

Yale University Knowledge Management Process Guide



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Introduction

Purpose

This document will serve as the official process of Knowledge Management for Yale University. This document will introduce a Process Framework and will document the workflow, roles, procedures, and policies needed to implement a high quality process and ensure that the processes are effective in supporting the business. This document is a living document and should be analyzed and assessed on a regular basis.

Scope

The scope of this document is to define the Knowledge Management Process, and process inputs from, and outputs to, other process areas. Other service management areas are detailed in separate documentation.

Knowledge Management Overview

Knowledge Management Definition

- Main purpose of Knowledge Management is to ensure the right information is available to the right people at the right time
- Knowledge Management enables IT support providers to be more efficient and improve quality of service, increase customer satisfaction and reduce the cost of service support and delivery

Knowledge Management Objectives

- Errors detected during Service Transition will be recorded and analyzed and the knowledge about their existence, consequences and workarounds will be made available to Service Operations staff
- Knowledge Management is tightly linked to Problem Management and can include but not limited to known errors, workarounds, FAQs

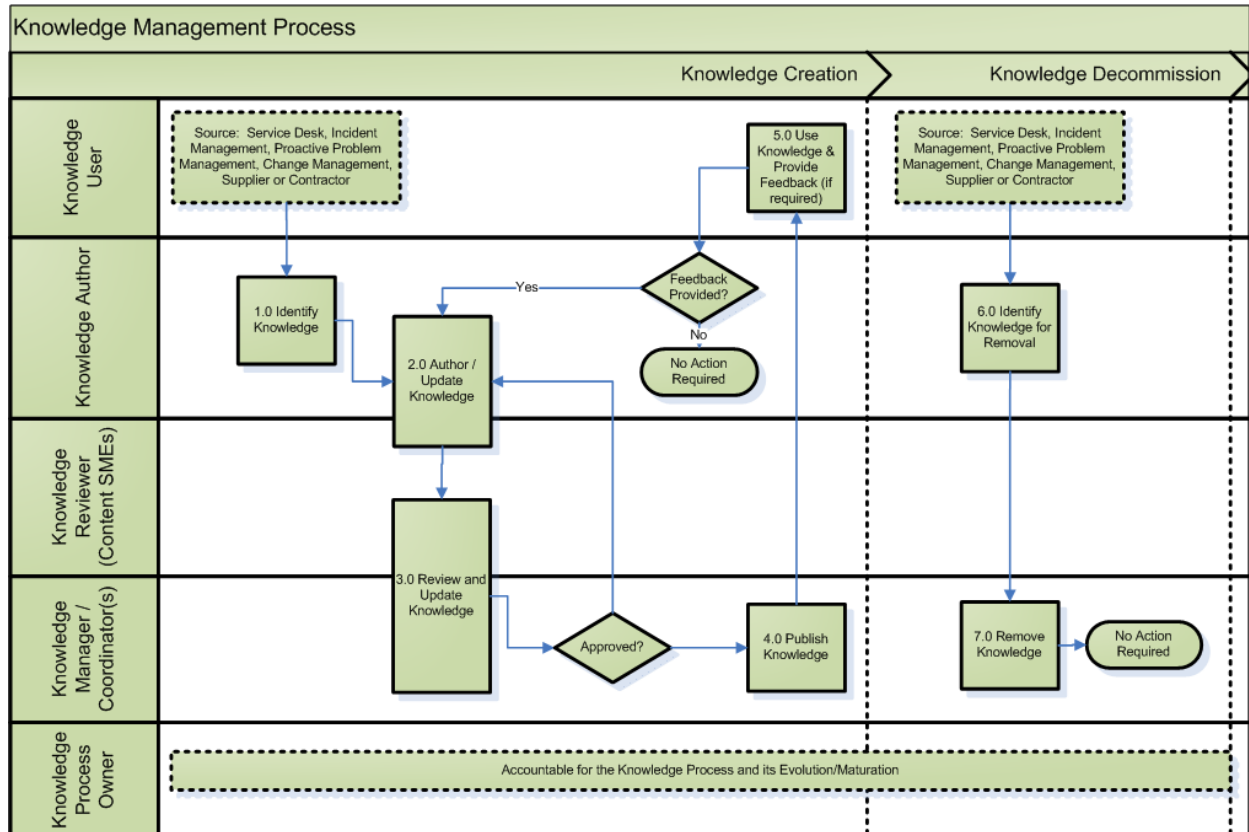
Why is Knowledge Management Important?

- The goal of Knowledge Management is to enable organizations to improve the quality of management decision making by ensuring that reliable and secure information and data is available throughout the service lifecycle.
- Increase end-user satisfaction and perception.
- More efficient usage of resources (provides relevant information to either aid in complex scenarios where knowledge may not be learned).
- Improved service deliver consistency when applied to process activities (e.g. standard changes are executed the same way every time, collecting the same predefined criteria)
- Improved reporting (e.g. drive the repetitive coding of incidents for a specific scenario)

Knowledge Management Policies

Policy Statements
Knowledge statistics will reviewed monthly by the knowledge manager to verify knowledge usefulness
All knowledge articles will be reviewed for accuracy once a year
There will be one Knowledge Management Process
Selection of knowledge in the Incident Management process will drive incident coding (e.g. classifications and categorizations)
Selection of knowledge in the Change Management process will drive change coding (e.g. classifications and categorizations, for standard changes)
New process activations will look for opportunities to integrate with the knowledge base, to aid in consistency and efficiency in process execution activities.

Knowledge Management Process Flow



Roles

The following roles have been identified within the Knowledge Management Process.

Role	Description
Knowledge Management Process Owner	<ul style="list-style-type: none"> Owns the process end-to-end, including the RACI, process & procedural steps, roles & definitions Accountable for maturing and evolving the process, based on monthly/quarterly/yearly review of process KPIs Adjusts the process to address performance or changing business needs
Knowledge User	<ul style="list-style-type: none"> The individual who uses the knowledge to perform their activities
Knowledge Author	<ul style="list-style-type: none"> The individual responsible for authoring the knowledge and ensuring it contains all the relevant information
Knowledge Reviewer (Content SMEs)	<ul style="list-style-type: none"> The individual responsible for reviewing the authored knowledge and submitting it for approval
Knowledge Manager / Coordinator(s)	<ul style="list-style-type: none"> The individual responsible for approving, publishing and removing knowledge ensuring it is accessible to the intended audience(s)

RACI

	Knowledge User	Knowledge Author	Knowledge Reviewer (Content SME)	Knowledge Manager / Coordinator(s)	Knowledge Mgt Process Owner
1.0 Identify Knowledge		AR			
2.0 Author / Update Knowledge		AR	R		
3.0 Review and Update Knowledge		C	R	AR	
4.0 Publish Knowledge	I	I	I	AR	
5.0 Use Knowledge & Provide Feedback (if required)	AR	I	I	I	
6.0 Identify Knowledge for Removal		AR			
7.0 Remove Knowledge		I		AR	
8.0 Process Maturity and Evolution	C,I	R	R	R	A

Process Procedures

Step	Activities
1.0 Identify Knowledge	The need for knowledge to be documented is identified through a variety of sources.
2.0 Author / Update Knowledge	<p>Once the need for new or updated knowledge is identified, a Knowledge Author completes all the appropriate material to enable the knowledge to be available to the right audience. For example, some knowledge, such as FAQs, can be made available to end users and require certain fields of information and written in a certain tone, whereas Knowledge Records that are to be available to Tier 1 Support Resources to resolve incidents using documented workarounds.</p> <p>Where knowledge records are intended to be available for Incident resolution, part of authoring knowledge is establishing the standard Incident coding to enable pre-population of Incidents that are associated to the knowledge record. These are populated in an incident “template” which is associated to the knowledge record.</p>
3.0 Review and Update Knowledge	The knowledge author can work with SMEs as required for input and to review the content. A review is required prior to progressing to the approval stage and ultimately publishing.
4.0 Publish Knowledge	The Knowledge Manager is responsible to approve the knowledge and upon approving it, the knowledge can be published to the appropriate audience. The knowledge manager may add additional details as required.
5.0 Use Knowledge & Provide Feedback (if required)	The individual uses the knowledge that is available and may identify areas requiring clarity or improvement.
6.0 Identify Knowledge for Removal	Knowledge may be in use and at any time there may be a need to remove the knowledge as it may not be relevant any longer. This may because a Problem has been resolved and the workaround is not longer required, etc.
7.0 Remove Knowledge	The knowledge authorizes the removal of the knowledge and removes it from publication.

Knowledge Management Key Concepts

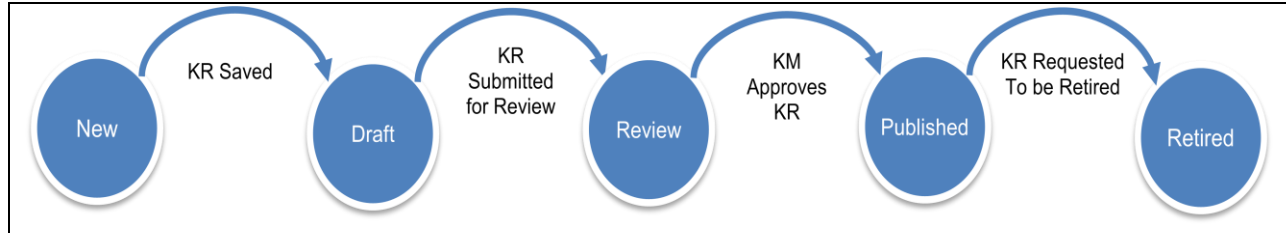
Service Knowledge Management System (SKMS)	<ul style="list-style-type: none"> • Service knowledge management system (SKMS) • Presents, categorizes and coordinates the approval/ publication workflow of knowledge records in a knowledge base (KB)
Audience	<ul style="list-style-type: none"> • The various stakeholders who may require visibility to specific knowledge records • Each record can be assigned to one or more audiences, defined as roles
Knowledge Record	<ul style="list-style-type: none"> • An knowledge entry in the Knowledge Base (SKMS) • Contains relevant information • May provide process execution or collection details (e.g. symptoms, workarounds etc.) Linkages to other process records
Template	<ul style="list-style-type: none"> • An associated record that populates specific coding values in the process record that the knowledge record is associated to • Not all knowledge records require templates (e.g. general knowledge)

Knowledge Management Topics

General	<ul style="list-style-type: none"> •General, non-process specific knowledge. This may include generic FAQs for customers or internal IT staff
Workaround	<ul style="list-style-type: none"> •Problem-specific knowledge, when root cause unknown •Topic can be updated when root cause determined
Known Error	<ul style="list-style-type: none"> •Problem-specific knowledge •Includes problems that are known errors with or without workarounds
Change	<ul style="list-style-type: none"> •Change-specific knowledge •Includes instructions on how to process specific change types
News	<ul style="list-style-type: none"> •General news / communication-driven knowledge
Policies	<ul style="list-style-type: none"> •Organization policies e.g. security, procurement etc.
Processes / Procedures	<ul style="list-style-type: none"> •Knowledge on process, procedures and detailed instructions •Links or attached documentation/templates for practitioner access / use
Services	<ul style="list-style-type: none"> •Incident-specific knowledge, intended for Tier 1 and 2 •Service support model knowledge
Operations	<ul style="list-style-type: none"> •Operational knowledge intended for Tier 2+ •Not used for initial logging of incidents, but may include specific tier 2 document / instructions etc.

Knowledge Management State Model

A state model allows for the capture of key process milestones. Each milestone represents an important point in time within the process that needs to be captured, often for performance measurement purposes.



Knowledge Management Metrics

Metric Name	Notes
Related Knowledge Records	Measures how often each KR is being associated to other process records (e.g. Incident, Change etc.).
Knowledge Use	The number of times a non-process linked KR has been flagged as "helpful".
Knowledge Searches	Frequency the SKMS is searched
Knowledge Records created	Volume of KRs created
Knowledge Records updated	Volume of KRs updated
Stale knowledge records	Volume of KRs beyond their valid date
Average "scored" knowledge ranking	For knowledge records that are scored - the average score
Knowledge used by customers for self-help	Tier "0" leveraged help that was used for self-help.
Knowledge searches by customers for self-help	The volume of searches provided by customers for self-help (i.e. Tier "0").
Volume of FPOC designed but not FPOC resolved incidents	Represents the scenario where a KR is designed for but not resolved at FPOC.

Document History

Version	Date	Changes	Author
01	12/31/2011	Initial Document	Angie Massicotte / Michael Oas
02	01/02/2012	Minor Updates	Michael Oas
03	01/24/2012	Minor cosmetic changes	Angie Massicotte
04	02/04/2012	Added Metrics / minor updates	Michael Oas