ETF departments, unit and projects. During interviews it was indicated by senior management staff that KM is not one of the major topics that are addressed during the management team meetings.

3.6 Achievement of strategic objectives

The KM strategy 2010 – 2013 identifies a number of strategic objectives (just like the Knowledge Management and Innovation strategy 2014 – 2017). The question is whether this strategy and related activities finally contributed to the achievement of these objectives. Despite of the problems of measuring the actual culture of knowledge sharing and how KM contributed to ETF expertise development, ETF staff members were asked to provide a judgement on the extent on which the following objectives are achieved.

[9] N=44

Figure 3.6 Staff opinion on achievement of the following strategic objectives

Source: Survey amongst ETF staff 2014 (N=42)

Figure 3.6 clearly shows that last year's important steps were taken implementing the KM strategy and related activities. Staff members indicate that there are clear instruments in place to enhance knowledge sharing between ETF staff and with partner countries (although around 39 percent still think that this strategic objective are not at all / very little achieved). More critical assessment is given on whether knowledge management practices take place in all projects and phases of the ETF lifecycle, and the accessibility of core knowledge on countries and themes (around half of ETF staff thinks that this strategic objectives is not at all / very little achieved), with senior management staff and project officials even being more critical. Staff are most critical towards the contribution of KM to ETF expertise development (having only 13% of staff thinking this goals is achieved). These outcomes are clearly aligned with the intention focussing in the beginning on development of tools and systems, however this has not been translated to the take up of KM in all ETF operations and expertise development.

3.7 Concluding remarks

This chapter explored the governance of KM within ETF addressing the strategy and how it is communicated, as well as the role of senior management. The following strengths, challenges and issues can be identified.

Strengths: Overviewing how KM is governed by ETF important steps are taken in the last years implementing a KM strategy and implementing yearly implementation plans. Most of the challenges identified in 2009 are embedded in the KM strategy. A KM team with a dedicated budget and staff has been established. Moreover, systems, tools and guidelines were produced and staff has been trained and advised on KM. As a result important progress has been made to achieve strategic objectives, mainly in the field of in-house instruments in place to enhance knowledge sharing between ETF staff and with partner countries. Moreover, positive assessment is given on the accessibility of core knowledge on countries and themes.

Challenges: Nevertheless there are still some challenges to be identified on a strategic level. First of all, there are still governance issues on which criteria projects are selected, what projects are exactly about and the change projects wants to achieve. It was indicated that projects need to be monitored from one year to another and success often depends on individual (expertise) or specific country contexts. There is still a lack of consensus on ETF roles and core competences, also making it difficult to identify knowledge domains, given the diversity of contexts ETF is working in. Also given the voluntary nature of KM, knowledge management is still not completely embedded in ETF operations and thereby contributing to ETF expertise development. Additional efforts should be done to

mainstream KM in the whole organisation, by better support and leadership of senior management staff and setting minimum mutual criteria for KM in ETF operations. Moreover, the benefits and values of knowledge sharing practices should be better communicated and senior management should 'lead by example'.

Significant issues for the future: Overviewing the strengths and challenges identified at strategic level, in order to improve KM practice, some significant issues need to be considered:

- **Obligatory versus voluntary:** An important dilemma implementing KM policies is what is required and what is optional (not obligatory). It was decided not to make KM obligatory for different ETF operations, but to make it voluntary and stimulate and facilitate staff in their process to better take KM into account in their daily practice. The use of KM would be fostered by a good reputation, sharing good experiences amongst colleagues and by evidence on the added value (using front runners and champions). Nevertheless, this evaluation provides evidence that KM is still not fully embedded in ETF operations. Knowledge sharing is therefore too dependent on the 'goodwill' of people. At the individual and team level knowledge sharing must be mandatory on certain key knowledge areas. Stronger governance of KM demands common rules for the formal documents of the organisation and clear rules how to use knowledge in a more systematic way.
- **The role of senior management staff:** Senior management is free to give their own direction implementing the KM strategy, leading to diversified approaches amongst departments, units and projects. It should be explored whether senior management should show more leadership driving the KM agenda.
- **Clearly communicating the KM strategy and added value of KM:** the evidence gathered shows that not all ETF staff members are completely aware of the KM strategy and KM services in place. This raise concerns on how KM is communicated within ETF. To develop a knowledge-sharing culture, you need consistent messaging, a formal and pervasive communications push, and reinforcement of desired behaviours through rewards and recognition. At every milestone of KM deployment, employees need examples of success so they can justify dedicating their time to leveraging new technology and changing specific behaviours. **Governance / ownership of KM:** Closely related to the role of senior management, the voluntary nature of KM, and the fact that KM is organised as a project within ETF, it is not always clear who owns the responsibility for KM, leading to governance issues (see also next chapter).

The next chapter further explores how KM is embedded at organisation level.

4 Evaluation of KM on organisational level

Key messages

- The challenges identified in 2009 were countered with the establishment of a KM project, with dedicated financial, human and infrastructural resources. However, due to resource constraints the KM team cannot serve all projects with dedicated advice and involvement.
- Although ETF made a good start designing a KM project, KM is still not clearly positioned within ETF, hampering a streamlined approach to facilitate the take up of KM in all ETF operations.
- As a result there is no single owner of all KM activities and as a result limited steering mechanisms are in place creating management and governance tensions.
- KM behaviour is not stimulated by HR policies (incentives and yearly appraisal interviews). More space can be provided that drives innovation (time, opportunities, and physical space).
- The current electronic document system (K-drive) is not easily searchable and there is no common agreement how to store (a minimum) of basic project information.
- ETF still contains a number of separate databases/ knowledge bases, platforms and tools making information increasingly fragmented, not easily searchable and user-friendly, and some of them or even not regularly used by ETF staff.
- The KM team is not always visible within ETF and the communication with KM staff and ETF staff is not assessed as positive by a large part of ETF staff. Nevertheless, the competences of KM staff are assessed as good by a large part of the ETF staff.

4.1 Introduction

This chapter addresses how KM is addressed at organisational level, discussing how KM is positioned in the organisation, organisational culture, HR policies, and KM infrastructure in place. First of all, the way KM is embedded in the organisation structure is an important condition for success (also taking into account the aims to embed KM in the whole ETF life cycle). Literature shows that a strict bureaucratic organisation of KM is becoming increasingly inadequate to meet the contemporary challenges imposed on businesses, and demand for a more organic organisation of KM. Secondly, organisational culture is considered as essential for strategic development of knowledge, by addressing creative cultural environments, the workplace, and the freedom of employees in relation to norms, values and the implementation of new ideas. Thirdly, the human resources must be related to the acquisition, generation, dissemination and storage of external and internal knowledge of the company because they clearly influence the management of learning, innovation and knowledge through recruitment and selection, training, career and reward systems.

4.2 Organisation structure

As we define knowledge as information (and data) in action, organising knowledge focuses on how members of the ETF organisation can do their work more effective and efficient to create value for themselves, the organisation and its stakeholders. This implies an organisational design that enables to share and capture valuable knowledge without interruptions, barriers or stumbling blocks. It's all about organising the flow of knowledge.

In 2009 it was already indicated that a lot of KM activities were taking place, but that it was not clear on who is responsible / organise information within ETF so it is accessible. In 2010 it was decided to

position KM within a concrete project falling under the responsibility of the Evidence Based Policy Making Department. In this project financial and human resources were bundled in order to facilitate KM within ETF operations by providing KM infrastructure and tools for knowledge sharing (KM services). The project team consists of the following positions:

- **KM team leader:** responsible for aligning and contributing to the KM vision
- **ICT facilitator:** responsible for ICT tools and support
- **KM information management:** responsible for library / KM content
- **KM method expert:** responsible for KM methodologies / tools

The members of the project team are allocated to each of the pillars of the KM strategy. Moreover, all KM team members are facilitating project teams in KM practices. Sometimes they play a role as actual project team member, sometimes taking all their time, leaving limited time to work on KM related work. The KM project team is managed by the manager of the Evidence Based Policy Making Department.

Although establishing a concrete project on KM was a first step achieving policy objectives, no conditions were established to assure the connection with ETF operations (thematic and country projects), just as with other ETF departments (such as Communication, ICT, Software Development, Monitoring and Evaluations) that are somehow involved in managing the flow of knowledge, making it difficult to develop an overarching KM strategy.

- **Communication department:** is responsible for the internal and external communication policies of ETF (such as the intranet, website, ETF publications, and social media that can actually be considered as KM instruments storing and sharing information). For reviewing documents there is an internal and external editorial board available. The communication department is very much depending on information provided from the rest of the organisation (to put it in the "spotlight"). Communications is not obligatory involved in each ETF project. It was indicated that the initiative most of the time comes from the project manager when they want to make use of communication services. During interviews it was indicated that the Communication department is not much connected with the KM project team and that there is no regular communication between units. An illustrating example is that Communication developed their own thematic classification (other than what TED and KM produced). Moreover, there is no link between IBM connections and the ETF website.
- **ICT and Software Development:** Software development is organised in one department, while ICT (system and infrastructure) is organised in another department. During the interviews it was indicated the IT department could be better steered. Everyone can start projects with limited steering from management side (steering committee is not leading this).
- **Administration Department:** is responsible for Finance, HR, Procurement, and Building. It was indicated that this department is not much linked to the KM project and that the contact is limited. The connection of KM with finance (such as budgeting for KM on project level), HR (stimulating knowledge sharing behaviour amongst staff), procurement and building policies (creating stimulating and inspiring work spaces) is not very much operationalised. Nevertheless, the department is making use of KM such as the thematic tagging /labelling to map CVs of ETF staff and make these CVs visible in the organisation (with a sort of Facebook feature). The Administration Department is establishing administrative procedures that needs to be shared with ETF staff. It was indicated however that these procedures and rules are not always easy to find within ETF and staff find it difficult to interpret all this information. The Administration Department also cooperates and share knowledge within the EU family (DG HR and DG Budget). ETF is also participating in an inter European Agency network. Here they exchange information on different operational topics (like auditing, communication, ICT). For this network they use an extranet platform and they tried to use

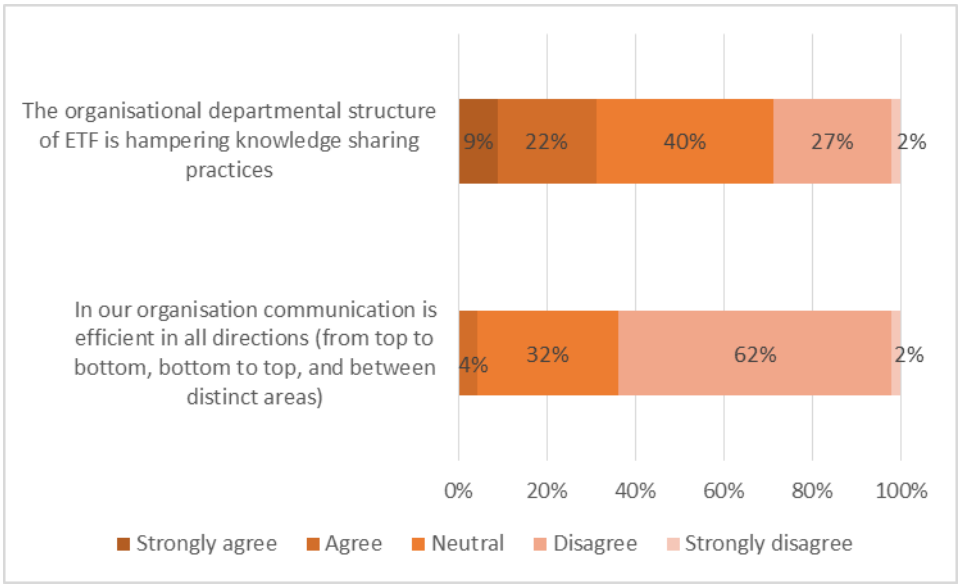
Yammer, but this was not always successful since e-mail was still used as most important communication channel (and two communication channels does not work). Nevertheless, Yammer is used by some subgroups of the network, such as the accounting managers of European agencies (they agreed on themselves using this tool)[10]. There is also an ICT network and communication network that is using Yammer.

- **Thematic and geographical department:** Country and thematic projects could make use of KM services. Community of Practitioners (thematic groups) have been developed were staff could share experiences with each other dealing with similar topics. There are 7 CoPs that are all making use of connections (the online platform), but KM is not systematically embedded in daily ETF operations. One member of the KM team is linked to each department advising the department on KM affairs. It was indicated that the CoP stimulates sharing and cooperation, however, the cooperation between CoPs can be improved.
- **Department for Monitoring and Evaluation:** this department is responsible for monitoring projects (dashboard) but also the K drive for storing information.

Overviewing the activities of different departments one see that different 'functions and roles' are involved in the organisation of knowledge: Communications, ICT, Software Development, KM project, Administration, and ETF Projects. All are somehow involved in managing the flow of knowledge, but not always in a coherent way. As a result there is no single owner of all KM activities and limited steering mechanisms are in place creating management and governance tensions. This also counts for concrete ETF operations, where KM is still a voluntary activity and dependent on the good will of individual staff (see also chapter 5 discussing the use of KM in concrete projects). As a result there is no single owner of KM and limited steering mechanisms are in place for better embedding KM in different ETF operation. This creates management and governance tensions. Another conclusion to be drawn is that communication between departments, CoP and projects are not always streamlined. Respondents mention that ETF departments, unit and projects are often working in "silos" focusing on their own activities with limited interaction between, making communications in all direction less efficient. This outcome is partly confirmed by the outcomes of the survey amongst staff (see figure 4.1).

Figure 4.1 Staff opinion on organisational department structure and communication within ETF

[10] The accounting manager of ETF is chairing the online discussions on Yammer.



Source: Survey amongst ETF staff 2014 (N=45; N=47)

Figure 4.1 clearly shows that ETF staff members have a diverse opinion whether the organisation departmental structure of ETF is hampering knowledge sharing practice (with around one third of staff that agrees with this statement and a similar percentage that is not agreeing). Having a closer look on staff opinion on the efficiency of communication in all direction, the majority of staff (around 64 percent) clearly believes that communication is inefficient in all direction (from top to bottom, bottom to top and between distinct areas) pointing to a communication deficit within ETF.

4.3 Embedding KM in HR policies

Since knowledge is created, captured, distributed by them, individual workers often consider knowledge as their personal psychological property (they often think: "it's mine"). Professionals and knowledge workers value their knowledge and they don't share it easily. Most organisations have been designed for efficiency and balancing costs and benefits by establishing an extensive set of rules that govern behaviour and not for co-creating a common set of values that guides individual and collective behaviour to stimulate sharing and capturing valuable knowledge.

As already indicated HR plays an important role stimulating the right KM behaviour in the organisation. This can be done by recruiting staff with the right knowledge, skills and attitudes, adding to the stock and knowledge flows and provide value. Therefore organisations should adopt rigorous and highly selective processes and seek to increase diversity in the backgrounds of the staff that are hired. Another way of steering KM is to encourage behaviour of individual and collective processes of learning, as well as those behaviours that will safeguard the strategic and long-term interests of the organisation for strengthening its competencies. In this sense, attention should be paid to career plans and training that broaden experience as well as contacts and interactions with other people both inside and outside the organisation[11]. In 2009 it was already concluded that there was a lack of incentives (such as career talks and yearly appraisal interviews) to motivate and encourage KM in-house. Overviewing the situation within ETF in 2014 one can still conclude that KM is not largely embedded in HR practices, despite the fact that the annual implementation plan proposed standard KM objectives for all ETF core staff in consultation with TED and GEO relating to the knowledge sharing culture and compliance with KM procedures such as document management (see also Chapter 3).

[11] Source: Ferreira, C. L., Pilatti, L.A. (2013), Analysis of the Seven Dimensions of Knowledge Management in Organisations, In: Journal of Management, Technology and Innovation, Vol. 8, pp 5.

- **Recruitment:** ETF recruits new staff mainly based on specific field experience or subject knowledge in the ETF knowledge domains. Most of the time people are being employed as experts (having previous experience somewhere else). Recruiting experts has advantages and disadvantages. On the one hand by hiring experts reduce the risks when sending them to the partner countries (they know what they are talking about), but on the other hand experts already have their own working habits (ways of doing things) and are sometimes difficult to embed in a corporate philosophy (compared to hiring young people). No specific attention is paid towards KM behaviours while selecting candidates, like willingness and competences to share knowledge or work in teams (these are implicitly addressed during job interviews).
- **Encouraging:** ETF does not have specific encouragement policies in place for stimulating KM behaviour. Nevertheless, the KM team provides KM training as part of their service delivery. ETF support professional development by providing support in PHD tracks, corporate developments programmes, and general skills investment. Moreover, each department has a budget for training; however no personal budgets are allocated guided by personal development plans. It has been indicated that ETF tries to get more focus on "on the job learning". During interviews it was indicated that continuing professional development are hampered by the huge workload in projects. This is illustrated by the outcomes of the staff survey indicating that only one-fifth of ETF staff (22%) indicates that ETF gives people dedicated time to pursue new opportunities, while almost four tenth (38%) indicate that this is not the case (another 40% is neutral in this issue)[12]. This is illustrated by one of the respondents during the interviews refers that his/ her managers indicated that they "are here to work, not to learn". Nevertheless ETF has a mobility policy in place where staff can move between departments and gain and share competences. Encouragement is also depending on the management style and priority given to KM by individual managers. It was said that ETF used to have a mentoring system in place in the past, where new colleagues were linked to old colleagues to get to know the organisation and working habits. This policy disappeared when some old officials retired / moved away. Some respondent indicated that it would be good to re-establish this policy.
- **Appraisal:** ETF does not include KM as one of the criteria in their reward and recognition system, despite of some ongoing discussions. Although the KM team is currently exploring how to integrate KM performance better in the appraisal system and motivate people better embedding KM in their daily activities no progress has been made in this dossier so far. The attention for KM in yearly appraisals is very much depending on individual management styles and importance given to KM. This is reflected in the survey outcomes were half of ETF staff (50%) disagree with the statement that there is a transparent rewards and recognition systems that motivate people to share more of their knowledge (while 46 % is neutral on this point)[13]. By asking ETF staff whether they are currently rewarded for transferring knowledge, a quarter (24 percent) indicated that this is not the case. Of those persons that are somehow rewarded half of them (49%) indicate that they are rewarded by acknowledgement of their contribution, while a quarter (24 percent) indicate that they are rewarded by professional development and that their colleagues respect them as an expert. A very limited group of staff mention a better reputation (15%) and promotion opportunities (2%)[14]. Generally, it can be concluded that individual expertise is more valued that assisting or mentoring others,

These outcomes clearly indicate that KM is not considered as a main topic in HR policies, not formally emphasizing KM as a core value of ETF staff competences.

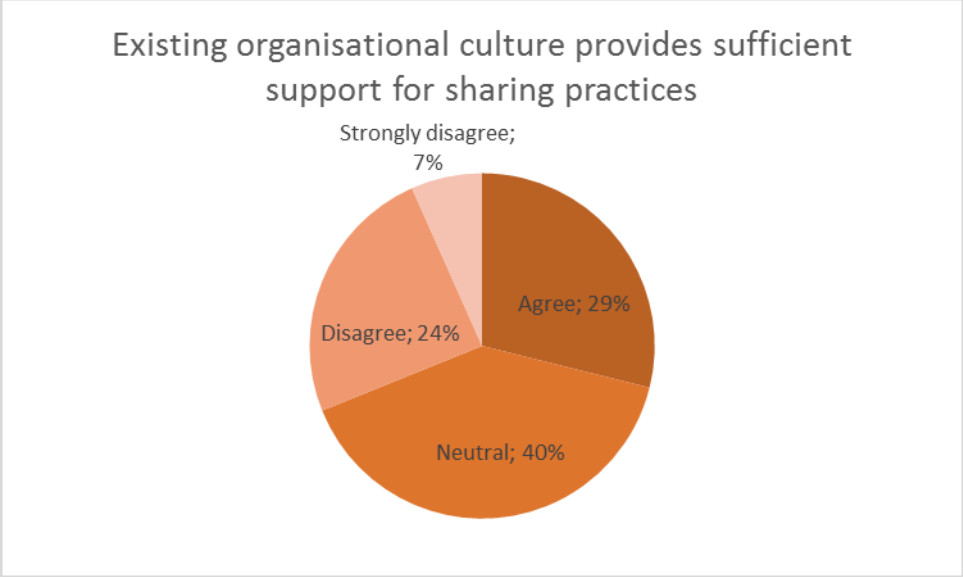
[12] N=45
[13] N=46
[14] N=41

4.4 Organisational Culture for knowledge sharing

Organisational culture and values make all the difference and they cannot be relegated to the background while assessing KM. Organisational culture can be understood as the norms and values that help to interpret events and evaluate what is appropriate and inappropriate. These standards and values may also be seen as control systems that are capable of achieving great effectiveness, since they lead to a high degree of conformity, while at the same time giving a heightened sense of independence. Organisational culture is essential for strategic development through expressive elements in its demarcation, such as creative cultural environments, the workplace, and the freedom of employees in relation to norms, values and the implementation of new ideas. Senior management must develop an organisational culture through an environment that is conducive to sharing[15].

Asking ETF staff about the culture of knowledge sharing it appears that staff members have a diverse opinion (see figure 4.2 below).

Figure 4.2 Staff opinion on organisation culture providing support for sharing practices

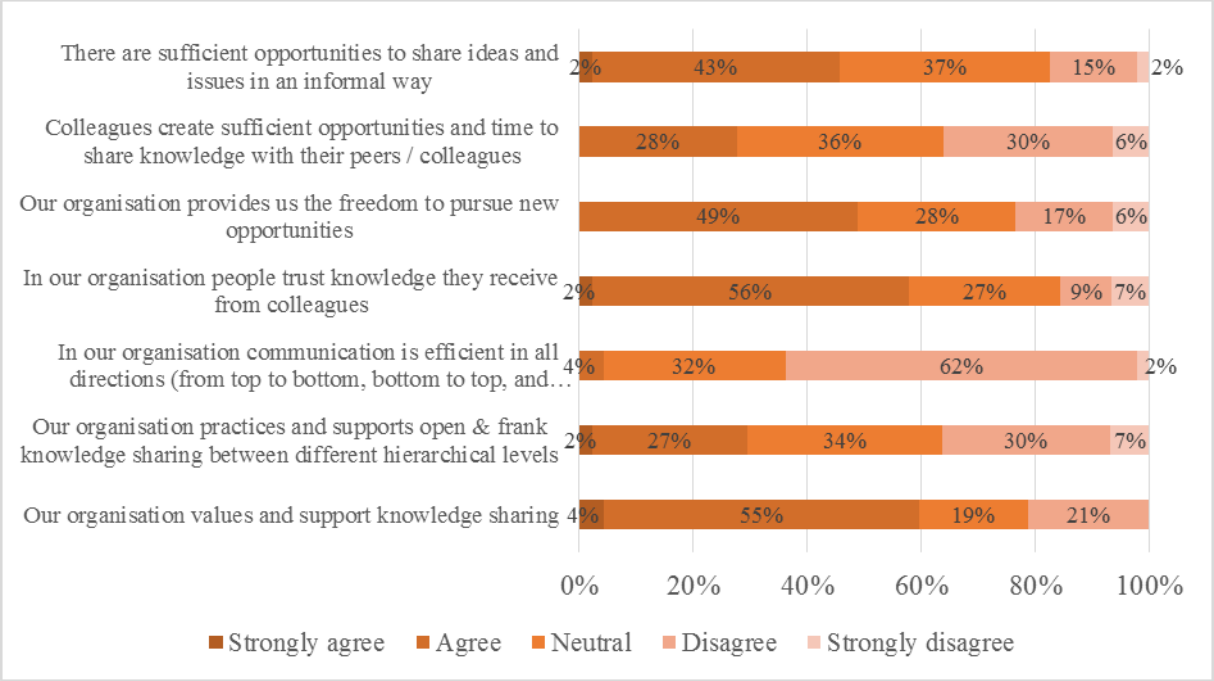


Source: Survey amongst ETF staff 2014 (N=45)

Figure 4.2 shows that around one third of ETF staff (31%) does not support the statement that the existing organisational culture supports knowledge sharing, while almost a similar percentage (29%) thinks this is the case. Management seem more positive about the knowledge sharing culture than project and supporting staff. Figure 4.3 explores more dimensions of the knowledge sharing culture within ETF provides. Interviews point out that ETF consist of silo's (departments, units, but also individuals) that work often independently and not sharing information in between.

[15] Source: Ferreira, C. L., Pilatti, L.A. (2013), Analysis of the Seven Dimensions of Knowledge Management in Organisations, In: Journal of Management, Technology and Innovation, Vol. 8, pp 5.

Figure 4.3 Staff opinion on the culture of knowledge sharing within ETF

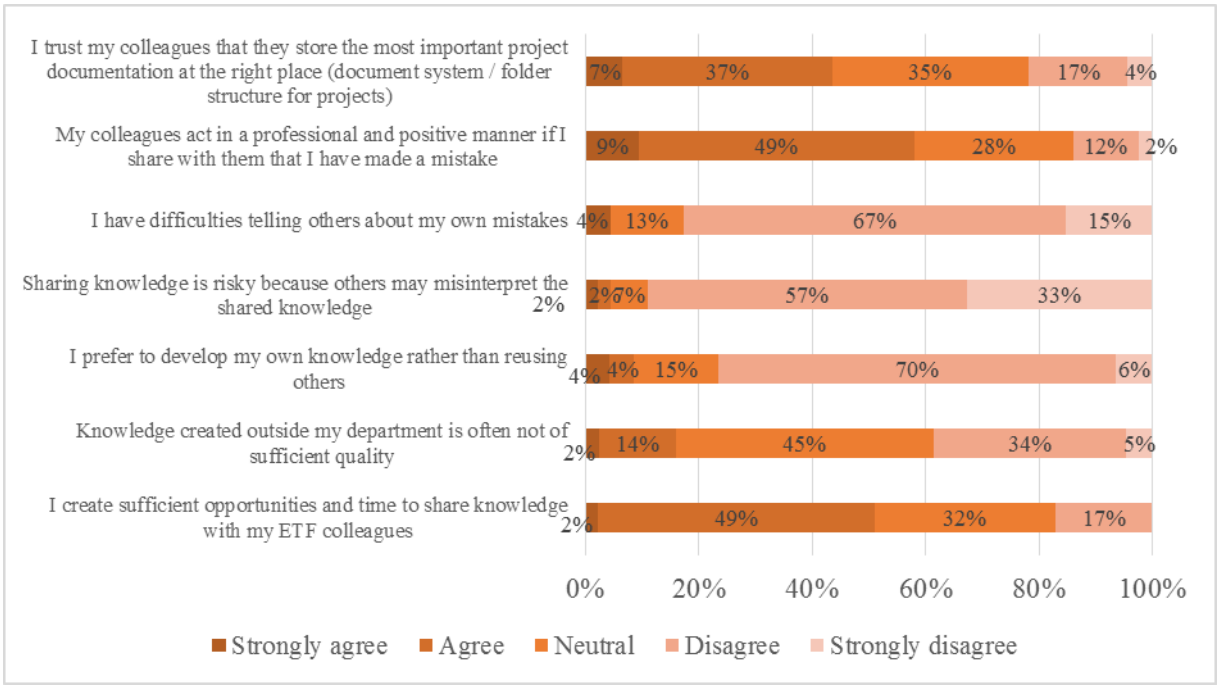


Source: Survey amongst ETF staff 2014 (N=47)

Figure 4.3 clearly shows that the majority of respondents (59%) indicates that they agree that ETF supports values and knowledge sharing. A majority of ETF staff (58%) also indicates that they trust the knowledge they receive from colleagues. ETF staff is also positive (45%) about whether there are sufficient opportunities to share ideas and issues in an informal way, just like the freedom to provide new opportunities (50%). For all these items around one fifth of staff disagrees with these statements, still considered a respectable group. Staff is more critical about organisational support for open and frank knowledge sharing between different hierarchical levels (37% disagree), horizontal and vertical communication (64% disagree), and colleagues, having sufficient time for sharing knowledge (36% disagree).

Asking staff about their personal knowledge sharing, one can conclude that in general individual staff are positive on their own knowledge sharing behaviour (see figure 4.3 below).

Figure 4.3 Staff opinion on individual aspect of knowledge sharing within ETF



Source: Survey amongst ETF staff 2014 (N=47)

Almost half of ETF staff members (44%) indicate that they trust their colleagues store the most important project documentation in the right place (while still one fifth of staff does not trust that this is the case). With regards the culture of making faults it has been indicated that most ETF staff does not face any difficulties telling others about their own mistakes (82 %), while almost one fifth (17%) does. Also a majority (58%) of staff indicate that colleagues act in a professional and positive manner if they heard that their colleagues made a mistake, while14 % indicate they do not act in this way. Staff members are clear that it is not risky to share knowledge and also do not prefer to develop their own knowledge rather than reusing others. Nevertheless, staff members are more diverse in the statement that knowledge created outside their department is of insufficient quality (39% disagree, while 16% agree). Finally, a majority of staff thinks that they create more opportunities and time to share knowledge with ETF colleagues, than their colleagues do (see also figure 4.2).

Nevertheless, staff still face personal barriers sharing knowledge within ETF. In the survey more than half of respondents (54%) indicate that the general lack of time is an important barrier, while a small number of respondents indicate the low appreciation of the value and benefit of my knowledge by colleagues (15%), personal difficulties sharing knowledge with colleagues (12%), the fact that colleagues are challenging the accuracy and credibility of 'my' knowledge (10 %). Almost none of the respondents indicate the fear that sharing 'my' knowledge may reduce or jeopardise career chances, or that they are not willing to share personal expertise, or that others misuse 'their' knowledge or take unjust credit for it[16].

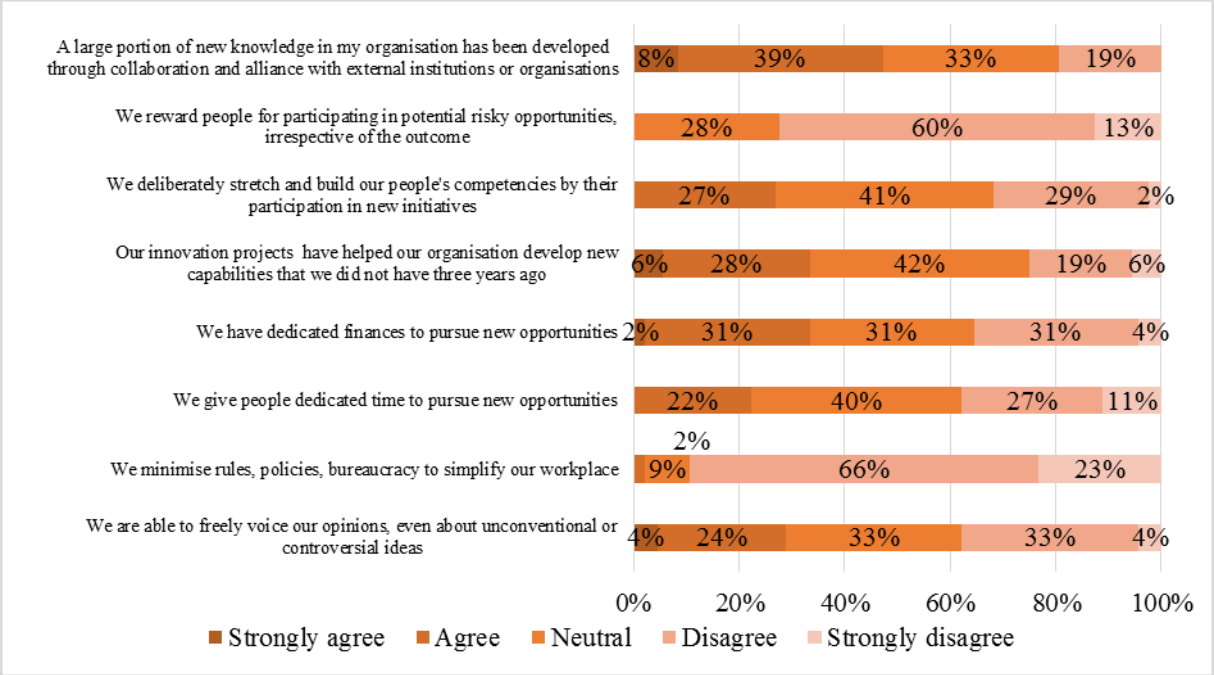
4.5 Innovative culture

In the new strategy special attention is given to the relationship between Knowledge and Innovation. Innovative culture - as part of the organisation culture - is an important determinant of sustained innovativeness and effective performance of an organisation. Innovative culture is related to knowledge management. Despite the fact that research literature has not adequately researched the phenomenon of innovative culture, some items can be identified that characterise the innovative

[16] N=41

literature (such as innovative mission / statement, democratic communication, safe spaces, flexibility, collaboration, boundary spanning, incentives, leaderships)[17]. In the figure below some of these items were measured in the context of ETF.

Figure 4.4 Staff opinion on the innovative culture within ETF



Source: Survey amongst ETF staff 2014 (N=45)

Overviewing figure 4.4 one can conclude that ETF scores relatively low on their innovation culture, and especially in relation (1) to rewarding involvement in risky opportunities, (2) rules, policies and bureaucracy to simplify the workplace. On other items staff have a more diverse opinion, such as on (1) the ability to freely voice their opinions, (2) dedicated time and finance to pursue new opportunities, (3) deliberately stretching and building people's competencies by their participation in new initiatives, and (4) the effectiveness of innovation projects (around one third of persons disagree this is the case, one third that agree this is the case, and one third of staff that are neutral on this matter). The majority of staff indicate that a large majority of new knowledge has been developed through collaboration and alliance with external stakeholder (47% agree versus 31 percent disagree). Overviewing the response per type of respondent one see that management staff are more often agreeing with the statement, than project staff, and administration, both having a more negative opinion on innovative culture. This picture was confirmed during the interviews indicating that ETF is sometimes risk averse in their projects, which is very common for a public organisation.

During the interviews it was also indicated that there are sufficient ideas within ETF and some experimentation is going on. However, there are no mechanisms in place for picking the right ideas. It was also indicated that since ETF is a public organisation there is no culture of trying new things and the organisation tends to play safe. There is therefore some resistance to innovate. In the past there were several projects called innovation projects (but this stopped after the introduction of the Thematic Department, where innovation was considered mainstreamed in the thematic projects. Now each

[17] Based on the work of Dombrowski, C., Kim, J.Y., Desouza, K.C., Braganza, A., Papagagi, S., Bolah, P. and Jha, S. (2007). Elements of Innovative Cultures, *Knowledge and Process Management*, Wiley InterScience, 14, 3, 190-202. Dombrowski et al. (2007) presented eight elements of organisation innovative culture.

project should have innovative elements). Interview partners indicate that ETF is not innovative enough in their delivery mechanisms. ETF tends to fall back on publications, events, and missions.

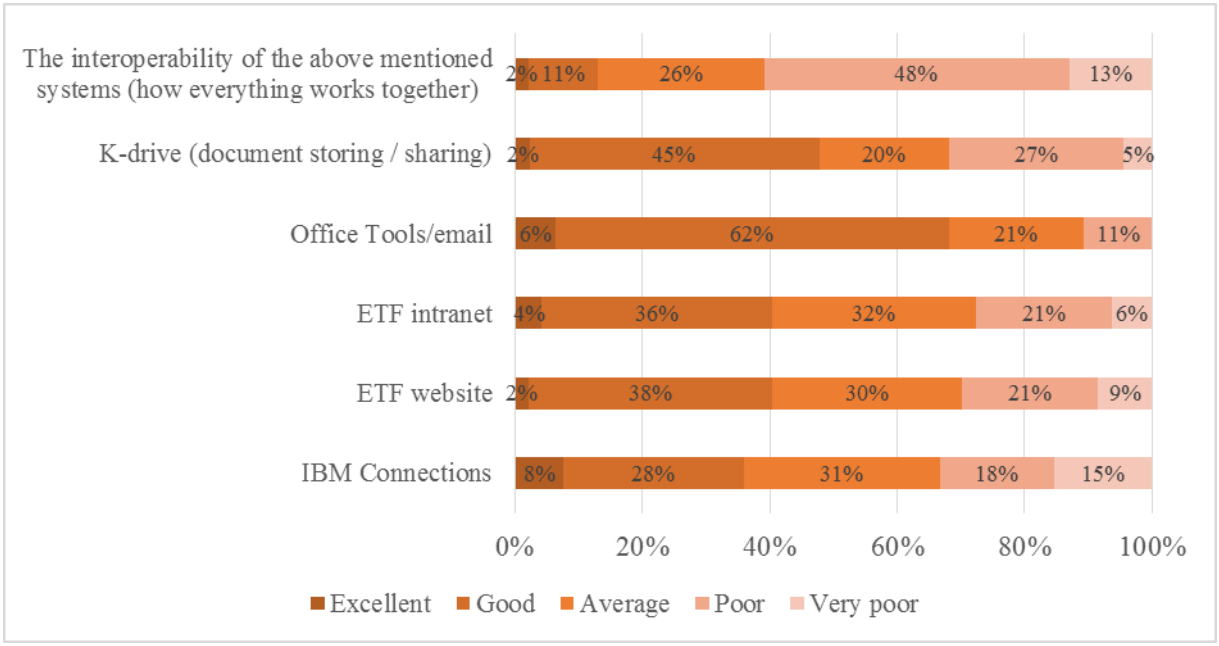
4.6 ICT and KM infrastructure

The infrastructure of the ETF organisation includes the systems (e.g. Information and Communication Technology= ICT), services (e.g. Finance, Communications), and basic physical structures (e.g. buildings, offices), an organisation needs in order to work efficiently and effectively. This section focuses on how the ICT infrastructure , including the supporting Knowledge Management systems and platforms, and workspaces - open versus closed offices - directly influences the nature of organisations and the way of working.

4.6.1 Assessment of ICT systems

A key to understanding the successes and failures of knowledge management within ETF is the productive use of the supporting information and knowledge sharing systems. The ETF staff members have judged the usability of the following knowledge information and communication systems.

Figure 4.5 Usability of the knowledge information systems



Source: Survey amongst ETF staff 2014 (N=47)

ETF staff members in general have a diverse opinion on the usability of the different information systems. In general the majority of staff are satisfied with these systems. Staff are also satisfied with the Offices Tools and e-mail and the K drive. Nevertheless, around one third of ETF staff expressed their dissatisfaction with the K-drive. Staff members have a more diverse opinion on the ETF intranet, ETF website and IBM connections. ETF staff members seem to be more negative on the interoperability of the mentioned systems and how everything work together (61% thinks this is poor to very poor).

During the interviews staff indicated that they still use the old version of intranet to search for information, because the new intranet is missing some vital corporate information. During the interviews it also became clear that the K-drive did not meet the expectations as a document management and knowledge sharing tool. This is caused by the fact that not all ETF staff store information in a similar way on the K-Drive – using different taxonomies and tags -, therefore the information is hard to retrieve. Respondents indicate that they sometimes use “google search engine”

to find ETF reports or their own website. In the near future, SharePoint will be introduced to solve this document management problem and make things better interoperable.

Some statements gained from the interviews and focus group

"The K-drive (i.e. document storage driver) is a 'nightmare'".

"At the moment there is no logical way to retrieve documents or other info products from this 'source'.

"This K-drive thing is almost impossible to discuss within ETF staff anymore. It raises either mixed emotions and/or indifference."

"It is difficult within ETF to search for information. There are different tags and information is lost in the organisation. Also the K-drive is out of date. People have their own folders and have different habits storing information. This is not searchable and the latest version of documents is difficult to find. We have a folder for each employee. Senior management really needs to take action in this field.''

4.6.2 Assessment of KM services

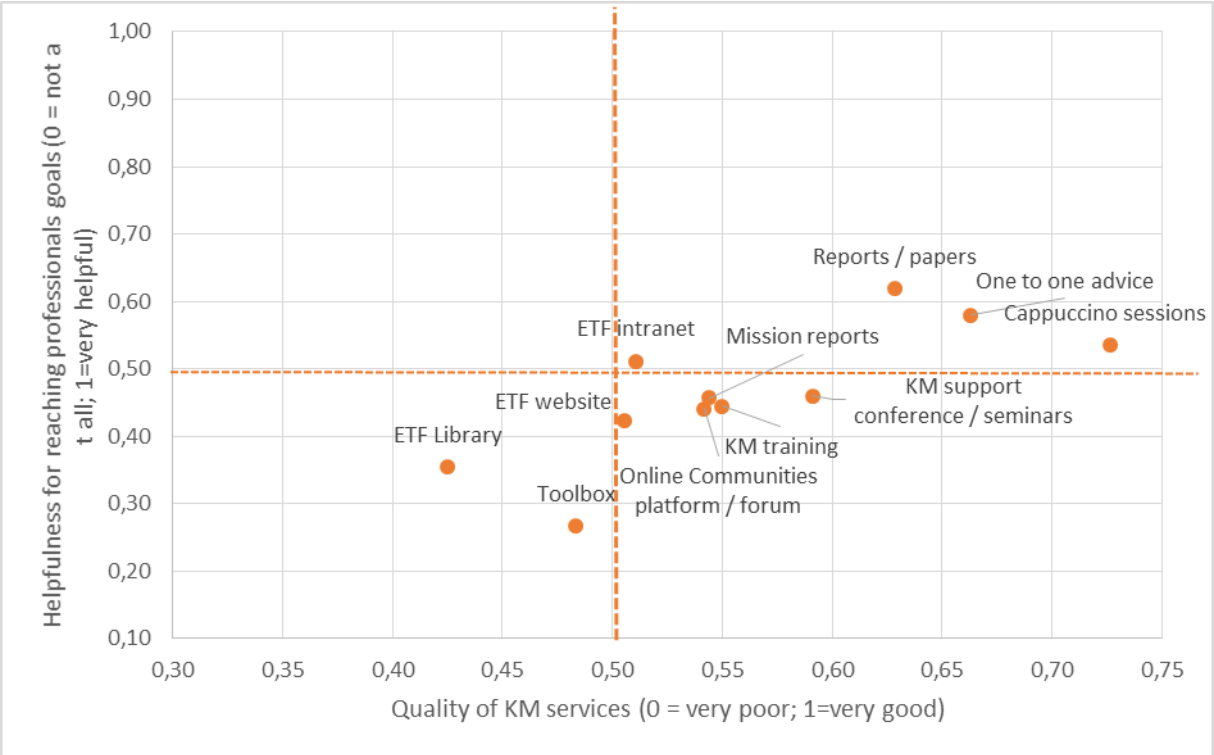
Within ETF a number of KM services / tools can be identified that are provided by the KM project team and other departments (ranging from the Cappuccino sessions, online library, website, intranet, online Communities, KM support for organising conferences / seminars, toolbox of knowledge management facilitation tools, KM training, KM advice, (mission) report and papers).

Asking ETF staff on the use of these KM services and solutions one notices that ETF intranet is used most often by in-house staff (around 93% use it occasionally to very frequently) and the ETF website (88% use it use it occasionally to very frequently) On the other hand the toolbox of knowledge management facilitation tools is less used (86% never used or almost never used it), just like the ETF online library (79% never used or almost never used it), KM training (75% never used or almost never used it), KM support for organising seminars and conferences (73% never used or almost never used it), and 'one to one' - advice (62% never used or almost never used it). A more 'mixed opinion' is given to the use of mission reports, ETF report / papers, and Cappuccino sessions. The online communities of practice platform are used sometime (44% use it occasionally to very frequently). This last outcome confirms more or less the outcomes of the ETF comparative study on ICT and Social Media for Expertise Organisations, implemented in 2013. This study indicated that 5-10% of ETF projects are using online collaboration and social media tools, while 15-20% have launched some online collaboration initiatives through "champions". Nevertheless 70-80% of ETF projects have not significantly started to use IBM connections facilities. The number of projects making use of the IBM Connections Platform have grown since then[18].

Assessing the quality and value of the above mentioned KM services one notices that some services are better assessed than others, like the Cappuccino sessions, 'one to one'- advice KM team, and ETF reports and papers, while the quality of the ETF library and the toolbox of KM instruments for event / conferences are assessed as less good (see figure 4.5). The KM services that are better assessed are also those that were more helpful for reaching professional goals, although helpfulness is on average assessed as below average (50% line).

[18] Range between N=40 and N=46)

Figure 4.5 Quality versus value of KM services provided (X-axis = Quality of KM services; Y-axis= Helpfulness for reaching professional goals)



Source: Survey amongst ETF staff 2014 (range between N=23 and N=47)

- ***Cappuccino sessions*:** The quality of these sessions are generally assessed as good to excellent (84%) while more than half of staff find these sessions fairly to very helpful for reaching personal professional goals (57%). Despite this positive assessment, interviews with staff members indicate that these sessions generally don't have the priority in staff schedule and it was indicated that the topics are not always relevant for all staff (explaining low participation rates). It was indicated that when the format of a session is interactive it is usually judged to be more interesting to participate in.
- ***ETF library*:** the majority of staff members have a negative judgement on the quality of the ETF library (44% thinks the quality is poor to very poor). Most staff members indicate that the library is slightly helpful or not helpful at all for reaching professional goals (77%). Interviews indicate that people most of the time search information on the internet and make use of other platforms and sources for finding information.
- ***ETF website*:** staff have a diversified opinion on the quality of the ETF website (26% thinks the quality is poor to very poor; 34% assesse the quality as good / very good), just like the helpfulness of the website for accomplishing tasks (64% assesses it as not or slightly helpful; 37% assesses it as very helpful / fairly helpful). Staff members indicate that the website is amongst else used for searching own / ETF publications. While developing the tagging system of ETF publications for the website, the CoPs and Thematic Department were not involved.
- ***ETF intranet*:** mixed views are also expressed on the quality of the ETF intranet. While 36% indicates to be positive on the quality, around 26% of the group is negative about the quality (while 38% is neutral on this matter). The majority of staff members indicate that the intranet is helpful in the work they do (54% thinks it is fairly to very helpful). Interviews indicate that it is difficult to find the right information on intranet, and people often use the old version of intranet to get access to cooperate documents.

- ***CoP online platform*:** there are mixed opinions on the quality of the online platform (connections) having one third (33%) of staff members assessing the quality as good and one fifth (20%) as poor. Nevertheless, most staff members think the platforms are not helpful at all (11%) or slightly helpful (54%) for reaching their professional goals. Asking staff members some more detailed questions in the survey on the use and value of the community of practice / online platform the following can be learned:
    - ETF staff members have a diverse opinion on the easiness to reach and getting access to the online platform (43% agree that it is easy to reach, while 24% disagree). Interviews indicate that the registration process for joining a platform is cumbersome and not inviting. The navigation to the online platform from the website is not always considered as easy.
    - The content of the platform is for most staff members relevant (42% agree, while 16% disagree) although the staff members are neutral whether the platform provides answers on specific questions they have (20% of users think the platform provides answers on their questions and 13% disagree).
    - In general, the ETF staff members indicate that the content is structured in a clear way (32% agree, 11% disagree, and 58% is neutral) and most of the time is up to date (41% agree, 18% disagree, and 41% is neutral).
    - Nevertheless, the available content on the online platform is not considered as unique (6% thinks it is unique, 33% disagree, and 61% is neutral).
    - A majority of staff members (48%) indicate that they are not contributing to discussions on the online platform (storing documents and writing blogs). During interviews it was also indicated that the platform is kept alive by a few ETF individuals.
    - A majority of staff members (54%) think that external stakeholders from partner countries are insufficiently contributing to the discussion on the platform and conclude that there is insufficient knowledge exchange between members of the platform (46% thinks this is the case).
    - During the interviews respondents indicated that they were excited in the beginning, but now also realise that these online tools provide no solution for all challenges ETF face.

  These outcomes are partly echoing the outcome of a study conducted in 2013 on social media and ICT within ETF. Here it was stated that the setting-up and adding documents into a coherent folder structure to the library are not very user-friendly and not an easy process (especially for. external users). Moreover, this study indicated that the online registration process to become a member of a community is found to be lengthy, negatively affecting new registrations. It was also indicated that the accessibility to the communities is limited to a standard computer via an Internet browser since mobile use has not been adopted through devices such as smartphones or tablets (powered by iOS or Android). It was also indicated that none of the communities analysed are using any public social networking tools (Facebook, Twitter, LinkedIn, etc.) and limited/no "partnership" with external communities. The study finally addressed the problem that IBM Connection system is not fully customizable. Most of these challenges still hold anno 2014.
- ***KM support for organising webinars / conferences / seminars*:** Most ETF staff members assess the KM support as average (45%) to good (41%) and most staff members think the support slightly (48%) to fairly (23%) helpful. Nevertheless, the scope of KM support for these conferences / seminars was limited to a number of events (e.g. the use of six thinking hats and The World Café). Most of the time the KM project team was involved in the design of the event (and not in the actual implementation) acting as a sort of 'script writer' (.i.e.

writing the script for the event). During the interviews some participants indicated that ETF generally is not very innovative in how they are disseminating their products and some of them describe "events as sitting three hours behind a name tag".

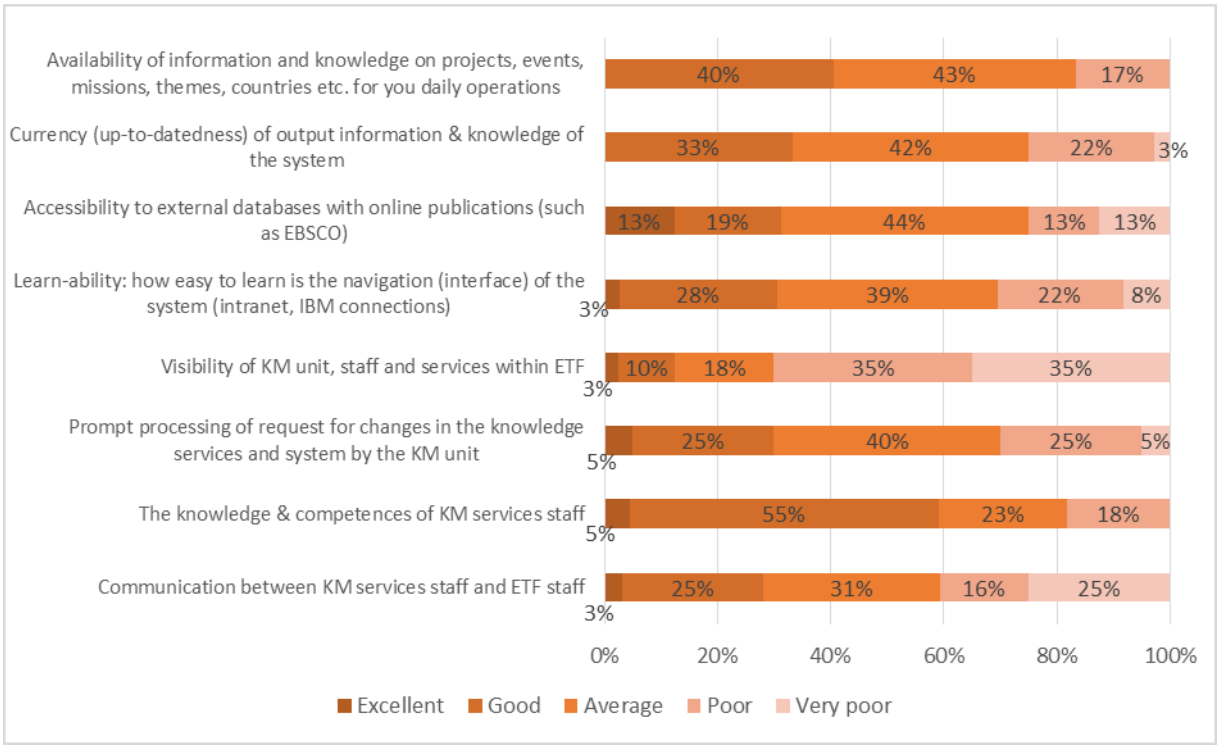
- ***Toolbox of KM facilitation tools and methods*:** most staff members assess the quality of the toolbox as average (73%), while 40% indicate this toolbox is not helpful at all (while 47% indicate the toolbox is slightly helpful). During the interviews it was mentioned that people are not always aware that this tool exist ("the best kept secret of the KM project").
- ***KM training*:** ETF staff have mixed opinions on the quality of the KM training, with the majority having a neutral opinion on the quality. It seems that a small group participated in the KM training. Technical training to the moderators of online platform has been extensively done as part of the support offered by the KM team. However, training to other staff members in ETF have not been well attended and is perceived by internal staff as a much lower priority than the rest of their daily activities.
- ***Personal advice KM project team*:** ETF staff members are generally positive on the quality of the 'one to one' support of KM staff (65% assesses this as good to excellent) and a similar group assesses the help as fairly to very helpful. Nevertheless, interviews indicate that it is generally not clear who to approach for such advice and that the KM team is not really advertising their services ("hiding in their offices").
- ***ETF reports / papers*:** ETF staff is positive about reports and papers that ETF produces (57% consider these a good to very good) and a very limited group as poor to very poor (6%). These report are also seen as useful for reaching professional goals.
- ***Mission reports*:** ETF staff members are neutral (53%) on the quality of the mission reports from ETF colleagues, while on third (32%) is positive on the quality. Mission reports are also assessed as helpful for professional purpose. Nevertheless, during the interviews it became clear that mission reports are not always interesting to read and that the quality could be improved. It seems that reports of external experts were more interesting to read.

During the interviews it became clear that there should be more time to sit together in a meeting room to discuss topics with other colleagues (during informal sessions). The 'normal' way of working was described as having a project meeting in which tasks are distributed, and then everyone returns to his/ her office and comes back some weeks later discussing the progress made. It was indicated that there is very limited interaction during and in between sessions. It was also indicated that a learning culture is absent ("You are hired as expert and there is an expectation you don't need to learn").

4.6.3 Overall performance KM team / services

In order to assess the performance of all KM services managing the stock and flow of knowledge within ETF, staff members were asked to answer some questions in relation to availability, currency, accessibility of information that has been produced by the system, and the role of the KM team (see figure 4.6).

Figure 4.6 Performance of the overall knowledge system



Source: Survey amongst ETF staff 2014 (range between N=22 and N=40)

Figure 4.6 clearly shows that staff members indicate that the availability of information and knowledge on projects, events, missions, themes, countries, internal cooperate documents, and ETF publications for daily operations is good. Staff members have a more mixed opinion on the currency (up-to-datedness) of output information and knowledge of the system (33% assess this as good, while around 22% consider this poor). Staff members are more neutral regarding the accessibility to external databases with online publications (such as EBSCO), while having one fourth (26%) of staff being negative on this aspect, and almost one third being positive (32%).

Because ETF staff members are increasingly working with a variety of digital tools, the learnability - how easy to learn is the navigation (interface) of the ETF systems (intranet, IBM Connections) – is an important issue regarding efficiency and productivity. Assessing the usability one see that about 31% of staff members judge this issue as (very) good, while around 30% of staff members believe this is (very) poor.

Another important dimension is how the KM project team is performing (especially in the start-up phase of the KM strategy). Interviews indicate that ETF staff members are personally not very aware what the KM project does. In the beginning the participants were excited about the KM activities but now there is a general feeling that 'a follow up' is needed. The survey results confirm this view with 70% of staff members saying that the KM project is not very much visible. Moreover, the outcomes of the survey report some criticism regarding the way the KM team is communicating, having 41% of staff saying this is poor to very poor. Nevertheless, staff is positive on the competences of the KM team. Around 60% of staff members assess their competences as good to very good, with a minority of 18% assessing the competences as poor. Staff members have a very much mixed opinion on the way the KM team processes request for changes in the knowledge services and system. Around 30% of staff members indicate that the KM team is doing this well (while a similar percentage of staff assesses it as poor).

4.7 Concluding remarks on KM at organisation level

This chapter explored on organisational level how KM is implemented within ETF. The following strengths, challenges and significant issues can be identified.

Strengths: The KM challenges identified in 2009 were countered with the establishment of a KM project, with dedicated financial-, human- and infrastructural resources. The KM team started working on the implementation of the KM strategy and concrete activities were identified in the yearly activity plans, with a special focus on implementing online solutions. The activities were promising in the beginning and some ETF projects were piloting with KM, but attention for KM diminished over the years. There is a culture of knowledge sharing, but often only confined within the boundaries of projects, CoPs, or departments. The KM infrastructure within ETF is promising (using connections and future use of SharePoint for DMS and social interaction). Nevertheless, the absorption of this KM infrastructure is diverse (having early adapters and people who did not take up KM activities) showing a situation of different speeds.

Challenges: Although ETF made a good start designing and starting a KM project, KM is still not clearly positioned within ETF, hampering a streamlined approach to facilitate the take up of KM in all ETF operations. Overviewing the activities of different departments one perceives that different departments / units have different 'functions and roles'. All are somehow involved in managing the flow of knowledge, but not always in a coherent way. As a result there is no single owner of all KM activities and hence limited steering mechanisms are in place creating management and governance tensions. Another conclusion to be drawn is that, though knowledge sharing takes place within departments, projects and CoPs, the intra-organisational communication between departments, CoPs and projects is not always streamlined. KM behaviour is not steered with HR policies, such as by providing incentives and yearly appraisal interviews. The current electronic document system is not easily searchable and there is no common agreement how to store and retrieve (a minimum) of basic project information. Moreover, ETF still contains a number of separate databases/ knowledge bases, platforms and tools (e.g. Intranet, ETF website, document drives such as the network drives for OPS, admin knowledge base, library database, ETF wiki, country info pages, ETF data library, virtual communities, etc.) making information increasingly fragmented, not easily searchable and user-friendly. Some of them are bypassed and not used by the ETF staff. Although this was already pointed out in 2009 a mutual agreed upon' solution' is still not available. The challenges identified in 2009 were countered with the establishment of a KM project, with dedicated financial, human and infrastructural resources. Nevertheless, the KM team cannot serve all projects with dedicated advice and involvement. The introduction of the online platforms facilitating CoPs is promising and number of members is increasing. Nevertheless, there are some concerns about the lack of interaction on the online platform and that a limited number of ETF officials are keeping the platform alive. There are still some steps to be taken in order to be a self-sustaining online community that needs a minimum of moderation from ETF. The KM team is not always visible within ETF and the communication with KM staff and ETF staff is not assessed as positive by a large part of ETF staff members. Nevertheless, the competences of KM staff are assessed as good by a large part of the ETF population. This refers to a communication problem the KM project team has.

Significant issues for the future: Overviewing the strengths and challenges identified on organisation level, in order to improve KM practice, some significant issues need to be considered:

(1) **Positioning of KM in the organisation:** The analysis shows that the position of KM is at least fragmented. Separate 'functions and roles' are involved in the organisation of knowledge: Communications, ICT, Software Development, KM project team, 'K-drive' (i.e. a shared document file without a clear ownership), Human Resources and the Projects. All are somehow involved in managing the flow of knowledge and sometimes not aligned. Currently, there is no single owner of KM and limited steering mechanisms are in place. This creates management and governance tensions and it should be explored whether KM should be centralised, and at the same time better embedded in ETF projects.

(2) **Embedding KM in HR policies:** an inventory should be made whether KM should be better integrated in HR policies (recruitment, introduction/induction continuing professional development and so on). Currently, this link is absent and there is limited information what kind of competences ETF staff have in-house. In order to embed a culture of knowledge sharing this should be stimulated by "social engineering" providing good examples by leaders or knowledge champions, incentives in terms of rewarding certain behaviour, or integrating KM in yearly appraisals.

(3) **Creating an innovative culture:** ETF is not particularly good in facilitating and implementing new innovative things. Nevertheless, experts come up with new innovative ideas. It should be explored how to stimulate innovation and create a 'safe space' for identifying new opportunities within ETF.

(4) **Fragmentation of databases and problems with document management:** ETF has a wide diversity of databases ranging from a wide range of document folders on the K-drive, not easy accessible and searchable. There are no requirements how information is stored and retrieved and obligations to register information leading to huge problems to find and retrieve information in the house (like latest versions of documents, information hierarchy, standardised file names, tagging of documents, contact details of stakeholders). It should be explored whether minimum requirements should be set for storing organisation wide ETF documents.

(5) **Managing the reputation of the KM team, transparency of services and forward planning:** Although ETF staff members generally have a positive opinion on the competences of the KM staff, they are critical about the visibility of the KM project team and the way they communicate with the rest of the organisation. Given the limited number of available KM staff, the KM team cannot support all projects with dedicated advice and involvement. Therefore it is important to have a good indication of the needs for KM services, for annual planning, but also transparent on the type of services the KM project team provide, and by whom, and also what services are not provider or by other departments. The services can be promoted by a KM catalogues. One can assess KM from two perspectives. The first perspective is the tools (Connection, K drive, mission reports etc.) and the second perspective is the social dimension (i.e. advising on KM tools and electronic mediation tools during an ETF event and the internal project team meetings). Moreover, given the fact that much KM activities are not falling under the responsibility (like the K drive, intranet, and website) of the KM project, this lead to confusion about the exact role and position of the KM project team. The KM team could better promote their services, making a catalogues of KM services.

(6) **Fine-tuning KM services:** The KM infrastructure within ETF is promising (using connections and future use of SharePoint for DMS) and the online platform is tested in different thematic projects / CoPs and being extended to other projects. Nevertheless, the quality and value of some KM services are better assessed than others. The Cappuccino sessions, 'one to one'- advice KM team, and ETF reports and papers are assessed best, while the quality of the ETF library and the toolbox of KM instruments for event / conferences are assessed as less good. Some suggestions were made for improving KM services, like making cappuccino sessions interactive, providing more opportunities for informal gatherings sharing information, and improve the interaction on the online platform and accessibility and navigation.

(7) **Better monitoring and measurement of KM results:** Progress within KM is limitedly checked by the monitoring systems (with the exception of the KM project itself) and especially country and thematic projects. No information is provided what goals are set for KM on project level and use of KM services reaching these goals (including the financial resources spent on KM) and the value created by KM for the project, partner country and ETF as a whole. While one of the communities has conducted a user survey to gather member's feedback on the online platform, the communities have mostly no data to the effectiveness of the platforms. The limited statistics

at community level offered by the current IBM Connections platform version is also affecting the lack of visibly analysis.

5 Evaluation of KM at project level

Key messages

- ETF operations become more and more 'project based' and ETF employees experience 'multiple – memberships'. An ETF employee has a primary base in one department and at the same time can belong to different projects that serve different purposes.
- The impact of knowledge management at project level is tested by how KM is embedded in the different phases/stages of the project cycle starting with the inspiration phase, ideation, project definition, kick off, implementation, finalisation / follow up and evaluation.
- The need for KM services is depending on the KM Maturity of the project. Some projects are 'heavy users' of KM Services using online platforms and communities of practice. Other projects are subjected to a very low 'digital maturity' and therefore hardly use any KM services at all.
- The current 'hands –of' management approach towards embedding KM in projects is challenged by the increasing need to determine: What are the minimum KM requirements within a project and what is optional?
- Within this context three issues have to be reconciled:
    - *Free – of – charge versus chargeback systems*: Are KM services 'free of charge' or are KM costs (and benefits) retained by the owner of a project and made transparent through a charge back system linked to the KM strategy and budget within a project plan.
    - *Obligatory versus voluntary*: Are KM services an integral part of the ETF approach to project management or are KM Services 'nice to have' but not mandatory when run a project.
    - *Introducing formal and informal mechanisms within ETF to select the best project ideas.*

5.1 Introduction

Organising knowledge focuses on how individual members of the ETF organisation can do their work more effective and efficient to create value for themselves, their projects, the ETF organisation and its (external) stakeholders. ETF operations has become more and more 'project based': the organisation is increasingly depending on intra- organisational knowledge sharing and dissemination across units and projects. Multiple projects can be identified. No two projects are alike. In such complex organisations employees often experience 'multi – memberships'. An ETF employee has a primary base in one department and at the same time can belong to different projects that serve different purposes. ETF staff members need to collaborate within fluid groupings (groups, teams, networks, communities, platforms) that emerge and dissolve in response to the requirements of the country partners and other relevant stakeholders. These fluid project groupings often consist of a core set of group/team/network/community members who bring in non-core contributors (i.e. external employees, policy makers, clients etc.) from their personal networks who fuel the projects with new ideas, concepts, energy and inspiration.

This chapter therefore focuses on how KM is actually used in ETF projects to facilitate operational staff to create value for themselves, their organisation, their clients and other relevant stakeholders.

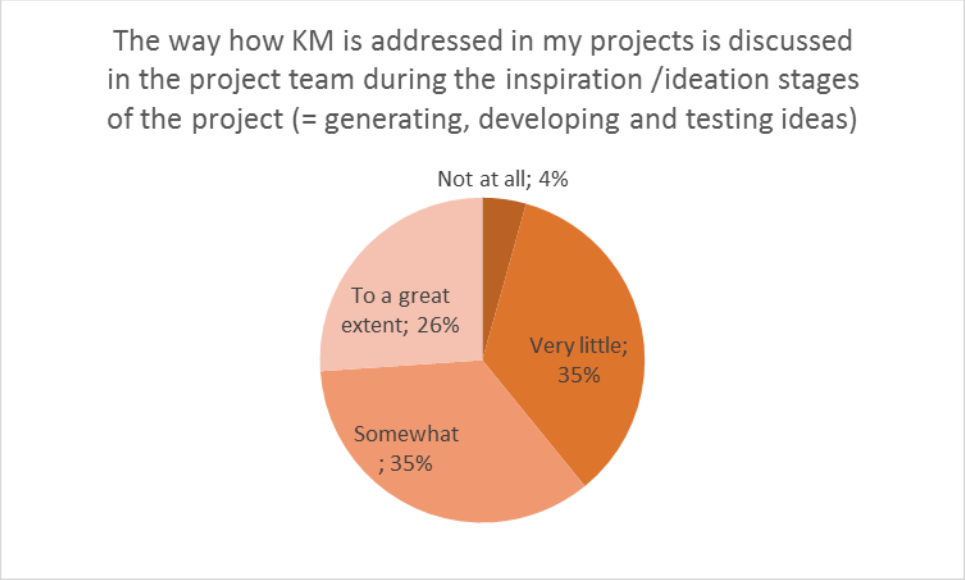
5.2 The use of KM at project level

In order to evaluate the use of KM at project level, projects were assessed on how KM is embedded in different phases of the project cycle and how KM support the way the planning process is executed in the best possible way, starting with (1) inspiration phase and ideation; (2) project definition and kick off (3) implementation; and (4) finalisation / follow up and evaluation[19],

5.2.1 Inspiration and ideation phase

Within the inspiration stage the challenge, problem or opportunity is identified that drives the ETF organisation to search for new solutions.[20] Subsequently a process takes place of generating, developing and testing ideas in an iterative way, and finally making a decision on what idea will be further explored. Figure 5.1 provides an overview on how KM supports the way the inspiration / ideation stages of the project are executed.

Figure 5.1 Staff opinion on the role of KM supporting the inspiration / ideation stages of the project



Source: Survey amongst ETF staff 2014 (N=23)

Figure 5.1 shows a mixed picture with around one fourth (26%) of ETF staff indicating to discuss the use of KM instruments and tools in the inspiration and ideation phase of the project, while almost four out of ten persons (39%) indicate that KM supports not or very little the discussed (around 35% indicate that KM support is somewhat discussed). During the interviews with ETF staff and the focus group meeting some KM instruments and tools were addressed in more detail:

- There is an ex ante verification process for defining projects involving stakeholders and findings from the Torino Process analysis (that takes place every two years) .
- Most of the time a new project idea is inspired by a previous project or a logical follow up of a previous project, capturing the lessons learned and best practices from past and 'similar' projects. A concrete example is the CoP Qual conference that was inspired by a previous conference and based on a study that have been implemented the year before, providing a

[19] Within the context of ETF the term project has various forms, ranging from country projects, regional projects, thematic projects, CoPs, conferences, publications, but also KM. As a result KM plays different roles in these projects.
[20] Brown, T. (2009) *Change By Design*. New York: HarperCollins Publishers

logical structure for the conference. Another project “the new school development program" was as well a logical follow up of a previous project.

- Project ideas are sometimes generated by organising an ‘internal’ and ‘open’ conference with and for the target groups. ETF staff members indicate this as a good way to generate and capture ideas, create identification with the goals of the project and build consensus. Because no two projects are alike, it became clear that during the inspiration / ideation stages of the project, bringing together not only ETF staff, but also external specialists and stakeholders into fluid groupings is a precondition for generating enough ideas, concepts and innovative services and products.
- Ideas are shaped and discussed in project meetings, including informal brainstorming, however it was indicated that this is not a common practice within ETF. In general members of the KM team are not involved in this inspiration / ideation phase to facilitate knowledge sharing / creating project ideas (only in one case KM team members are already part of the CoP team). During the focus group it was indicated that it is important that during these sessions everyone is treated as equal (everyone is considered as value creator). One participant used the metaphor of a soccer team (clear roles and positions, diverse competencies, capability to adapt to unexpected significant situations, recognising and valuing individual contributions to realise team performance and so on). Finally the team should try to achieve consensus and a common understanding of the ideas[21]. Interviewees indicate that CoPs within ETF have different collaboration styles. Some of them are more hierarchical and others have a more flat organisational structure. It was indicated that country experts / managers often play a decisive role what should be done in a country (often depended on their own area of expertise and network). It was also indicated that when country managers change, also the strategy changes. Interviewees report that during the inspiration and ideation phase, limited use is made of other CoPs (there is often no time and budget for doing that).
- Some interviewees indicated that sharing information and knowledge in online Communities of Practices (CoPs) facilitates the success of this project phase.

Generally it was concluded that there should be more space and opportunities within ETF to sit together in a room to discuss topics amongst colleagues. Cappuccino sessions were considered as very helpful, especially when these sessions have an interactive design (and address a relevant topic, and this is not considered always the case: you cannot satisfy everyone all the time). Interviewees indicate that the normal way of working within ETF is having a meeting, distribute the tasks amongst project members, everyone goes to his/ her office and come back some weeks later discussing the progress made. There is limited interaction.

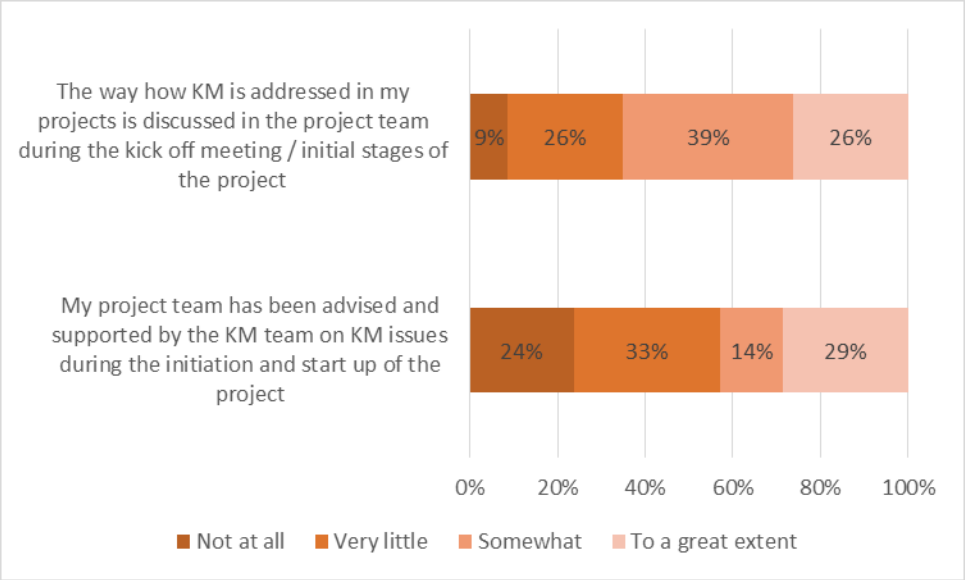
Literature recommends a balance between formal and informal mechanisms, while selecting the best ideas, and includes multiple perspectives (different ETF staff, but also external stakeholders)[22]. Overviewing the mechanisms within ETF, it is often up to individual CoP / departments to decide. Sometimes there are informal mechanisms in place, and sometimes mechanisms are more formalised. Staff from other CoPs, departments, units, or external stakeholders are not always involved in generating ideas and decision making.

5.2.2 Project definition and kick off

Figure 5.2 shows how KM is addressed during kick off meeting/initial stages of the project and how far KM staff supported these processes.

[21] Consensus building must not be confused with ‘everybody must agree with everyone’. Often the friction of clashing ideas can create constructive conflict and creative tension. Many organisations dislike conflict in any form and cannot operate successfully within their ‘discomfort zone’.
[22] Khan, Z., Katzenbach, J. (2009), Are You Killing Enough Ideas? In: Strategy+Business, Issue 56.

Figure 5.2 Staff opinion on the role of KM in the initial stages of the project



Source: Survey amongst ETF staff 2014 (N=23; N=21)

Figure 5.2 indicates that 65% of ETF staff members indicate that during the initial stages of the project KM is addressed in their project (somewhat or to a great extent), while around one third indicates that this is not at all and very limited the case. During the interviews with ETF staff members it became clear that - due to the fact that within ETF KM is not mandatory and is not an integral part of a project plan – some projects didn't make any effort to include KM into their operations at all. Within ETF there are some standard tools and formats available to define a project and deliver a project plan. Up till now there has been no 'formal' support from the KM team on this issue. On the other hand, some project managers didn't want to introduce KM within this stage because they are not convinced of the added value of KM.

Figure 5.2 also indicates that around 43% of staff members indicated that their project team has been advised and supported by the KM team on KM issues (while around a quarter indicates that this not the case and one third very little). One of the main topics they received advise on is the use of online communities (of practice) that is structured by a standard procedure (checklist) that includes a comprehensive set of in-house face-to-face learning and coaching initiatives for ETF staff.

5.3 Project implementation

Implementation is all about the carrying out, execution of a plan of action. This section elaborates on the (none) use of KM services during the implementation of the project. Moreover it discusses how KM is organised in the project team (roles, competences, and agreements).

Use/non-use of KM services

During the implementation stage of the ETF projects 61% of the ETF staff members indicates that they use KM services / instruments / tools (somewhat or to a greater extent), while around one third (35 %) indicates to make very little use and only 4% did not make use of any KM services.

The KM project has introduced a set of experimental approaches to co-create and deliver the required project results (e.g. online cooperation tools, cappuccino sessions, six thinking hats of Edward de Bono, etc.). The ETF comparative study on ICT and Social Media already indicated that 5-10% of ETF projects are using online collaboration and social media tools, while 15-20% have launched some online collaboration initiatives through "champions". Nevertheless 70-80% of ETF projects have not significantly started to use IBM connections facilities.

Interviewees indicate there is a feeling that there must be a 'huge KM toolbox' available 'somewhere within ETF', but it is not communicated well enough ("It's like a 'best kept secret'). ETF staff members also indicate that it is not always clear how to apply for KM services and what the actual KM services are. Some respondents discussed the difficulties on making use of KM services in specific cases like supporting electronically mediated discussions and training sessions in geographically dispersed projects located in several countries. Sometimes ETF staff members have the feeling that each and every individual has to figure out how to use all these KM tools, and experience 'experimentally' how these tools should fit together. The challenge for the near future is, to communicate how to apply the basic tools (e.g. upgraded K- Drive, Portfolio of KM Services, SharePoint) efficiently and effectively.

Time and availability of the KM team was also considered as an important issue since one of the projects interviewed indicated that they tried to involve the KM project team, but the KM project team had limited time and could therefore not provide added value on how to organise the event.

Organisation of KM in ETF projects

An important question is how KM is organised within ETF project teams while implementing the project (division of tasks, and whether there are sufficient competences and time available for dealing with KM). The staff survey concludes the following:

- 76% of staff members believe that in his/her project KM is to a large extent or somewhat considered as 'everybody's business'. Around a quarter (24%) doesn't agree with this statement.
- Around half of staff members (50%) have the opinion that in their project teams' one person is delegated for looking after KM related activities. One third (33%) of staff members indicated that there is not a single person appointed to take care of the KM activities. A recent study on social media and ICT within ETF operation (2013) indicates that the activities in managing social media communities are generally left to a few individual staff members in each team. These include the posting of resources and information, fostering interaction by posting questions and the conception and writing of content for blog postings and news items. The time and dedication required to perform these duties is not perceived as properly recognised either in the performance indicators and appraisals of these staff members nor by their peers. There is a general need for internal support and shared ownership between team members, as well as motivation to be fostered internally in the use of the implemented online collaborations solutions.
- Almost one third (31%) of staff members indicate to have sufficient KM competences in their project team, while around half of staff (54%) have some KM competencies and one fifth (20%) consider to have very little competences in their project team. Not surprisingly nobody assess to have no KM competencies at all in their team[23].
- Only 13% of staff members indicate that there is sufficient time allocated for KM related activities, 39% somewhat and 48% of the staff members indicate there is very little time or no time at all for KM.

Search ability for project information

Regarding the search ability of project information staff members indicate that it is hard to find the right information and knowledge within ETF, especially the K-drive (as already discussed in the previous chapter). This is illustrated by the outcomes of the survey as well showing that almost half of staff members (44%) indicate that there are clear agreements made on how project documentation is

[23] Competencies are the learned abilities of a person to perform a task, duty or role in a particular work setting, integrating several types of knowledge, skill and attitude (e.g. communication, integrity, independence, willingness to learn etc.).

stored on the shared drive (folder structure, labelling and version control). Nevertheless, 41% of the respondents agree that there are 'somewhat' clear agreements available to store documents while 14 % show that there aren't any agreements at all.

5.3.1 Monitoring and evaluation of KM and follow up

While finalising the project it is important to store the most important outcomes of the project centrally feeding future ETF operations. Therefore systems should be in place that systematically capture the most important lessons and knowledge gained from projects.

Interviews indicate that this is an area of improvement since staff members are running from one project to the other. The staff survey confirms this showing that 41% of staff members indicate that the project outcomes of a project team are systematically stored in such a way that it is easy accessible and useful for other colleagues in future projects. Nevertheless, 48% specify that some outcomes are stored for future use and 11 % even state that these activities are non - existent.

Interviews indicated that several projects got a follow up in the next year, getting the characteristic of multi annual project. Other projects are more event driven projects, like the organisation of a conference.

It was also indicated that KM is limited monitored, evaluated and discussed during project meetings. Only 13% of staff members indicate that these activities are performed within the project team (while 38% somewhat and 50% very little or nothing at all).

5.4 Concluding remarks on the role of KM on project level

Strengths: The data gathered in this study clearly indicate that there are considerable 'KM maturity gaps' on how the knowledge flows and stocks are managed in ETF projects. There are units that run projects spread across several countries using the online platform and communities of practice. On the other hand there are projects that are subjected to a very low 'digital maturity' and therefore hardly use any KM tools at all. At the moment, this diversity in absorption of KM is due to the ETF KM governance policy that project owners are 'free' to decide whether they will or will not embed KM programs and - approaches into their project plans and project activities.

Challenges: Nevertheless there are some weakness to this 'hands – of' management approach. First of all, the KM project will not be able to forecast the amount of workload for the next budget year. Also project owners don't know what to expect from the KM project/KM team. Can they rely on the availability of resources within the KM project? Can the KM team deliver when it is required? Can they support the follow - up? How does the portfolio of KM services facilitates the projects within ETF? A formal policy for selecting projects is also missing. Overviewing the mechanisms within ETF, it's often up to individual CoP / departments / projects to decide. Sometimes there are informal mechanisms in place, and sometimes mechanisms are more formalised. Staff from other CoPs, departments, units, or external stakeholders are not always involved. Literature recommends a balance between formal and informal mechanisms, while selecting the best ideas, and include multiple perspectives (different ETF staff, but also external stakeholders). Here we are entering the debate on how KM could contribute to innovation. The question is what kind of approach need to be used for managing innovative projects[24]. Is this a linear – rational approach (emphasizing rigid evaluation criteria, rigid resource utilization, control and the following of a strict process), or an organic approach which is characterised by a more fluid, flexible and adaptable approach.

Significant issues for the future: In order to improve KM practices the following significant issues need to be considered:

[24] Turner, R., A. Keegan (2007) Managing Technology: Innovation, Learning , and Maturity. In P.W.G. Morris, J.K .Pinto (Eds), *Project Technology, Supply Chain and Procure Management* (pp. 177 – 200), Hoboken, NJ: John Wiley and Sons

- **Obligatory versus voluntary:** What are the minimum KM requirements within a project and what is optional?
- **Formal and informal selection mechanisms and multi actor involvement for selecting project ideas.** How can ETF set some minimum criteria for selecting the best ideas assuring the inclusion of multiple perspectives?
- **Free of charge or internally cross – charged for applying KM in projects**. Integrating and using KM services is not a budget neutral activity**.** The KM services must be part of the project action plan (including a forecast and a budget).
- **Governance / ownership of projects**: Because of the voluntary nature of KM - and the fact that KM is organised as a project within ETF - it is not always clear who owns the responsibility for KM activities.

The next chapter further explores the interaction between KM services and stakeholders in partner countries.

6 Evaluation of KMI at strategic partner level

Key messages

- Overall ETF partners have a very positive opinion on how ETF manages the different services and the added value of these services.
- This coincides with the high appreciation of the expertise of ETF in the different knowledge areas.
- Partners also appreciate the KM elements of these services, facilitating knowledge sharing.
- Despite the positive assessment of partners on ETF services, ETF staff members indicate that partners are still insufficiently involved in ETF knowledge creation.
- Stakeholders request more information on countries, good practices and projects on the website, accessible for all (regardless of their specific area of interest and for those not directly involved in working groups or networks of ETF).

6.1 Introduction

This chapter discusses how ETF cooperates with its wider external environment and learns from it, but also co-creates knowledge. This learning goes beyond the boundaries of the organisation, i.e. national policy makers, social partners, donor organisation research institutes, universities, among others. The question of learning through the environment is directly linked to knowledge management, discussing what kind of value is created and who is involved in the joint creation of value (the "co'), and more importantly what kind of sources are being deployed in the joint creation, and through what kind of mechanism[25].

This chapter first discusses how partners see the role of ETF (Section 6.2). Subsequently, this chapter discusses the use of KM services provided by ETF for external stakeholders (Section 6.3). Moreover, this chapter addresses the contribution of partners in the co-creation and whether there is actually a mutual sharing of expertise (Section 6.4). Furthermore, this chapter discusses the experience of users and the value of some specific services of ETF (Section 6.4)[26].

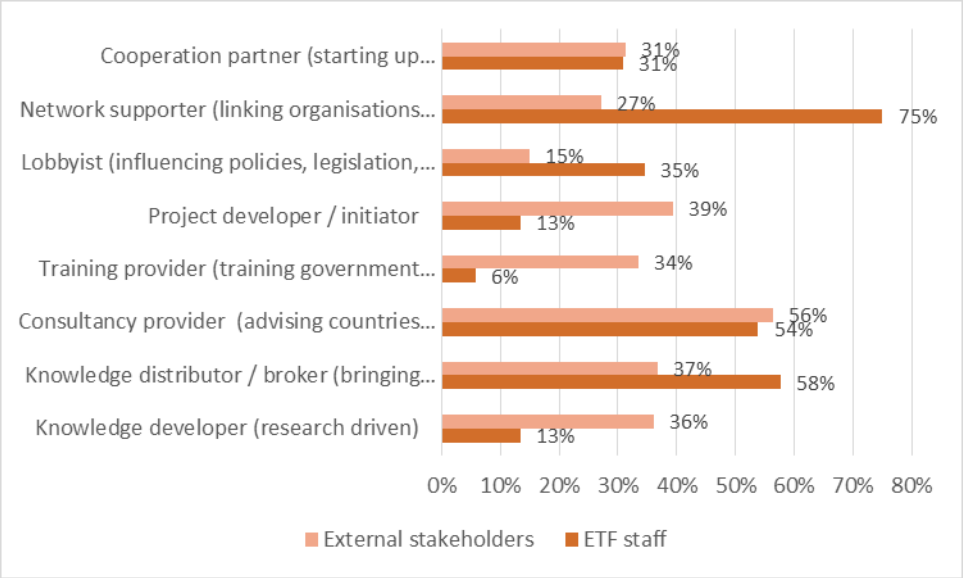
6.2 How do partners see ETF

The way stakeholders make use of ETF services and cooperate in knowledge sharing is much depending on the role they attribute to ETF. Chapter 3 reports on how ETF staff sees the most 3 important roles of ETF. Figure 6.1 compares these outcomes with what partners / external stakeholders of ETF assess as the three most important roles of ETF.

[25] Source: Saarijärvi, Kannan, Kuusela (2013) , p.10.

[26] This chapter is mainly based on the online survey amongst ETF partners. In total 198 respondents participated in the online survey. The respondent include policy makers (27%), social partners (26%), Lobby group representatives (4%), policy consultants (21%), (academic) researchers (19%), practitioners (i.e. teacher, manager of educational institute, employer) (24%). The total percentage sums up more than 100% given the fact that respondents sometime have multiple roles (multiple answers). Representatives of 44 countries participated in the survey (but also from different international organisations like the European Commission and the OECD).

Figure 6.1 The three most important roles ETF has towards its partner countries (ETF staff versus external stakeholders).

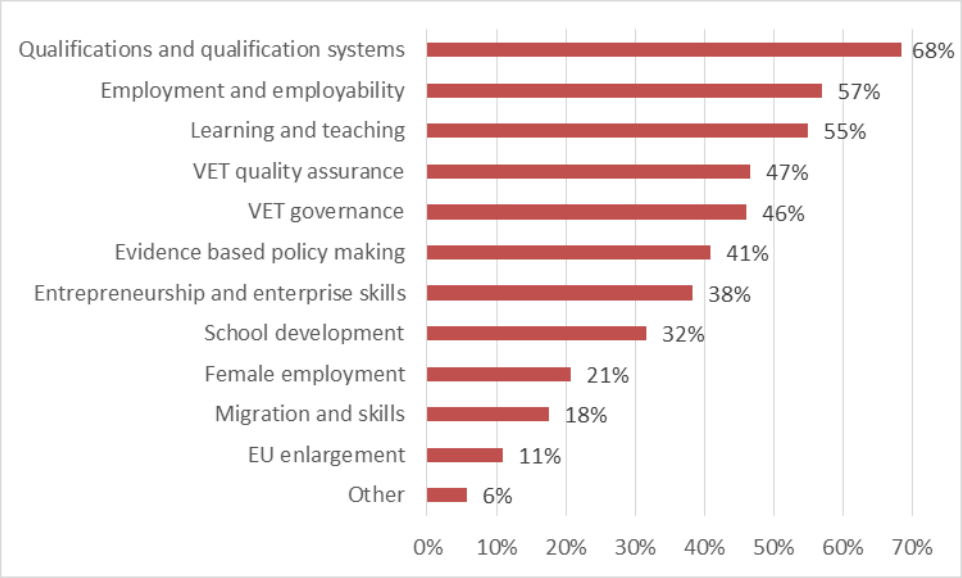


Source: Survey amongst external stakeholders ETF 2014 (N=188 for the survey amongst external stakeholders)

Figure 6.1 provides a diffuse picture showing that external stakeholders, just like ETF staff themselves identify several roles for ETF (and not one dominant role). Comparing the opinions of external stakeholders with ETF staff, one sees striking differences. Although ETF staff and external stakeholders both acknowledge ETF her role as consultancy provider and knowledge distributor, external stakeholders indicate that being a project developer and training provider is one of the most important roles of ETF (while this is hardly mentioned by ETF staff). An explanation can be given that projects and capacity building is a concrete activity stakeholders see, while ETF staff also see ETF having a political, networking, knowledge developer role.

Asking ETF partners what knowledge domains of ETF have their interest, one see that qualifications and qualification systems are leading, followed by ‘employment and employability’ and learning and teaching (see figure 6.2). Less interest is expressed for ‘female employment’, ‘migration and skills’, and ‘EU enlargement’. Under the category others, amongst else the professional development of teachers was mentioned. Please note that the outcomes of this question could be biased since members of the Qualification Platform formed the majority of the sample.

Figure 6.2 The three most important roles ETF has towards its partner countries (ETF staff versus external stakeholders).



Source: Survey amongst external stakeholders ETF 2014 (N=193)

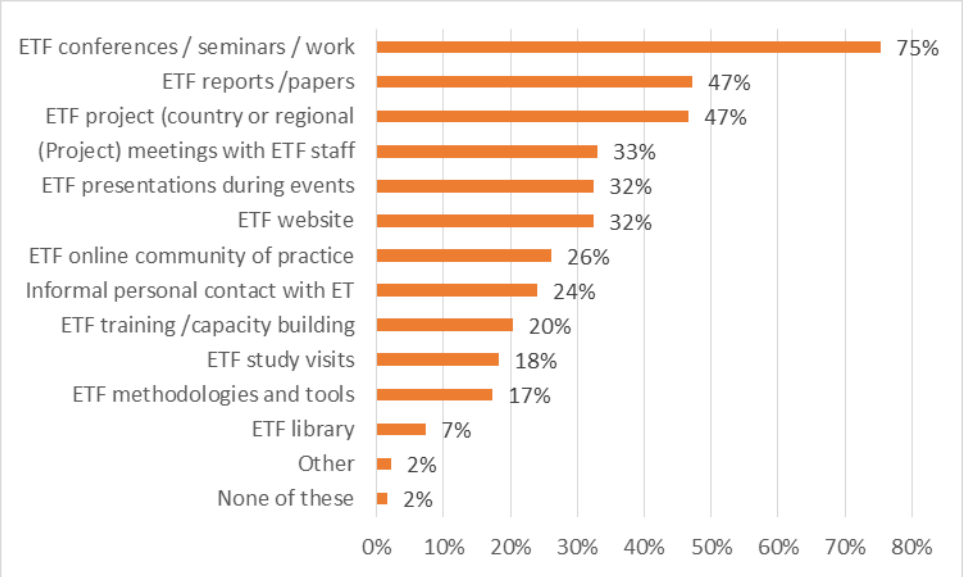
6.3 Use and value of (KM) services

Asking respondents whether they are aware of the fact that ETF has a knowledge management strategy, around half of ETF partner (49%) indicate that they are aware of this[27]. On the other hand around 61 percent of external partners indicate that their own organisation has a knowledge management strategy in place and 30% indicate this is not the case (10% don't know)[28]. As a result one can conclude that partners are generally aware of the concept of KM (indicating some level of KM maturity of partners).

ETF has several services for their external stakeholders to share and co-create knowledge: ETF conferences / seminars, ETF online community of practice, ETF projects, ETF website, ETF library, ETF reports, ETF methodologies and tools, ETF study visits, and contact with ETF staff. Some of these services are more interactive and demand driven like the online community of practices, conferences, and concrete projects, while other are more supply driven like ETF publications and websites. Figure 6.3 indicates the use of (KM) services by external stakeholders that have participated in the survey.

[27] N=175
[28] N=175

Figure 6.3 Type of ETF services used / attended by ETF partners in the last four years



Source: Survey amongst external stakeholders ETF 2014 (N=191)

Figure 6.3 clearly shows that ETF conferences, ETF projects, ETF reports / papers are the most mentioned services used, that will be further explored in the sub sections below.

ETF conferences / seminars

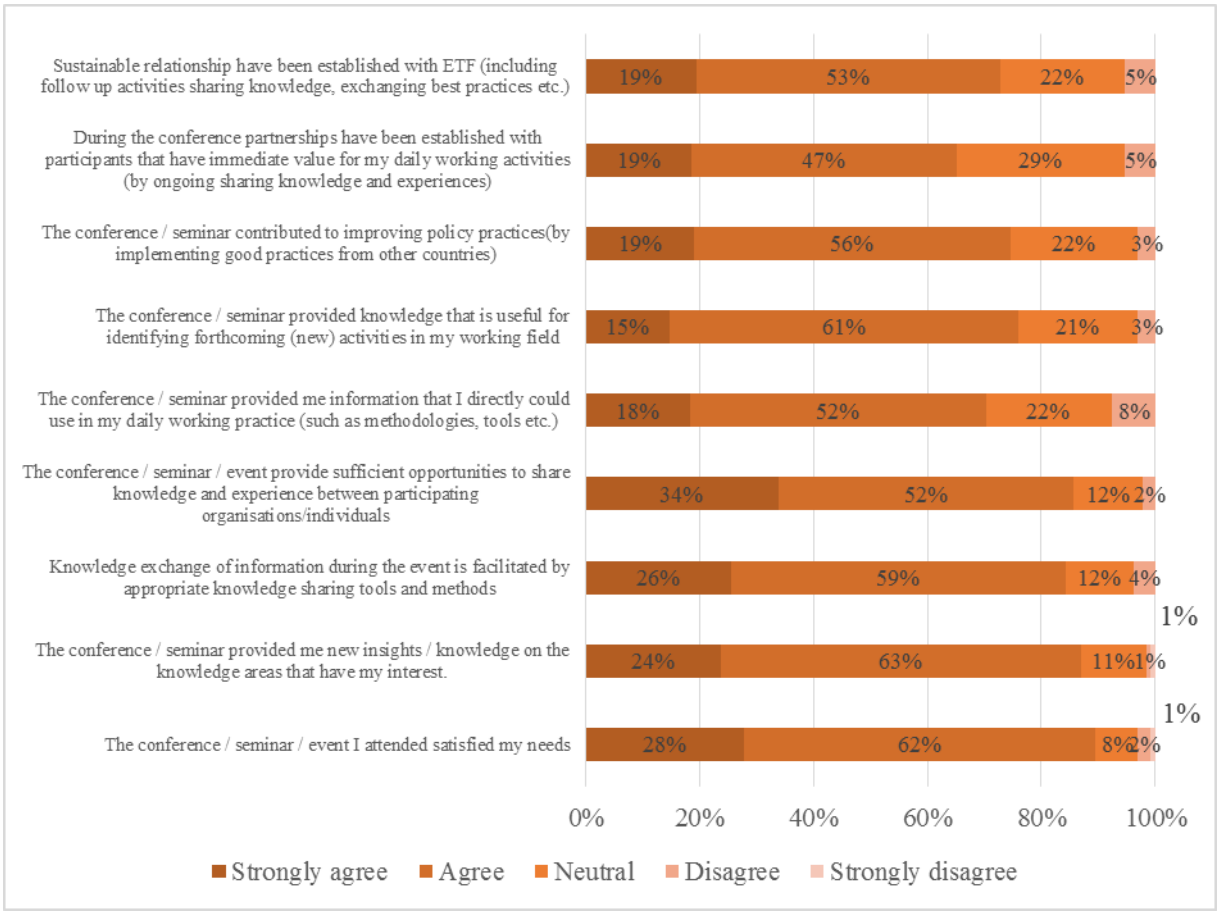
The survey amongst ETF partners clearly shows that partners have a positive opinion on the organisation of the conferences attended and the value it created for partners (direct and indirect and developing sustainable partnerships).

Almost all stakeholders (90%) indicate that the ETF conferences satisfied their needs. Moreover, they indicate that conferences / seminars / events provide sufficient opportunities to share knowledge and experience between participating organisations/individuals (86%). It was also indicated that knowledge exchange of information during events was facilitated by appropriate knowledge sharing tools and methods (85%).

The majority of stakeholders also indicated that conferences provided new insights / knowledge on the areas that have their interest (none of them disagreed). Stakeholders also indicate that conferences had direct value providing information that they directly could use in their daily working practices (only 8% disagreed with this statement), but also provides input for identifying forthcoming new activities in their working field (only 3% of them disagreed). Also a majority of stakeholders indicated that the conference contributed to improving policy practices by implementing good practices from other countries (only 3% of them disagreed). Positive effects were also noticed on the establishment of partnerships with other participants that have direct value for their daily working practice (only 5% disagreed) and sustainable partnership with ETF, including follow up activities sharing knowledge and exchanging best practices (only 5% of them disagreed).

Some stakeholders indicate that more time should be reserved on discussions during events.

Figure 6.4 Stakeholders opinion on the use and value of the ETF conferences / seminars



Source: Survey amongst external stakeholders ETF 2014 (ranging from N=129 to N=133)

CoP / Online platform

The last years a lot has been invested in the development of the online platform (IBM Connections) to facilitate knowledge sharing amongst Community of Practitioners. The survey amongst ETF partners clearly indicates that they are positive about the use and value of the CoP and the online platform.[29] Most of the respondents indicate that the content of the platform is relevant for their needs and in most cases they find answers on their specific questions. Moreover, it is indicated that the content of the platform is structured in a clear way and the content is continually enriched with new information.

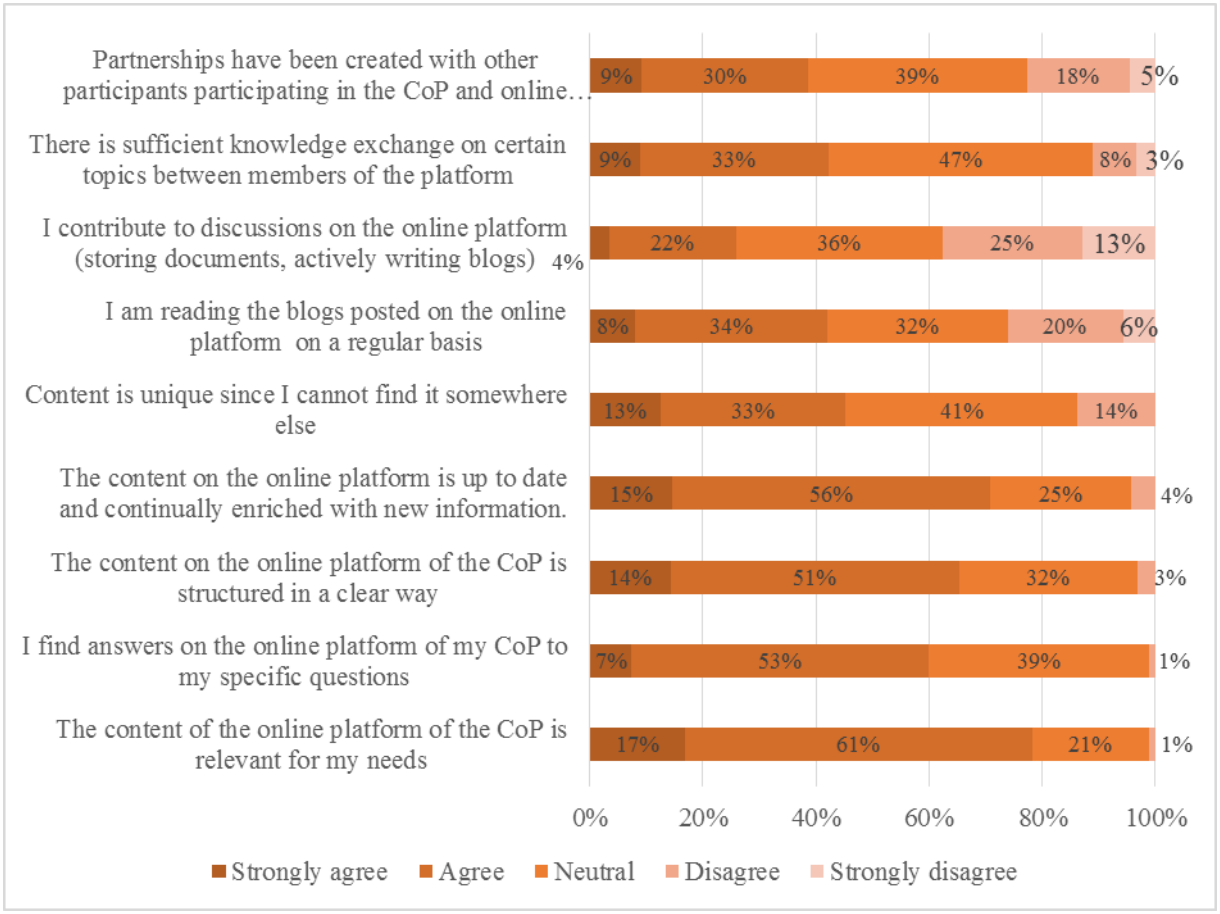
A more diversified opinion is given on the uniqueness of the online platform, the intensity of reading blogs, knowledge exchange between members of the platform, and partnership created with other members. ETF partners indicate that they are not always actively contributing to discussions on the online platform.

The online Platform, and mainly the Qualification Platform show steep growth figures in terms of members over the years. The ultimate goal is to be a self-sustaining online community that needs a minimum of moderation from ETF. Currently, the platform still needs a lot of moderation and input from ETF staff and other 'external' members are less active.

[29] Of those who answered the question related to the online platform, 54% is member of the Qualification Platform, 11% is member of the Russian sub community of the Qualification Platform, 15% is member of FRAME – Skills for the future, 16% member of the Governance for Employability in the Mediterranean 'GEMM', and 16% is member of ETF Connections.

Some respondents indicate that the online platform could improve the online library for documents / reports. Tools / protocols, and presentation from all ETF projects (and field of activities) should be accessible for all ETF partners. Some respondent indicate that the online platform could be more user-friendly (navigating through the platform).

Figure 6.5 Stakeholders opinion on the use and value of the online platforms



Source: Survey amongst external stakeholders ETF 2014 (ranging from N=85 and N=101)

ETF projects

Overviewing the opinion of ETF partners on knowledge production, sharing and capturing between them and ETF within concrete projects, one can generally conclude that this is positively assessed.

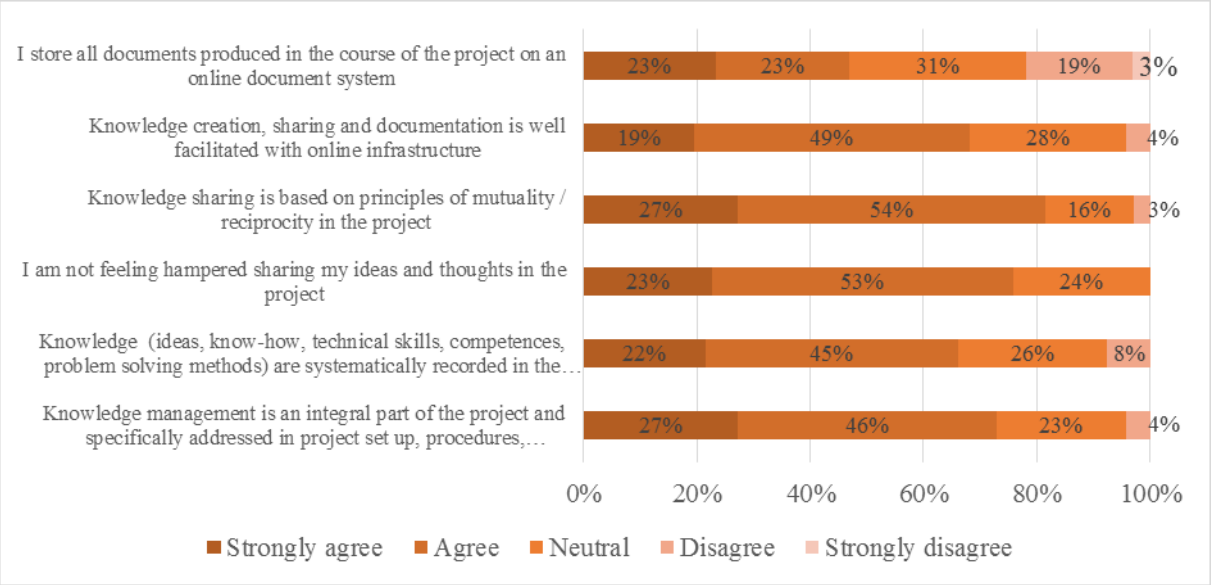
In general ETF partners have the opinion that KM is an integral part of the project and specifically addressed in the project set up, procedures, monitoring and evaluation (73% agree, while 23% is neutral) and that knowledge sharing is well facilitated with the online infrastructure (68% agrees and 28% is neutral).

The majority of ETF partners also indicates that knowledge (ideas, know-how, technical skills, competences, problem solving methods) is systematically recorded in the project and stored on an accessible online place for all project members (67 % agree, 8% disagree, and 26% is neutral). Nevertheless, a small group indicates that they do not store all documents produced in the course of the project on an online document system themselves (in 21% of the cases).

Overall ETF partners indicate that knowledge sharing is based on principles of mutuality / reciprocity in the project (81% agree, while 16% is neutral), and the majority of ETF partners does not feel hampered sharing their ideas and thoughts in the project (76% agree and 24% is neutral).

Some external stakeholders indicate that outcomes of projects could be better disseminated and that not always an appropriate follow up is provided after projects have been finalised.

Figure 6.6 Stakeholders opinion on how knowledge is produced, shared, and captured between them and ETF within concrete ETF projects



Source: Survey amongst external stakeholders ETF 2014 (ranging from N=64 and N=72)

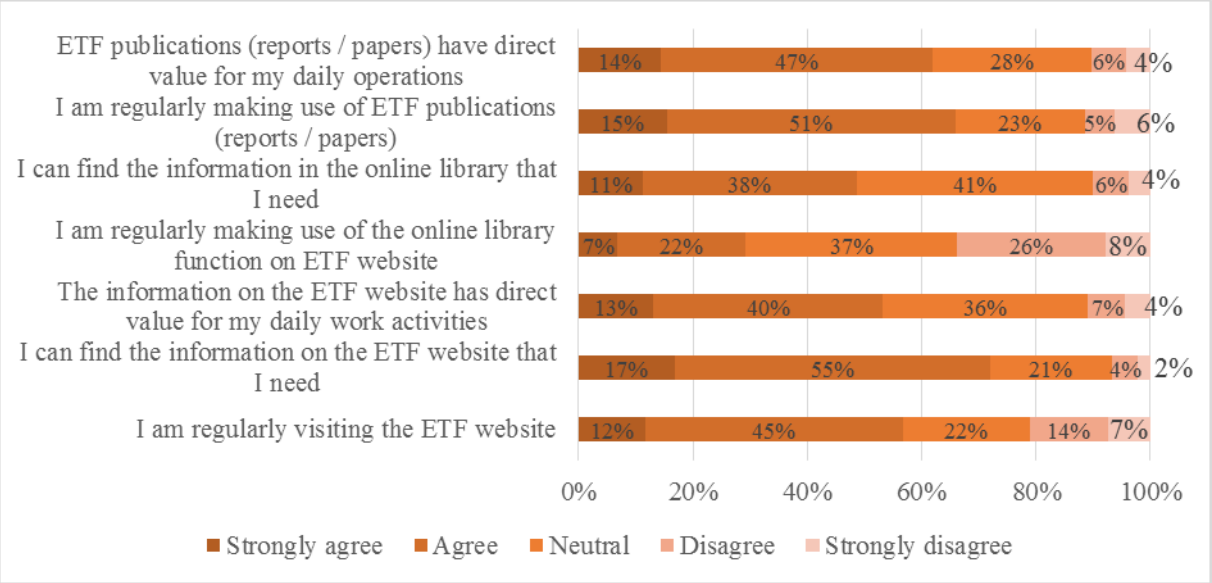
ETF Website, library function, and reports

The ETF website, library services and report are the main instruments to inform ETF partners about their activities. Asking ETF partner about the use and value of these services the following picture can be drawn.

- **Website:** the majority of visitors of the website indicates that they can find information on the ETF website that they need (72% agree, 6% disagrees, and 21% is neutral). A somewhat smaller group of ETF partners indicate that the information on the ETF website has direct value for their daily working activities (53% agrees, 11% disagrees, and 36% is neutral).
- **Library function on ETF website:** A small group of partners indicates that they regularly make use of the library function on the ETF website. Half of the users indicates that they find information on the online library they need (while 10% disagree).
- **ETF publications / reports:** most of ETF partners indicate that they regularly make use of ETF publication and reports (66% agree) and a similar percentage of 61% indicate that ETF publications have direct value for their daily operations (10% disagree).

Some ETF partners indicate that ETF could do more sharing good practices between countries. Moreover, respondents indicate that reports could be more concise and less abstract (‘avoid generalities and vague statements about the general situation in countries’). Moreover, it was indicated that ETF could better share their experiences gained and lessons learned in different countries (this is the added value above other reports / research studies).

Figure 6.7 Stakeholders opinion on the use and value of the ETF website, library, reports / papers.



Source: Survey amongst external stakeholders ETF 2014 (ranging from N=80 and N=97)

Overall assessment of ETF expertise

Overall ETF partners have a very positive opinion on how ETF managed different services and the added value of these services. This coincides with the high appreciation of the expertise of ETF in the different knowledge areas. The survey results show that the majority of staff assesses their expertise as excellent (43%) and good (49%), while around one tenth (8%) considers the expertise as average. None of the partners assess the expertise as poor[30].

6.4 Contribution of partners

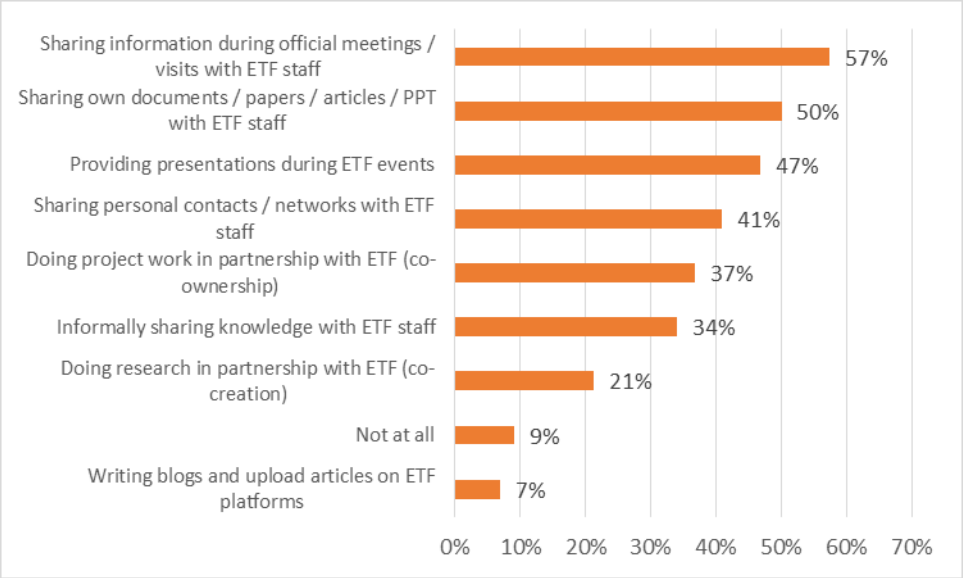
ETF partners contribute to knowledge creation and sharing in two ways. The first way is to share knowledge with ETF staff, and secondly to distribute ETF knowledge to colleagues and peers.

In order to co-create knowledge with external partners there should be some form of reciprocity between actors, having a mutual interest and trust sharing information. It can be concluded that most partners are still insufficiently involved in ETF knowledge creation (this has been confirmed by 70% of ETF staff).

In order to explore how ETF partners contribute to the development of a common ETF knowledge base, respondents were asked to indicate how they contribute to the development of a common ETF knowledge base in certain knowledge areas**.**

[30] N=185

Figure 6.8 Stakeholders opinion on how they contribute to the development of a common ETF knowledge base in certain knowledge areas

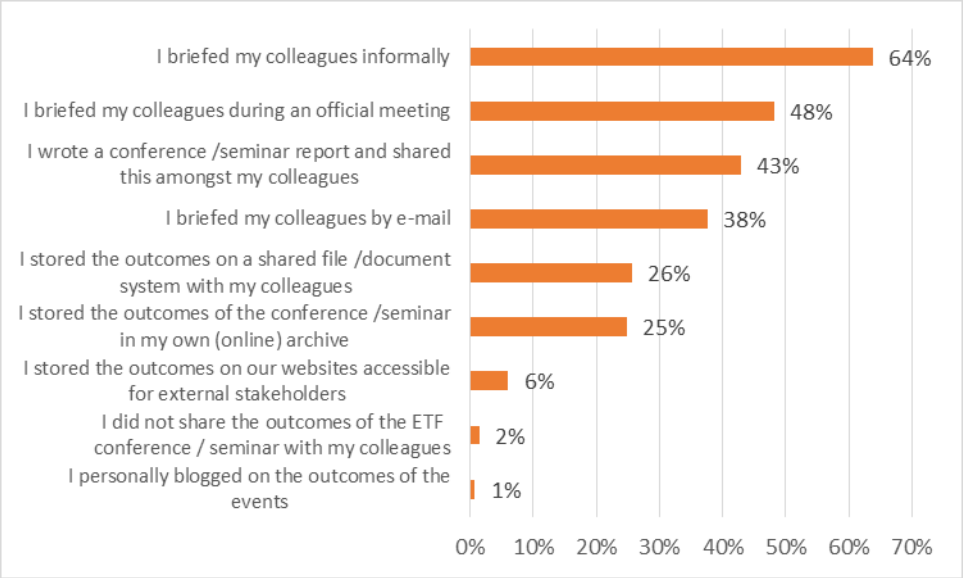


Source: Survey amongst external stakeholders ETF 2014 (N=188)

Figure 6.8 clearly indicates that the majority of partners are sharing documents / papers / articles / PPT with ETF staff, share information during officials meetings / visits with ETF staff, and providing presentations during ETF events. Doing research in partnership with ETF and writing blogs on ETF platforms was mentioned in a limited number of cases.

Asking more detailed questions on the role of partners disseminating ETF knowledge, we asked partners to indicate how they personally disseminated and shared the outcomes of ETF activities with their colleagues (see figure 6.9). The survey outcomes show that all partners shared the outcomes in some way. The most frequent activities are: informal sharing, briefing by e-mail, and briefing during official meetings, writing a conference report.

Figure 6.9 Stakeholders activities to share the outcomes of ETF conferences / seminars in which they participated with their colleagues.



Source: Survey amongst external stakeholders ETF 2014 (N=133)

6.5 Concluding remarks on KM and partners

This chapter explored the role of ETF partners as user of KM services and co-creator of ETF expertise. The following strengths, challenges and issues can be identified.

Strengths: Overall ETF partners have a very positive opinion on how ETF manages different services and the added value of these services, satisfying their needs and accomplishing personal and organisation goals. This coincides with the high appreciation of the expertise of ETF in the different knowledge areas. Partners also appreciate the KM elements of these services, facilitating knowledge sharing). The survey results show that the majority of staff (89%) assess the expertise as excellent and good, while around one tenth considers the expertise as average. In general partners indicate that they are contributing to ETF expertise development by sharing document and knowledge in different ways.

Challenges: despite of the positive assessment of partners on ETF services, ETF staff indicate that partners are still insufficiently involved in ETF knowledge creation (like on the online platforms). ETF partner identified some challenges reserving more time for discussion during ETF events, improving the online library of the online platform, make the navigation on the online platform more user friendly, making project documentation accessible for a wider group of external stakeholders, better capturing and disseminating project outcomes but also assure follow up, increase sharing of good practices and lesson learned in different countries. Moreover, respondents indicate that reports could be more concise and less abstract.

Significant issues: Overviewing the strengths and challenges identified at organisation level, in order to improve KM practice, some significant issues need to be considered:

1. **How to improve reciprocity and co-creation with partners:** ETF made some important steps providing knowledge sharing services for their partners, ranging from the online platforms and improved method and tools for knowledge sharing during ETF events.
2. **Providing more and better information on ETF website:** stakeholders request more information on countries, good practices and projects on the website, accessible for all (regardless of their specific area of interest and for those not directly involved in working groups or networks of ETF). There is also a request for improving the searchability of the website on country information.
3. **Better management of contacts in partner countries:** partners indicate that it is important to maintain the relationship with members in partner countries who contribute in the success of projects. When projects are closed a follow up is needed.

7 Linking significant issues for the future with lessons learned from case studies

Key messages

- By connecting significant issues encountered within the KM evaluation study to lessons learned from two benchmarking organisations, it is possible to develop a future KM orientation of ETF.
- KPMG (The Netherlands) and The British Council (UK) both have a history of KM. Both have developed their 'own' KM approaches by keeping KM strategy connected to the business and/or policy area organise the alignment of KM with Human Resources Management, Facility Management, Communications, ICT and Legal. This requires also a mind shift: another way of thinking "as a service provider", focusing on the needs of the client (projects and directorate/corporate)

7.1 Introduction

In this chapter the significant issues encountered during this evaluation study are connected to the lessons learned from two benchmarking organisations (KPMG the Netherlands and British Council)..

7.2 Short introduction of the two benchmarking cases

7.2.1 Case 1: KPMG, the Netherlands

KPMG is a global network of professional services firms providing Audit, Tax and Advisory services. They have 152,000 professionals working together to deliver value in 156 countries. The National Office of KPMG the Netherlands (KPMG NL) is based in Amstelveen (total 13 offices and 3,131 people).The company is engaged in turning knowledge into value for the benefit of their clients, own people, the capital markets and other relevant stakeholders.

The vision of KPMG NL is that the company wants to be leader in the markets that they serve:

> "Our aim is to have the best reputation in our industry. We want to be recognised as a market leader in our professional services, because of our knowledge of the developments and issues in the markets, industries and sectors in which our clients operate (http://www.kpmg.com/nl/en/over-kpmg/Pages/Default.aspx,)."

The strategic intent of KPMG NL is focused on three areas:

- **Professional behaviour** -Thorough knowledge of our profession, combined with integrity and independence that allow no compromise, form the basis of the quality of our services. This is guaranteed through a system of knowledge and skills development, high quality standards, and frequent systematic testing.
- **Client and market knowledge** - Its professional excellence is always tied to a broad and deep knowledge of the markets, industries and sectors in which their clients operate. This enables KPMG to anticipate developments and to turn our knowledge into practical answers, clear advice and well-reasoned opinions on behalf of our clients.
- **Multidisciplinary** - KPMG has consciously chosen to provide Audit, Tax and Advisory services. The complex issues of their clients and of the legal and regulatory framework call for

> the deployment of specific knowledge and skills, but in many cases their clients require a coordinated and multidisciplinary approach to the issues.

KPMG NL has a long history and reputation of organising knowledge to create value[31,32]. In the 1980's, KPMG had a vision to integrate and evolve their 'knowledge management system' to support their decision needs. KPMG went from one limited knowledge management system (K-Man) to 64 country-specific disparate systems (e.g. K-Web), until they finally developed an integrated system with locally and globally managed knowledge called K-World. Its implementation focused on integrating the system into their professionals' work. Although the notion of a professional services firm 'being a giant brain' is arguable, it is eminent that professional services firms embrace the importance of organising knowledge: the need to be able to share knowledge to support professionals' decision making; and the fact that the primary asset professional services firms have is in the knowledge they can bring to clients (O'Leary, 2008). In order to support the search for information and knowledge in K-World a hierarchical taxonomy was introduced in 2000 to support professionals' decision making:

> "The taxonomy had three dimensions: Product, Industry Segment and Geography, mirroring the firm's organisation structure. For example, at the highest level there is product information, industry segment information, or geography information. Under product, the user might choose "Assurance," under Assurance, the user might choose "Advisory Services," and so forth. Under industry, the user might select "Global Industry Groups." Information also is categorized by news, clients, library, and other categories (O'Leary, 2008, p. 588 – 589)."

Due to limited search capabilities within K-World, some countries in the KPMG federation of offices had tried to develop their own solutions to improve its search functionality. Because of the decentralized structure, different countries were in a position to pursue their own solutions (e.g. Verity, Autonomy etc.). In order to turn its mission into reality, KPMG realized that every company competes not only on how much they know, but also how they generate of actionable knowledge that meets the requirements of both KPMG professionals and their clients. The best way to develop shared value propositions was to focus on how through an interactive way of working current and new services could be developed. In 2009, Pierre Meere (Head of Knowledge and Collaboration) was not only involved in KPMG NL, but also on the developments within KPMG International.

7.2.2 Case 2: the British Council, the UK

The main purpose of the British Council (BC) is to create international opportunities for the people of the UK and other countries and build trust between them worldwide. This purpose is driven by sharing UK's great cultural assets – the English language, educational opportunities, its world-class arts and creative industries and our openness and pluralism as a society. Since 1934, The British Council has been developing its understanding of what the UK has to offer together with an *on-the-ground knowledge* of other countries. It is this combination which gives the BC it unique strength as an organisation. Its remit is broadly analogous to that of Alliance Française in France, the Goethe-Institut in Germany and the Confucius Institute in China.

> 'We connect people from the UK with people from around the world, creating lasting ties and building trust between them. (British Council Annual Report 2012 – 2013)'

[31] O'Leary, D.E. (2008) Chapter 63. Evolution of Knowledge Management Towards Enterprise Decision Support: The Case of KPMG. In: F. Burstein, C.W. Holsapple (eds) *Handbook of Decision Support Systems 2*. New York: Springer. pp. 581 – 608.

[32] Depassé, D. (2009) Kennismanagement voor en door de business. *Intellectueel Kapitaal*, no. 7, pp. 12 -17.

The organisation has a strong network across the world, working in 110 countries and territories. On March 32, 2013, the number of employees - on a Full Time Equivalent (FTE), was 7,334. Because the staff is working globally towards the same goals in a diverse range of cultures, there is a clear need for knowledge sharing, which certainly is not easy to introduce among such a widely dispersed workforce. Global organisations often function as 'confederations of local entities' – some of them operating with reasonable autonomy, and others are embedded in the local environments. Within this context, British Council has focused on connecting people, ICT and knowledge to create the most effective and efficient organisational design to share UK's great cultural assets

BC's Knowledge Management program was officially launched in December 2002 with the appointment of a KM director. A year later, its KM strategy was approved and unveiled following an in-depth knowledge audit (Cheuk[33], 2006). Recently, Cooper[34] (2013) has presented a 'Déjà Vu' regarding the evolution of KM practices within the BC.

In Phase 1 (2000 - 2005) a small Knowledge Management team was established to develop a 'Global Knowledge Sharing Strategy' to improve knowledge management. This was inspired by the activities deployed by the World Bank (one of the Directors of the BC heard a speech by Stephen Denning of the World Bank). Knowledge Practices were introduced to support the business challenges the organisation faced. A knowledge audit has been carried out in 2000 to pinpoint the current knowledge culture and identify the KM needs. A KM Director was appointed at a senior level reporting to the Senior Management Team, which demonstrated the organisations desire to embed knowledge as part of the organisational culture. The result of the first phase was the completion of the 'Global Knowledge Sharing Strategy'. At the same time an international network of 'knowledge champions' was established .Also SharePoint was introduced to support collaboration sites across the whole organisation and a communication and training package was available to help the organisation understand people-centred knowledge sharing (currently they make use of the SharePoint 2007 Platform).

Early in Phase 2 (2005-2010) Knowledge Management was included as a core element in the wider Corporate Change programme, which reinforced the message from Senior Managers on the value of KM in the organisation. Later the focus moved to learning from experience via Lessons Learned to support strategic decision making and new product and service development. During this period the corporate strategy decentralised major areas of business so that they were dealt with regionally. This however meant that the KM team using the 'Knowledge Champions' had to respond to different requirements from different regions. A network of Regional Collaboration Managers was put in place that still work today to support regions with their specific collaboration needs with advice from the central team. The UK KM team also at this time were rolling out the online collaboration platform (SharePoint).

Next (Phase 3: 2010 - onwards) the focus had shifted from Knowledge Management as the priority to Information Management, and endorsement was given to mitigating information risks with funding given for a large scale programme for 'Addressing Information Risk' to address some high level data losses. The Knowledge Management Team continued to manage the network of Regional Collaboration Managers, Collaboration sites and the Corporate and Regional Intranets that were brought in as part of the previous phases. On the people side of the Knowledge Management the focus moved to addressing the risk of knowledge loss as a large scale redundancy programme with the introduction of Knowledge Retention and Transfer tools. Further work has been done to develop an Information and Knowledge Management Strategy, but the organisation has been mainly focussed on Information Risk and Records Management for the past few years.

[33] Cheuk, B. (2006) Case Study – The British Council. *Inside Knowledge*, vol.10, issue 2.
[34] Cooper, C. (2013) A Case Study of the British Council. In: F. Prowting, *Establishing a Successful Knowledge –Drive Culture*. London: Ark Group (pp. 103 – 108) .

The challenge for the coming years will be to get the importance of KM behaviours recognised as crucial to the future development of the organisation. According to Cooper (2013), The British Council still got a way to go before a Knowledge Culture is embedded at the British Council.

7.3 Linking significant issues and challenges with good practices

During this evaluation a number of significant issues where identified on strategic, organisational, project and external stakeholders level.

7.3.1 "House in order": bring the storage and distribution of information and knowledge in order

ETF has a wide diversity of databases ranging from a wide range of document folders on the K drive, not easy accessible and searchable. There are almost no mutual agreed requirements how organisation wide information and knowledge is organised, stored, distributed and retrieved. Mutual agreed taxonomies to capture and retrieve codified information and knowledge are outdated or not developed at all. There are day-to-day problems to find information in the house (like latest versions of documents, information hierarchy, standardised file names, tagging of document and, contact details of stakeholders). It should be explored whether minimum requirements should be set for storing and retrieving organisation wide documents. Otherwise ETF staff will be less motivated to spend time and energy feeding their 'own' information and knowledge into these knowledge management systems as they assume that their input will be of no use for ETF staff because nobody will be able to find it. And the available information and knowledge is often not up to date. Without a forceful decision to bring the house in order, ETF runs the risk of becoming a fatigue organisation – being mentally exhausted because of the day to day irritation and frustration and prevents them from creating innovative concepts, services and products. .

KPMG NL: Due to limited search capabilities within K-World, some countries in the KPMG federation of offices had tried to develop their own solutions to improve its search functionality. Because of the decentralized structure, different countries were in a position to pursue their own solutions (e.g. Verity, Autonomy etc.). In order to turn its mission into reality, KPMG realized that every company competes not only on how much they know, but also how they generate of actionable knowledge that meets the requirements of both KPMG professionals and their clients. The best way to develop shared value propositions was to focus on how through an interactive way of working current and new services could be developed.

KPMG NL: KPMG's Document Management System ('Worksite') is currently supported by HP Autonomy. This system is linked to SharePoint via a web gate. At the moment KPMG is not using the Document Management System module of SharePoint. Within KPMG the ICT – people didn't want to experiment with the DMS module. Because of the ISO certification processes, KPMG cannot migrate to such a new module on short notice because the migration process is not without risks. Through so called 'widgets' users of SharePoint can search and look into 'web parts' of documents that are outside the SharePoint platform (e.g. E- Audit). Future KM Policies must focus more attention on how to improve the search facilities within and between the various support tools.

KPMG NL

In GOD We Trust.

Every organisation is dreaming of creating a company - wide Enterprise Content Management (ECM) system, a so -called GOD (Giant Overall Document system). This is almost a mission impossible since such a system has to cover all stock and flows of information and knowledge. Nevertheless Pierre Meere of KPMG is starting to believe "that SharePoint comes close". Corporate - centralised -

knowledge based sharing systems are often not able to perform to expectations because employees finding it difficult to discover information and knowledge that is relevant to their specific needs.

The British Council. Currently SharePoint 2007 is not used as Electronic Document and Records Management Solution (EDRMS). They are currently working on more standardization, but have been doing a pilot to trial EDRMS on a SharePoint 2010 platform with an additional plugin to provide Records Management functionality. Within the BC there are 'G-drives' available to store, share and retrieve documents. The interview partners indicated that there are some problems with the G drive, with projects / users using different operating models. Also different styles of tagging are taking place within the BC. No investments have been made yet to identify a proper intelligent search tool (e.g. HP Autonomy, Coveo, Content Enabler by Knowledge Concepts and so on) for supporting the increasing information and knowledge – savvy employees within the BC.

The British Council. Interview feedback tells us that the classification and metadata capture process should impose as little additional overhead on the user as possible. Technology, including semantic search, agile folksonomies, semi-automated tagging and user topic subscriptions can have a significant part to play in this. However it should be noted that the ability to easily find relevant content is in the first place directly related to the quality and completeness of the data associated with that content by the publisher. This will always require effort by the user, although if a virtuous learning cycle is achieved this will be less of an issue

7.3.2 Better connecting the different online platforms and local project documentations into a shared information platform (e.g. using IBM Connections and/or SharePoint)

Due to the fact that information is key to generate social and economic value, the challenge for ETF is to indicate what kind of information on countries, good practices and projects can be gathered and then shared externally with key stakeholders – web based or through social media - to co - create new policies, new concepts and new services. This information will be accessible for all (regardless of their specific area of interest and for those not directly involved in working groups or networks of ETF). Improve searchability of the website on country information. "The best way is always keeping continuous relations with all available contacts; this approach plays main role for future steps as well."

KPMG NL. The most important support tool for creating actionable business knowledge throughout KPMG is SharePoint. In 2006 the decision was made to use SharePoint as a worldwide common platform for creating, capturing, sharing integrating and valuing information and knowledge. In 2007 the migration process started for KPMG NL and in 2010 all business units were part of the SharePoint platform. The biggest challenge was to connect KPMG NL units with the business by making use of SharePoint (providing better input for the proposal teams, but also support for the audit process producing yearly accounting report, optimising working processes of the accountant, using templates / folders etc). Clients were able to upload their documents on the SharePoint platform, making the auditing process more efficient by using collaboration and co creating sites. Within this new way of working, the participation and cooperation of the client was needed, setting additional conditional governance requirements. For example, side letters were needed from clients to provide KPMG access at the clients' systems. At the start, clients were reluctant to be connected, but nowadays they recognize the added value of such a collaborative way of working. In 2010 and 2011 all KPMG support staff services were also migrated to SharePoint. The SharePoint platform has been implemented worldwide and is used for Internet, Intranet and tools for collaboration within KPMG teams but also with clients (Extranets). Recently a new contract has been signed to use SharePoint within KPMG until end of 2020 ("There is no way back"). And in the very near future the migration to SharePoint 2013 will start. SharePoint provides plenty of possibilities, being an all-encompassing

system. However due to history of using other software for particular specific tasks, the available possibilities are not completely used within the context of KPMG NL.

The British Council. SharePoint was introduced to support collaboration sites across the whole organisation and a communication and training package was available to help the organisation understand people-centred knowledge sharing (currently they make use of the SharePoint 2007 Platform). Nowadays SharePoint is used as an internal collaboration platform for all staff, and also for a Corporate Intranet and Regional and Country Intranets. They are also experimenting with using SharePoint also with partners. Suzanne Ashton and Kaye Griffiths are referring that there are a lot of other collaboration tools out there and also used within the BC (and often for free such as Google and Dropbox). It was however pointed out that there are some security risks involved. The introduction of SharePoint 2013 could provide a good solution working with one uniform collaborative tool for internal and external collaboration.

The British Council. The sheer variety of locations and processes for the publication of documents complicates the 'findability' of documents for re-use and being able to identify those with relevant knowledge. Even if relevant documents can be located, it is often not obvious who the relevant people to speak to are. The individual publishing the information may or may not be the author or subject matter expert. There is the need to identify those with know-how related to published information in order for discussion about context, qualification or clarification to take place. This might be with an individual, team, community or group of subject matter experts. The identification of the owner of published information needs to take place at the time of publication.

Irrespective of how well written or relevant a documented lesson is, if it cannot be easily located (browse or search), it may be worthless. Extant post-project reviews should be looked-at to determine the most appropriate medium, format and structure for the application of lessons learned.

7.3.3 Leadership and governing KM (voluntary versus obligatory)

Currently senior management is 'free' to navigate their own route implementing the KM strategy. This leads to a portfolio of approaches amongst departments, units and projects .It should be explored whether senior management should show more leadership driving a shared KM agenda. We've observed that top management involvement lends credibility to KM programs and ensures the efforts will be long term. Through the art of 'leading by example', executives shape the values of the organisation and establish a support system to initiate and manage change. Without direction from management, KM approaches like communities of practice, lessons learned, and best practice transfer are unlikely to align with the current organisational strategy and fail to create value. Management will regularly reinforce the need for sharing knowledge, co- creation with relevant internal and external stakeholders. Show the ETF staff that management is dedicated to foster a co – creative, knowledge sharing collaborative environment.

KPMG NL. One of the most common critical failure factors within KM programs is the absence of top management consistent support based on a clear business case. Within KPMG NL there is evidence that KM leads to improved productivity, higher job satisfaction and more innovation. This is the story that must be told again and again. The presence of incentives for sharing knowledge must be part of the HR performance cycle (e.g. capture the amount of presentations to colleagues, mentoring newcomers, conducting After Action Learning sessions etc..). There must be a model in which employees can experience and monitor what they contributed to the knowledge basis of a professional organisation such as KPMG NL.

The British Council. KM is voluntary within the BC and the KM unit cannot push the agenda. Most often you need an authoritative person driving the agenda and explain the potential impact. The KM team have a blueprint ready, but project managers are deciding whether the implemented KM activities or not. The BC does not have an extensive communication strategy in place for promoting KM. The promotion should be done by users and the chief information Officer and management team (but also involving the network of information policy advisors of the partners). The Chief Information Officer - Head of the GIS - should promote KM in the management team and throughout the BC. .The interview with the British Council indicate that they tried a top down approach, but this was not working. The impact is bigger using common 'word of mouth advertising'. An incremental approach should be followed by starting with assisting one department ('showing good practices'). It was pointed out that people are generally enthusiastic about KM and want to talk, but the major constraint is that there is no time to implement. Therefore, KM should be promoted amongst senior management staff. To be successful one needs simple and short messages telling the story about the added value of KM (also making use of simple diagrams and visualisations).

The British Council. For the implementation of KM there is dependency on the country and project managers. These are the ones delivering KM and are responsible for project budgets. It was implied that some regional managers consider the need for KM more than others, especially in those regions that deal with high staff turnover. In these cases there is a clear business case for KM assuring that knowledge is preserved.

An important dilemma implementing KM policies is what is required and what is optional (not obligatory). Within ETF it was decided not to make KM obligatory for different ETF operations and staff. But to keep it voluntary. This evaluation provides evidence that KM is still not fully embedded in ETF operations (see next Section). Nowadays, knowledge sharing is therefore too dependent on the 'goodwill' of people. At the individual and team level knowledge sharing must be mandatory on certain key knowledge areas. Stronger governance of KM demands common rules for the formal documents of the organisation and clear rules how to use knowledge more in a systematic way. Storing content in dedicated repositories separates the content from the processes and activities where people work and life:

The research results show that not all ETF staff are completely aware of the KM strategy and KM services in place. This raises some issues on how KM is communicated within ETF. To develop a knowledge-sharing culture, you need consistent messaging, a formal and pervasive communications push and pull, inspiration, and reinforcement of desired behaviours through rewards and recognition. Leading by example must be in balance with the principle of 'stepping out of the way' and let the project members in the online platforms, forums and communities of practice take over. Let the project lead without a leader, but with some clear direction in mind.

KPMG NL: One of the major discussions issues at the time was how to strike a delicate balance between mandatory versus voluntary (corporate) KM actions. KM Governance within KPMG must be consistent across the different units within the Netherlands with the 'right' governance mechanisms in place such as establishing KM policies, authorizing KM activities, managing KM risks, realization of KM benefits of current and new KM strategies, performance management etc., Business within KPMG must be supported, but not "pampered". The KPMG KM unit facilitates each business unit, but they must get their (inter) act together and be responsible for their own way of dealing with the opportunities given by SharePoint and other ICT - systems.

The British Council. It was pointed out that people are generally enthusiastic about KM and want to talk, but the major constraint is that there is no time to implement. Therefore, KM should be promoted

amongst senior management staff. To be successful one needs simple and short messages telling the story about the added value of KM (also making use of simple diagrams and visualisations).

7.3.4 Role and position of KM

The analysis shows that the ownership of KM is – at least – fragmented. Separate 'functions and roles' are involved in the organising knowledge: The units Communications, ICT, Software Development, KM project team, 'K-drive' (shared document file without clear owner), Human Resources and various project leaders. All of them 'own' a piece of the knowledge cake, but nobody owns – or is accountable - for managing the flow of knowledge to create value. Currently, there is no single owner of KM. The role and position of KM is diffuse. . This creates management and governance tensions and it should be explored whether KM should be centralised, and at the same time better embedded in ETF projects. This leads to problems managing the identity and reputation of the KM Team. Although ETF staff generally have a positive opinion on the competences of the members of the KM Team, they are more critical about the *visibility* of the KM project team, and the way they communicate with the ETF organisation. Given the fact that much KM activities are not falling under the responsibility (like the K drive, intranet, and website), this leads to confusion about the exact role of the KM project.

Considering that many explicit KM related activities are not part the KM project service portfolio and/or responsibility - e.g. the K drive, intranet, website - this lead to confusion about the exact role and position of the KM project.

The British Council. Recently (July 2014) the unit Information and Knowledge Management (IKM) has been disbanded and integrated into the Global Information Services team (GIS) as separate teams: Knowledge Management, Records and Archives, and Information Security and Governance . The Head of the GIS team is the Chief Information Officer, Laura Dawson. The Knowledge Management Team consists of 7 people who are also responsible for the management of SharePoint in the organisation which is used for a Corporate Intranet, collaboration sites across the organisation and Regional Intranets. A separate Records and Archives team consisting of 7 people, and an Information Security and Governance Team are responsible for the management of information in the organisation. Last year most budgets were spent on information management and assuring that information is secure. Due to some incidents data safety issues got political momentum and resulted that most budget and resources were spent on data security issues.

7.3.5 Embedding KM principles organisation wide

An important issue is how to internally organise the alignment of KM with Human Resources Management, Facility Management, Communications, ICT and Legal.

One effective way to redesign these support functions is to examine each unit's activities and assess whether more service and value can be created as they are located in a Shared Service Centre (SSC)[35]. This requires also a mind shift: another way of thinking "as a service provider", focusing on the needs of the client (projects and directorate/corporate). A shared service centre also provides an opportunity for greater transparency of the costs and benefits of supporting services and easier monitoring of budgets. Even improved career development for SSC employees within such a centre is possible (job rotation and having flexible roles). The question is what kind of KM services the SSC will provide and how do these 'KM principles' for creating value Encouraging innovation and co - creation

ETF made some important steps providing knowledge sharing services for their partners, ranging from the online platforms and improved method and tools for knowledge sharing during ETF events. Partnering with the relevant stakeholders can help to identify new policy areas. The partnership enables ETF to discover the needs and requirements of our country partners. ETF is increasingly

[35] The Administration Department already deals with Finance, HR, Procurement, and Building.

engaging country partners in their on line platforms and communities of practices to tap into the ideas, concepts, models, policies of the members of the platform or community

KPMG NL Innovation, co- creation and crowdsourcing

KPMG has recently acquired the Dutch innovation software supplier Innovation Factory. Innovation Factory is the supplier of PIT (Power Ideas Together), the innovation software that is used globally by leading companies to support innovation. PIT enables companies to generate, capture, share and enrich ideas, both from inside and outside the company. "Customers using PIT are innovating faster, cheaper and better." It combines crowdsourcing – tapping consumers and citizens for ideas – and crowd casting (broadcasting a specific problem or challenge to a specific selection of stakeholders of the company). The innodoc platform of the innovation factory has been accepted as a worldwide standard within KPMG. An earlier version of this way of idea generating and idea crossing was KPMG panel which tapped – two times per year - into a predefined group of C- suit managers on certain issues (digitalization etc...).

The British Council. Collaboration is not recognised or rewarded as part of the organisational behaviours. Furthermore, the Human Resources Department doesn't include KM collaboration competences and knowledge sharing skills within BC's performance appraisal program. Also there are no specific KM related items in the Employee Satisfaction Surveys within the BC.

7.3.6 Identifying the needs for KM services

ETF is not clear about the KM services they provide for projects and no needs are identified on project level. As a result the KM project is not able to identify the demand for next year.

The British Council. Thinking about KM as a service business requires an iterative process that involves the internal client. This process is driven by engaging the client, either with an inquiry or by extending the portfolio of the KM Services Manual. For example in 2013, Kaye Griffiths[36] interviewed nineteen British Council stakeholders in order to understand what their needs were for improved knowledge sharing and learning in their areas of responsibility and across the organisation. They represented the Business Units, Functions and Regions. The (internal) client is invited to join the process of 'participative design' to co-create a particular KM service. The idea of this new way of working is that if a Knowledge Management Team wants to create valuable services, one should involve the people who are going to have to use them. This includes inviting external partners to create a dialogue between BC's business relation managers and the partners.

The British Council. The first edition of the KM Service Catalogue - which shows the services the various KM areas offered - was produced. Nowadays the catalogue has become part of a wider GIS service catalogue. Nowadays the catalogue has become part of a wider GIS service catalogue. As a result of the availability of this KM Services Catalogue, the IKM unit is struggling to find the balance between the 'let thousand flowers bloom' approach - often needed within Regional offices – and a more streamlined, process-oriented, value driven approach for the UK.

7.3.7 Creating an innovative culture (co creation)

ETF is not particularly good doing new innovative things. It should be explored how to stimulate innovation and create space for new opportunities within ETF. Create a safe space where ETF staff ask and care about each other's ideas, work and even non-work issues. A fearless workplace frees people

[36] British Council (2014) Knowledge Management Framework (Draft, internal publication)

to take risks and step into their discomfort zone and work together to co- create new concepts, services and policies..

7.3.8 Better measurement of results

KM is limitedly monitored by the monitoring systems (with the exception of the KM project itself) and especially country and thematic projects. No information is provided what goals are set for KM on project level and use of KM services reaching these goals (including the financial resources spent on KM) and the value created by KM for the project, partner country and ETF as a whole. The portfolio of KM measures can be divided into three basic categories:

1. Activity measures. These are measures of involvement
2. Process efficiency measures.
3. Policy performance measures, outputs and outcomes.

Identify measures across all three categories to ensure 'a complete picture'.

KPMG NL Return on Investment (ROI) of KM is often considered as a hidden value. The added value of organising knowledge activities is difficult to prove. KM dashboards and the development of Key Performance Indicators (KPI's) stimulate the visibility of the impact of a KM program. You can measure processes and infrastructure (what do you have in-house). However, organisational culture is difficult to measure (e.g. employee satisfaction surveys). This year KPMG has implemented a knowledge survey on how knowledge is shared. At the moment KPMG is experimenting with a KM dashboard for each of the K-10 countries assessing the maturity of the online and knowledge solutions and collaboration unit. For each country one can find mutually agreed upon input – output indicators (based on evidence such as the survey results on questions such as: "Indicating whether you have a head knowledge management or not"; "Is there a cultural chance program in place"). Indicators are set around (1) the value proposition; (2) behavior and role modelling; (3) training and awareness; (4) work practices and processes. In the end each country is positioned as baseline bronze, silver or gold (Pierre Meere: "with reference to our KM maturity model"). Countries differ in their KM maturity, i.e. in the US there are working 30-40 persons for the KM unit compared to 6 persons in the Netherlands.

The British Council. KM is not monitored in a structured way within the BC (i.e. a systematic data collection on how KM is implemented and valued within the BC is not available). As a result no indicators are defined, beside some statistics on the usage of SharePoint and some information on KM lessons learned within projects).

7.4 Concluding remarks on the two benchmarking case studies

Both KPMG NL and the British Council have a long history of KM, starting in the eighties (KPMG) and early 2000 (the British Council). Nevertheless, in both organisations there is an increasing pressure to prove the added value of KM (and in both organisation the number of KM staff has diminished over the years). The following 'lessons learned 'can be drawn based on the two benchmarking case studies:

- Both organisations (still) face challenges with storage and retrieval of information and knowledge, although each organization has experienced a different way of progress. Nevertheless, KPMG NL need to satisfy strict requirements because of the ISO certification process and therefore set minimum requirement for their document management system (this is also an important argument why KM is considered as business case and taken up by senior management). KPMG NL realised that a company-wide document system capturing everything that is produced is not possible. The British Council is still working on G drives, pointing also on the problem that there are different operating models for storing and retrieving information and knowledge. Also different styles of tagging are taking place within

the BC and the sheer variety of locations and processes for the publication of documents complicates the 'findability' of documents for re-use and the ability to identify the specific documents with relevant knowledge. It was generally concluded that there should be minimum set of requirements for storing and retrieving data. Positive / voluntary incentives were not always considered as useful. Over the years the respondent started to be convinced that there is a need to push employees and make some 'forceful decisions'.

- SharePoint is introduced in both organisations (KPMG NL and the British Council). Within KPMG the SharePoint platform has been implemented worldwide and is used for Internet, Intranet and tools for collaboration within KPMG teams but also with clients (Extranets). SharePoint provides plenty of possibilities, being an all-encompassing system. However due to history of using other software for particular specific tasks, the available possibilities are not completely used within the context of KPMG NL (such as the DMS). Within the British Council, SharePoint was introduced to support collaboration sites across the whole organisation. A communication and training package was available to help the organisation understand people-centred knowledge sharing (currently they make use of the SharePoint 2007 Platform). Nowadays SharePoint is used as an internal collaboration platform for all staff, and also for a Corporate Intranet and Regional and Country Intranets. They are experimenting with using SharePoint with partners. KPMG NL has some early experience with clients using 'their' SharePoint capabilities.
- The KPMG case shows that there is evidence that KM leads to improved productivity, higher job satisfaction and more innovation. KM should also be part of the HR performance cycle (not only for professionals, but also their managers steering on KM behaviour). Within the British Council KM is voluntary, but it was indicated that there should be some minimal directions / forceful decisions assuring that KM is embedded in all operations. Nevertheless, a full top down approach is not working. It is important that KM is promoted by senior management staff.
- With regards the KM services provided there are two approaches. KPMG NL indicates that business within KPMG must be supported with KM, but not "pampered". The KPMG KM unit facilitates each business unit, but they must get their (inter) act together and be responsible for their own way of dealing with the opportunities given by SharePoint and other ICT - systems. KM services are also not for free and budget should be allocated. The British Council developed an KM Service Catalogue - which shows the services for the various KM areas offered. Nevertheless, the Knowledge Management Team is struggling to find the balance between the 'let thousand flowers bloom' approach - often needed within Regional offices – and a more streamlined, process-oriented, value driven approach for the UK. The Knowledge Management Team is 'under-resourced' and there is a fear that the team will be driven in a position of 'overpromising things' creating some critical service delivery issues. The British Council has made an inventory of the demand side, interviewing key stakeholders.
- In both organisations KM is clearly positioned in the organisation. Within KPMG, The Head of Knowledge and Collaboration (who manages the Online and Knowledge Solutions department) reports to the Staff Director Marketing, Sales and Communication (MSC). Head of K and C is also reporting through MSC to the KPMG business network. The Head of K and C represents / advices and informs about knowledge, collaboration and research matters and solutions. The larger Markets group acts like a catalyser for business and therefore they are considered as the commercial core of KPMG NL. The challenge for the Head of K and C is to become more aligned with the Markets group and create presence value within the commercial core. Within the British Council the unit Information and Knowledge Management (IKM) has recently been disbanded and integrated into the Global Information Services team (GIS) as separate teams: Knowledge Management, Records and Archives, and Information Security and Governance.

- With regards monitoring KM, KPMG is experimenting with a KM dashboard for each of the K-10 countries assessing the maturity of the online and knowledge solutions and collaboration unit. For each country one can find mutually agreed upon input – output indicators. The British Council does not monitor KM in a structured way (i.e. a systematic data collection on how KM is implemented and valued within the BC is not available). As a result no indicators are defined, beside some statistics on the usage of SharePoint and some information on KM lessons learned within projects.

8 Conclusions and recommendation for 2014-2020

Key messages

- The chapter discusses the main conclusions of the study and offers a set of recommendations on a number of significant issues.
- As a result this study follows a broad systematic approach of KM (including several levels, operational and strategic with informal and formal rules), instead of a narrow techno-centric approach only focusing on the KM technical infrastructure in place
- Recommendations are provided on the following challenges
  - "House in order": bring the storage, retrieval and distribution of information and knowledge in order
  - Lead by example and make forceful decisions on some KM related dossiers Better positioning KM in the "new" organisation Embedding KM principles organisation wide
  - Improve co-creation within ETF, but also between ETF and ETF partners.
  - Improving the monitoring and evaluation of KM in the future by formulating key performance indicators.

8.1 Introduction

This chapter discusses the main conclusions of the study and offers a set of recommendations on a number of significant issues. In Section 8.2 the conclusions are presented based on the evaluation issues as included in chapter 2. Subsequently in Section 8.3 the recommendations are provided.

8.2 Conclusions in relation to the evaluation questions

Relevancy: During the last five years ETF has taken many important steps developing and implementing a KM strategy and accomplishing yearly implementation plans. Most of the challenges identified in 2009 are embedded in the KM strategy. A KM team with a dedicated budget and staff has been established on project basis. Additionally, systems, tools and guidelines were produced and staff has been trained and advised on KM issues.

As a result significant progress has been made to achieve strategic objectives, mainly in the field of in-house tools in place to enhance knowledge sharing between ETF staff and with partner countries. Also in relation to the accessibility of core knowledge on countries and themes progress has been made. In the first years, the focus of KM activities was on ETF internal knowledge users with work aimed at providing a quick, accurate and detailed overview of available knowledge generated through ETF projects, thematic and country work. From 2011 onwards, a second phase of activities were anticipated , increasingly involving the support to ETF external partners and beneficiaries including Torinet countries within the overall project and to specific countries such as for example Kazakhstan within the context of national and regional priorities (Education and Business, National Torino/Torinet Workshops). During the first years, the focus of the KM program was to develop and implement systems, guidelines, and to train staff.

No specific activities were implemented to steer KM from the top by providing incentives or impose departments, units, projects, and individual staff to embed knowledge management principles better in

their daily operations. It was decided not to make KM obligatory for different ETF operations, or to set minimum requirements, but to introduce it on a voluntary basis and stimulate and facilitate staff in their process to allow KM in their daily practice ("…by communicating, providing tools, training and advice, and positive examples from early adapters and champions"). As a result departments, projects and individuals are still free to make their own decision whether they apply KM principles in their daily operation or not. KM was introduced in "organic" way with some departments, projects and staff being front runners (early adapters / champions) adapting KM tools and instruments in their regular working practice, while others not even started to work or refused to work with the available KM tools.

Implementation: The KM team started working on the implementation of the KM strategy and concrete activities were identified in the yearly activity plans, with a special focus on online solutions. The activities where promising in the beginning and some ETF projects were piloting with KM, but attention for KM diminished over the years. There is an implicit culture of knowledge sharing, but often only within the safe boundaries of projects, CoPs, or departments. The KM infrastructure within ETF is promising (using connections and future use of SharePoint for DMS) and the online platform is tested in different thematic projects / CoPs and being extended to other projects. There are so to speak different innovation 'hotspots' were KM is taken up in ETF operations making use of third generation KM approaches and tools (online, virtual, platform, co-creation involving partners). Nevertheless, the dissemination of this KM infrastructure is diverse (having early adapters and people who did not adapt to any KM activities) indicating a situation of different speeds. Also given the voluntary nature of KM, knowledge management is still not completely embedded in ETF operations and thereby contributing to ETF expertise development.

The quality and value of some KM services are better assessed than others. The Cappuccino sessions, 'one to one'- advice KM team, and ETF reports and papers are assessed best, while the quality of the ETF library and the toolbox of KM instruments for event / conferences are assessed as less good. Some suggestions were made for improving KM services, like making cappuccino sessions interactive, providing more opportunities for informal gatherings sharing information, and improve the interaction on the online platform and accessibility and navigation.

Although ETF made a good start designing a KM project, KM is still not clearly positioned within ETF, hampering a streamlined approach to facilitate the integration of KM in all ETF operations. Overviewing the activities of different departments one can see that different departments / units have different 'functions and roles'. Most of them are somehow involved in managing the flow of knowledge, but not always in a coherent way. As a result there is no single owner of all KM activities and - as a result - limited steering mechanisms are in place solving management and governance tensions. Another conclusion to be drawn is that, though knowledge sharing take place within departments, projects and CoPs, the communication between departments, CoPs and projects is not always streamlined.

KM behaviour is not channelled with HR policies, such as incentives programs and yearly performance appraisal interviews. Although ETF experts are rewarded and recognised for their expertise and ideas, there is no systematic approach for exploring new innovative products and services (less time and space), hampering the innovative culture. The current electronic document storage and retrieval system is not easily searchable and there is no common agreement how to store - a minimum of - basic project information. Moreover, ETF still holds a number of separate databases/ knowledge bases, platforms and tools (e.g. intranet, ETF website, document drives such as the network drives for OPS, admin knowledge base, library database, ETF wikis, country info pages, ETF data library, virtual communities and so on.) making information storage increasingly fragmented, not easily searchable and user-friendly. Some have developed 'shadow databases' for personal use bypassing the 'official' storage and retrieval systems, or simply ETF staff don't even consult these tools on a regular basis. Although this situation was already pointed out in 2009, an organisation - wide solution is still not available.

The data gathered in this study clearly indicate that there are considerable 'KM maturity gaps' on how the knowledge flows and stocks are managed in ETF projects. There are projects spread across several countries using online platforms and communities of practice. On the other hand there are projects that have reached a very low 'digital maturity' and therefore hardly use any KM tools or didn't have adapted a KM approach to project management at all. At the moment, this diversity in absorption of KM is due to the ETF KM governance policy that projects are 'free' to decide whether they will or will not embed KM programs and - approaches into their project plan and project activities. Nevertheless there are some limitations to this 'hands - off' management approach. First of all, the KM project is not able to forecast the amount of workload for the next budget year. Also project owners don't know what to expect from the KM team. Can they rely on the availability of resources within the KM project team? Can the KM team deliver when it is needed? Can they support the follow - up? How does the portfolio of KM services facilitate the projects within ETF? What kind of management style is used for managing innovative projects? Obviously the KM team cannot support all projects with dedicated advice and involvement. Although the competences of KM staff are assessed as good by a large part of the ETF population, it has been stated that the KM team is not always visible within ETF. Especially the communication between KM staff and ETF staff is not assessed as positive by a large part of ETF staff. This implies a communication problem for KM team. Additional effort should be made to mainstream KM in the whole organisation, by enhanced support and leadership of senior management – 'lead by example' - and setting minimum mutual agreed criteria for KM activities in ETF operations, and clearly communicating the benefits and value of knowledge sharing practices..

Effectiveness: During the last year important steps were taken implementing the KM strategy and related activities. Staff members indicate that there are some sound tools in place to enhance knowledge sharing between ETF staff and with partner countries (although around 40 percent still think that this strategic objective is not at all / very little achieved). More critical assessment is given on whether knowledge management practices occurs in all projects and phases of the ETF lifecycle. Furthermore the accessibility of core knowledge on countries and themes (around half of ETF staff thinks that this strategic objective is not at all / very little achieved) is problematic. Staff members are most critical towards the contribution of KM to ETF expertise development (having only 13% of staff thinking this goal is achieved).

Efficiency: It is not clear how much budget is spent on KM in total, because many actors and departments are involved in organising and managing knowledge flows (like Communication, ICT, but also the KM team). There is a specific budget for the 'KM project' that includes four full time equivalent staff and budget for financing a number of KM activities. There is no budget allocated to KM activities within other ETF projects / operations consequently no indication can be given whether KM allocated money is well spent within projects. The number of staff within the KM project/KM team seems appropriate comparing the situation within ETF to the benchmarking case studies. Finally, KM activities should take place on project level while the KM team plays a facilitating role. In times of budget reductions and higher expectations on the performance of European Agencies, KM plays an important role gaining efficiency wins (saving time searching information, providing alternative online solutions for field visits), but also becoming more effective in operations. This business case for applying KM principles to operations should be further validated with evidence and communicated better in the organisation.

Impact: Overall ETF partners have a very positive opinion on how ETF managed the different KM services and the added value of these services, satisfying their needs and accomplishing personal and organisation goals. This coincides with the high appreciation of the expertise of ETF in the different knowledge areas. Partners also appreciate the KM elements of these services, facilitating knowledge sharing. The survey results show that the majority of ETF partners (89%) assess the expertise as excellent and good, while around one tenth considers the expertise as average. In general, partners indicate that they are contributing to ETF expertise development by sharing documents and knowledge

in different ways. Despite of the positive assessment of partners on ETF services, ETF partners are still insufficiently involved in ETFs knowledge creation processes.

Monitoring and evaluation: Progress on KM is limitedly checked by the monitoring systems (with the exception of the KM project itself) and especially country and thematic projects. No information is provided what goals are set for KM on project level and use of KM services reaching these goals (including the financial resources spent on KM) and the value created by KM for the project, partner country and ETF as a whole. While one of the communities has conducted a user survey to gather member's feedback on the online platform, the communities have mostly no data to the effectiveness of the platforms. The limited statistics at community level offered by the current IBM Connections platform version is also affecting the lack of visible analysis.

Lessons learned: During the study some challenges were identified that need further attention while developing a future KMI policy going beyond 2014. These lessons relate to:

- 'House in order': bring the storage, retrieval and distribution of information and knowledge in order
- Make forceful decisions on some KM related dossiers
- Better positioning KM in the "new" organisation Embedding KM principles organisation - wide Improve co-creation within ETF, but also between ETF and ETF partners.
- Improving the monitoring and evaluation of KM in the future by formulating key performance indicators.

8.3 Recommendations

Based on the analysis of all documents, interviews, focus group and survey outcomes the following key recommendations are given.

Recommendation 1: "House in order": bring the storage, retrieval and distribution of information and knowledge in order

It is recommended that ETF first brings their 'house in order' finding a direct solution for the wide fragmented (and not connected) databases - specifically the problem with the K-drive - assuring that information can be stored and retrieved in a coherent way. The system must be easy searchable – improving 'findability- for ETF colleagues and including minimal requirements – taxonomy, tags and so on - for storage and retrieval of corporate information that should be respected by all staff. Evidence is collected that staff sometimes prefers to find ETF documents by using google search engine and even prefers to use the old version of intranet to find corporate information. Furthermore they do not trust or cannot retrieve information, knowledge and documents from the K drive. Also basic information on names and addresses of clients in partner countries is not easy to retrieve. Ignoring such a basic requirement for organising ETF knowledge undermines further steps implementing the KM strategy, because people continue to be frustrated and tired about the inability to use of the system and it is damaging the trust and reputation of KM.

The following points should be taken into consideration:

- Create an organisation- wide platform for implementing SharePoint as document management system and appoint one responsible implementation manager for the migration process. Develop a KM action plan; involve core users; communicate a clear time path and deadlines when SharePoint should be in place and 'up and running'. This is number one priority.
- Carefully assess which systems will be migrated to SharePoint and which systems are needed in addition to SharePoint.

- Set requirements for staff which basic project and client information should be stored on central/corporate level and in what folder structure (this means that forceful decisions should be taken).
- Train staff in the use of SharePoint as document management system.
- Make someone responsible for the content management within SharePoint with a direct link to the director / deputy director.

Recommendation 2: Lead by example through collaborative ways of working and make forceful decisions on some KM related dossiers

Through the art of 'leading by example', executives shape the values of the organisation and establish a support system to initiate and manage change. Without management support, KM approaches like communities of practice, lessons learned, and best practice transfer are unlikely to align with the current organisational strategy and fail to create value. Senior management is free to give their own direction implementing the KM strategy, leading to diversified approaches amongst departments, unit and projects. Since KM nowadays is dependent upon the goodwill of the ETF staff, all kind of problems - such as fragmentation of databases and poor management of the K-drive - arise. It is therefore recommended to move on the continuum of voluntary versus obligatory by setting minimum requirements for KM in ETF operations (on individual and project level) especially in relation to the infrastructure for the storage and retrieval of organisation - wide documents.

The case study of KPMG NL clearly indicates that positive / voluntary incentives are not always useful and that there is a need to push employees and make some 'forceful decisions'. Within ETF forceful decisions should be made for directly implementing SharePoint and get uniformity in databases (see recommendation 1). Forceful also means to be more selective and strategic while selecting which ideas will be further developed, attract investments and receive total commitment. ETF has plenty of ideas for projects, but the challenge is to collect and select the best. Therefore formal and informal mechanisms should be in place to collect ideas and separate the wheat from the chaff and to assure implementation of the selected ideas. The first steps are already taken to strategically embed projects by the introduction of Torino process to be more strategic in ETF intervention (based on evidence on the situation within ETF countries). The following points should be taken into consideration:

- It should be explored what are the minimum KM requirements within a project and what is optional.
- While gathering ideas ETF could make use of innovation jams as used by IBM tapping into the ideas and concepts of the ETF employees and external experts, but also the lessons learned from the case study of KPMG NL provide a starting point for generating innovative ideas and concepts (KPMG NL acquired a Dutch innovation software supplier, providing software that enables companies to generate, capture, share and enrich ideas, both from inside and outside the company).
- To develop a knowledge sharing culture, one needs consistent messaging, a formal and pervasive communications push, and reinforcement of desired behaviours through rewards and recognition. At every milestone of KM deployment, employees need examples of success so they can justify dedicating their time to adopting and integrating new technology in their way of working and changing specific behaviours. What one needs, is a brand to rally the troops and less confusion about how KM fits into your organisation.

Recommendation 3: Better positioning KM in the "new" organisation

Better positioning KM in the organisation and defining the role of KM (by defining KM services and whether these will be provided in central or operational level). At the moment it is not clear who is

owning KM and the KM team is not considered to act as a visible and accessible team in the organisation. Different departments and units are managing part of the flow of knowledge within ETF not always working together (working in 'silo's'), leading to fragmentation and lack of governance. Preferable centralised KM services should be available organised as part of a Shared Service Centre (together with Communication, ICT, software development, HR, Finance, Procurement, and Facility Management). Such a Centre will be established with the purpose the serve the needs of projects and directorate, asking for a shift in thinking ('demand' versus 'supply' driven). Establishing a Shared Service Centre (SSC) allows ETF to increase quality and professionalisms of support processes, increase cost flexibility, and create a higher degree of strategic flexibility (by more synergy, alignment, concentration).

A SSC offers an integrated 'total solution' approach to problems and challenges through combining the capabilities of otherwise separate support functions. This requires also a mind shift: another way of thinking "as a service provider", focusing on the needs of the client (projects and directorate). A shared service centre also provides an opportunity for greater transparency of the services to be provided but also the costs and benefits of supporting services and easier monitoring of budgets. In this case clients (read projects) know better what they can expect from the KM services. Even improved career development for SSC employees within such a centre is possible (job rotation and executing flexible roles).

The team dealing with KM in the shared service centre should be small providing the necessary technical services (dealing with the migration to SharePoint, online platforms, and the website, but also presenting a compendium of methods and tools and best practices that projects could use in their project to enhance knowledge sharing to create value). KM should also be better embedded in ETF projects (e.g. in project plans, allocation of financial and human resources, and adopted in the monitoring and evaluation processes). Also including KM activities in project plans allows the Shared Service Centre to better estimate the actual demands for KM services and take this into account in the shared planning. The following points should be considered:

- The question is what kind of KM services the SSC will remain. Much depends on the earlier stated dilemma what type of KM activities are obligatory and need to be organised on a central level, and what kind of KM activities are voluntary and should be embedded in the operational units (projects). Finally KM should be a clear responsibility of the (deputy) Director and management team, being accountable for realising strategic goals.
- Integrating and using KM services is not a budget neutral activity. The KM Services must be part of the project action plan and need budgeting and forecasting.
- KM is deeply embedded in the 5+2 projects with small support on basic KM infrastructure on central level (embedded in option 2). One could think of appointing one project 'KM catalyst' for every 5+2 project that will spend part of his/her time on KM. The current KM staff (3 persons) could be reallocated (at central/corporate level and/or project level) and there is a need to appoint additional 'KM catalysts'' for the other projects. These additional persons should be trained in KM methods and tools, in order to apply these to their own project context. Their role is to facilitate KM on project level (developing a KM strategy together with other project members, monitor the implementation, coaching colleagues, inspire and challenge peers, and report on progress). These appointed 'KM catalysts' could form an informal KM catalysts network.
- Decision should be taken what should be required on ETF corporate level and what are the degrees of freedom per project to organise their own policies, storing and sharing. It is clear that some basic essential information should be developed, stored and distributed on corporate level meeting mutually agreed criteria/requirements. Division of tasks between the central/ SSC and project level could also change over time, depending on the maturity of KM in the organisation (systems, procedures, processes, and culture in place).

- Rethink the name "knowledge management", since this gives the impression that knowledge is managed by someone else and is not addressing the actual services oriented approach (one could called it "Knowledge and Online Solutions" or "Knowledge and Collaboration" just like KPMG NL).

Recommendation 4: Embedding KM principles organisation - wide

In line with the establishment of a Shared Service Centre we recommend to further embed KM principles in ETF - organisation wide - reaching beyond technical infrastructure Also addressing other organisational elements, with human capital in a central place, formed by the values and norms of individuals and organisations, as well as the competencies, skills and attitudes of every employee. The following points should be taken into consideration:

- Assure that KM is a standard element in the HR cycle, selecting new officials, introduction, on boarding, continuing professional development and yearly appraisal systems (for managers as well as other staff). Think about setting up mentoring schemes to link new recruited staff and experienced staff to assure knowledge sharing and organisational continuity.
- Create places/'spaces' in the building where people can work together. As the effect of workplace design on (virtual) knowledge sharing is increasing, the value of ETF's human 'knowledge capital' in terms of productivity is likely to be diminished when their workplace is uncomfortable in terms of temperature, air quality, organisational climate, privacy, spatial considerations (e.g. open -, shielded – closed offices) and their access to ICT and KM tools they require to accomplish their individual - and organisational goals.
- Broadening the scope of KM as a set of principles that is distributed and integrated horizontally.in the whole organisation including Communication, ICT, software development, HRM and finance (such as organised in a Shared Service Centre). Bringing KM together with other services on one platform will be a significant issue (see the point made on the Shared Service Centre).
- Explore the possibility to organise a one week campaign – 'Knowledge Share Fairs' - on KM to increase awareness on KM (similar to the awareness Campaign of Communication).

Recommendation 5: Improve co-creation within ETF, but also between ETF and partners.

Co-creation can be improved within ETF (between projects and departments) and between ETF and partners. Within ETF knowledge is most of the time shared within the boundaries of projects, departments and CoP, but often not between. Also between ETF and partner co-creation and sharing could be enhanced. Online platforms play an important role in this respect. Within a platform the focus is on connecting people with a common interest or subject area to co-create content, coordinate joint projects and tasks in a collaborative environment to create a (virtual) shared work space and to build a shared identity among their members. Although online platforms are established within ETF there is still not sufficient co -creation between ETF and partner countries on these platforms. Although the online platforms are highly appreciated by ETF partners, they are kept alive by a few (ETF) individuals. ETF staff members are also more critical on the quality and use of the online platform. A respectable group of staff members assess the accessibility, content, and uniqueness of the online platform as poor. I

Moreover, co-creation between ETF project and departments is missing. Departments and project are often working in an isolated way, limitedly sharing practices and developing co-products. The following points should be taken into consideration:

- Better engage partners in discussion on the online platform. Within platforms this involves collaborative knowledge sharing between members, enhance storytelling sessions, invite members to organize webinars, to enable quick access to documents and experts, share

innovative ideas, research papers and best practices and so on[37]. Potential way to engage external stakeholders is to provide a budget for external experts that are willing to write a blog. The number of active members within Connection should be monitored to clarify the extent to which the 2010-14 has succeeded.

- Improve cooperation / sharing / co-creation between projects / department and CoP (abandon the culture of working in silo's). The introduction of the social platform Yammer (part of SharePoint) could facilitate these processes, better informing colleagues what each of use if doing (projects, meetings, country visits, posing questions). Some good experiences are already available by ETF staff participating in Yammer activities of external networks (such as the accountants network of the different European Agencies) that could be shared a good practice.

Recommendation 6: Improving the monitoring and evaluation of KM in the future by formulating key performance indicators.

KM is limitedly checked by the monitoring systems (with the exception of the KM project itself) and especially within country and thematic projects. The introduction of a KM initiative is a large investment for ETF. Therefore performance measurement systems are required to make the benefits, the value and the performance of KM initiatives transparent. Especially in times of scarce budgets the usefulness of KM is in doubt, as the impact of such initiatives often can be hardly quantified or is only indirectly measurable. The following points should be taken into consideration:

- It is desirable to find performance measurements for all areas addressed in this evaluation: strategic, KM services, project, individual and external stakeholders' level. Moreover, performance should be measured along the phase of the policy/programme/project cycle including relevancy, implementation / efficiency, and effectiveness of KM and the value it create within ETF operations (for productivity, job satisfaction, knowledge creation, impact in partner countries). For monitoring purposes it is proposed to leave out the 'impact category' that should be separately dealt with during a distinct evaluation. When measuring performance of a KM system, a number of performance indicators may apply to the system developed, which gives rise to a need to choose which measures that are the most appropriate for the project.
- The measurement of performance is based on different data sources, such as ETF documentation (such as strategic and project plans), software statistics (on the use of Connections / SharePoint), user surveys (from staff and external stakeholders) and self-assessments to show results from more qualitative areas. For ETF staff a number of KM related question could be linked to the 'annual' Employee Satisfaction Survey. For external stakeholders regular user satisfaction surveys can be organised within the context of each ETF project. The table below include the monitoring items as well as the sources for measuring the performance on these items.

Table 8.1 Proposal for key performance indicators monitoring KM

	Strategic / Senior management	**KM services**	**Projects**	**Individual**	**External stakeholders**
Relevance	KM	% staff	KM plan in	% staff that	Number of

[37] Platforms are in this way more collaborative than forums. The purpose of a forum is to discuss topics in open source environment- e.g. blogs tweets, instagram - and to add, modify or capture content (upload, share and comment on videos, audio, messages, photos etc.). Within forums it is important to 'refresh' and renew the flow of information and knowledge. Also the 'findability' of internal and external documents, information, data on the forum is stimulating members to contribute.. The following point should be taken into consideration:

	embedded in ETF strategic plans and HR policies (mission statement, MTP) – source documents	using each type of service (source: software statistics; staff survey)	place (including a 'future' need analysis) (source: project plans)	have KM taken up in personal development plans (source document analysis)	partners in connections / sharepoint (source: software statistics)
Implementation / efficiency	Senior management support KM (lead by example") (source: staff survey)	Usability of service and satisfaction (source: staff survey) Usability of service and satisfaction Efficiency (money spent on KM services) (source: project system; staff survey)	Resources allocated to KM (number of persons + budget) Number and type of KM acitivities implemented (online tools, sessions, workshops, events, etc.) Source: self assessment, staff survey Efficiency (saved time finding information) Source: self-assessment, staff survey	Attention for KM and use of KM in daily operations of ETF staff (source: staff survey).	Usability of service and satisfaction (source: client satisfaction surveys)
Effectiveness	Achievement strategic objectives with regards KM as stated in the vision / strategy (source: self-assessment; staff survey)	See indicators for projects, staff, and external stakeholders	Contribution KM to reaching project objectves (source: self assessment; staff survey)	Performance of staff on KM dimensions (knowledge production, storage and sharing) (source: individual performance system; staff survey).	Should be part of a seperate evaluation.