

# KNOWLEDGE AUDIT

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## What is Knowledge Audit?

A systematic review of your knowledge assets and how they contribute to your organisation's key activities.

Covers both explicit knowledge (information in documents and data) and tacit knowledge (people's skills, experience and abilities).

Identifies knowledge flows and knowledge gaps.

May be supplemented by audit of culture, information and knowledge processes, and common pain points.



[www.straitsknowledge.com](http://www.straitsknowledge.com)

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## Difference from other types of audits?

- **Discovery and diagnostics**
- **NOT to check for compliance**
- **Comparison with self**
- **NOT to compare with others**



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## Purpose?

1. Simple knowledge audit – knowledge for business challenges
2. Operational knowledge audit -knowledge needs and opportunities for the whole organisation



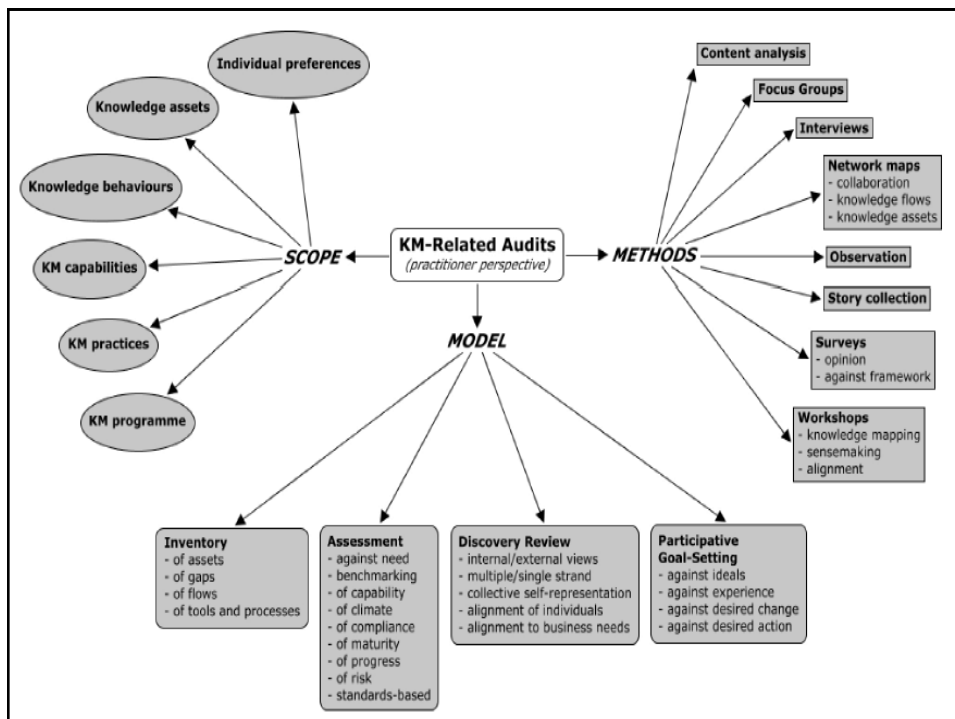
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# Audit Scoping

1. Scope
2. Method
3. Model



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# Our Knowledge Assets

## Relationships

- know-who
- Social relationship
- eg with experts, stakeholders

## Natural Talent

- Inherent
- Cannot be constructed/replicated
- e.g art, design

## Experience

- Able to identify trends and make sense
- e.g forecasting, negotiations, risk planning

## Methods

Procedures, processes, workflows  
Not all are documented  
e.g best practices, checklists, templates

## Skills

- Competent in performing tasks
- Acquired through learning and doing
- e.g project scheduling,

## Documents/Data

- Explicit knowledge
- e.g Manuals, SOPs, databases, training kit

Adapted from Dave Snowden, 'The ASHEN model: an enabler of action' *Knowledge Management* vol.3 issue 7 2000

# The Iceberg Analogy

Information, Documents,  
Records and Files

EXPLICIT KNOWLEDGE

20%

TACIT KNOWLEDGE

80%

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## Steps in K-Audit

1. Communicate the intent and effort to your leadership team and department heads.
2. Get nominations for participation- 2-4 participants from each department, who should be familiar with the key activities of the department and how knowledge and information are used in them.
3. Brief participants on the process and schedule sessions for knowledge mapping.



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## Steps in K-Audit

4. Conduct knowledge mapping sessions in group discussion format, to capitalise on collective knowledge.
5. Have departments validate their draft maps, and finalise them.
6. Open all maps for organisation wide review, so that knowledge assets that could have wider use through sharing can be identified.
7. Analyse results and report back to participants, department heads and leadership team.
8. Encourage wider exploitation of the maps.



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*Select a business challenge and  
discuss why it is challenging  
(10 mins)*

1. Client/public losing confidence in JKR capabilities
2. Delays in project delivery
3. Incompetent consultants engaged in projects
4. Poor administration of contracts



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*Identify knowledge assets required to  
address the challenge  
(30 mins)*

- Write the specific knowledge needed on coloured post it notes, representing the type of knowledge asset

Example: if knowledge asset is a document, write on a red paper the title of the document



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## Assess the knowledge assets (15 mins)

- Look at the pattern of knowledge assets and assess=
- The **risks** of losing them – *Low? Medium? High?*
- Their **accessibility** = *Easy? Quite difficult? Very difficult?*
- The **gaps** between available knowledge and required knowledge – *Easy to close? Difficult to close? Quite impossible to close?*



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## What are the possible KM strategies or interventions to overcome the challenge? (15 mins)

Based on the assessment of Knowledge Risks, Accessibility and Gaps, suggest what should be done



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## Existing JKR Knowledge Transfer Strategies and Initiatives

### Personalisation Strategy

Uses technology to provide information of "what" and "where" means.

Connecting  
People to People

Communities of Practice

JCoP

JKR Yellow Pages

### Codification Strategy

Detaches knowledge from the context of the knowledge holder and articulates it into a form that can be stored and retrieved.

Connecting  
People to Content

JPedia

E-Learning

Project Lessons Learned



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*Thank you for your  
attention*



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