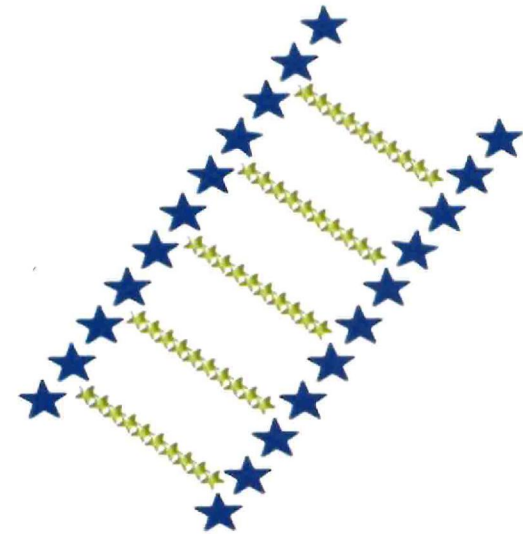


Knowledge Management DG HR – Lunch Seminar

7 February 2014



Agenda

1. Introduction

Herman Luyten, DG HR

2. Knowledge management framework

Aart Joppe, Partner, Deloitte

Nathalie Vandaele, Director, Deloitte

Sanne Erven, Manager, Deloitte

Nathalie Matthijs, Manager, Deloitte

3. Knowledge management – DG REGIO case

Hien Bui, DG REGIO

4. Q&A

1. Introduction

Herman Luyten – DG HR

Speakers



Nathalie
Vandaele –
Director at
Deloitte

Moderator



Aart
Joppe -
Partner at
Deloitte

**Expert
Technology**



Sanne
Erven –
Manager at
Deloitte

**Expert
Knowledge**



Nathalie
Matthijs –
Manager at
Deloitte

**Expert
Change Mgt.**



Hien Bui –
assistant of
the resource
director at DG
REGIO

**KM project @
DG REGIO**

2. Knowledge

Management framework

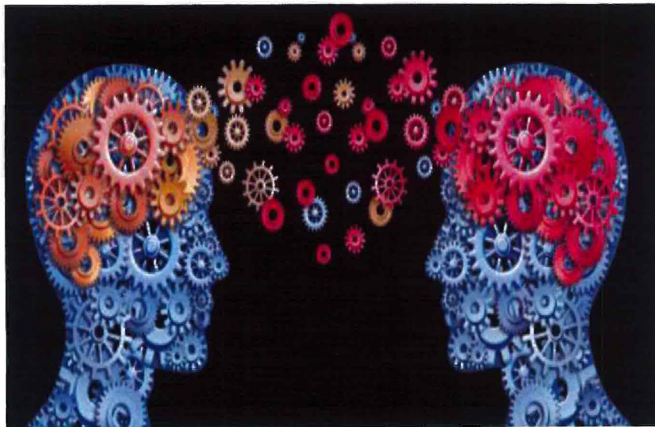
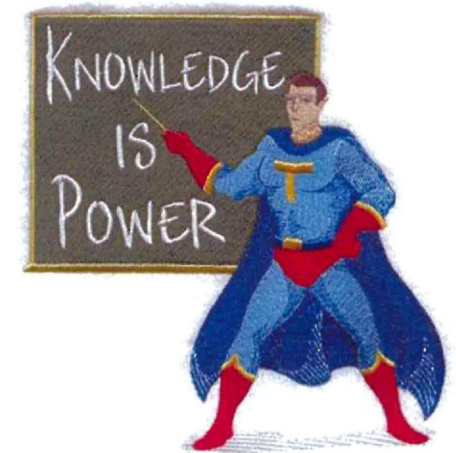
*Aart Joppe, Nathalie Vandaele, Sanne Erven
and Nathalie Matthijs, Deloitte*

2.1. What do we mean by Knowledge?

Knowledge is a familiarity with someone or something, which can include facts, information, descriptions, or skills acquired through experience or education (Wikipedia)



"Knowledge is seen as a cluster concept that points out relevant features but that is not adequately captured by any definition" (Wittgenstein)



A statement must meet three criteria in order to be considered knowledge: it must be justified, true, and believed (Plato)

2.2. What do we mean by Knowledge Management?

"Knowledge management is the process of capturing, distributing, and effectively using knowledge." (Davenport 1994)

"Knowledge management is a discipline that promotes an integrated approach to identifying, capturing, evaluating, retrieving, and sharing all of an enterprise's information assets. These assets may include databases, documents, policies, procedures, and previously un-captured expertise and experience in individual workers." (Duhon, 1998)

Knowledge Management misconceptions:

A stand alone program or project and should not be measured as such

An off the shelf product or program that can be copied

Just about getting information and document management

Overloading people with information

Creating additional workload which will not add value

Purely a technology solution

Knowledge Management is:

A way to improve efficiency and productivity to support achievement of organisational goals

Customized to your organizational structure, products and services

KM has an impact on systems, processes and people. It leads to a change in employee's behaviour and attitudes

Identifying and sharing your business critical knowledge

Getting the most from the intellectual capital of your entire organisation

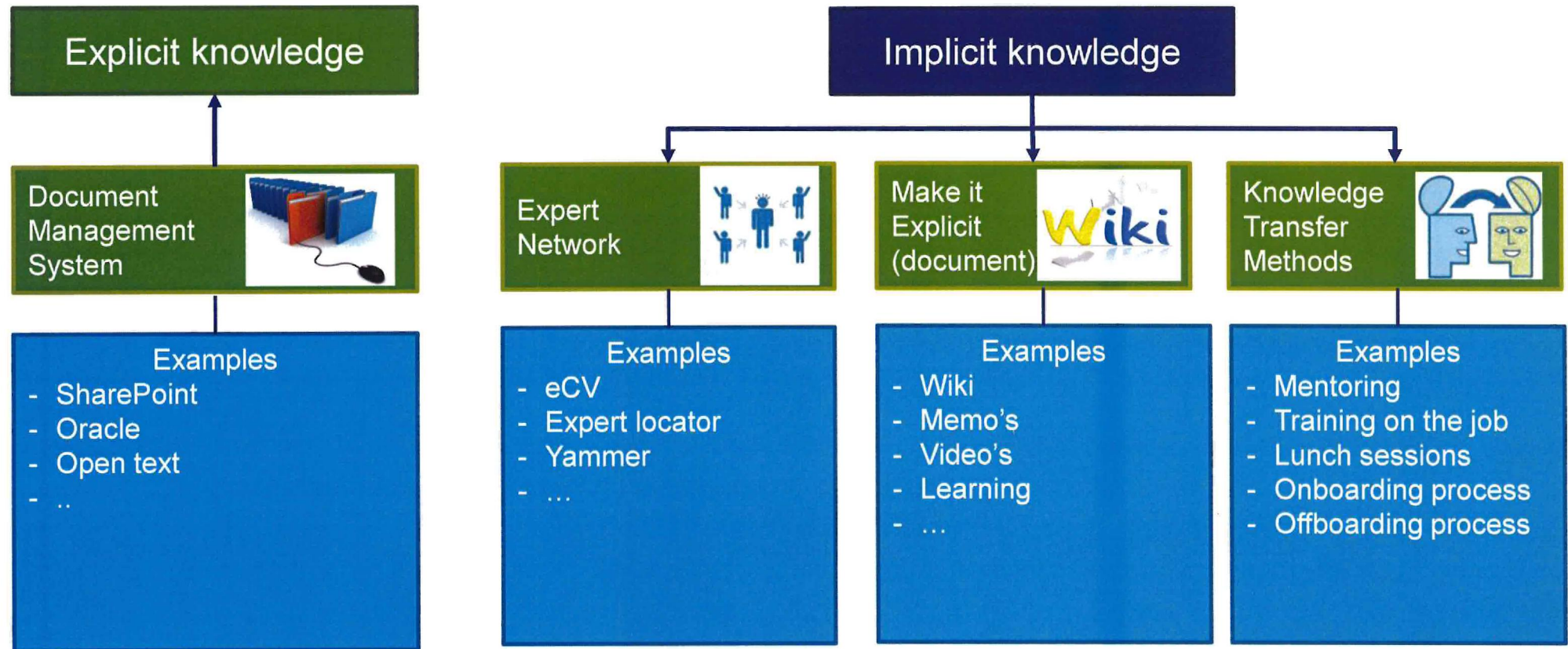
Integrating Knowledge Management in daily activities, processes and culture

2.2. What do we mean by Knowledge Management?

When we talk about knowledge, we need to distinguish two types of knowledge:

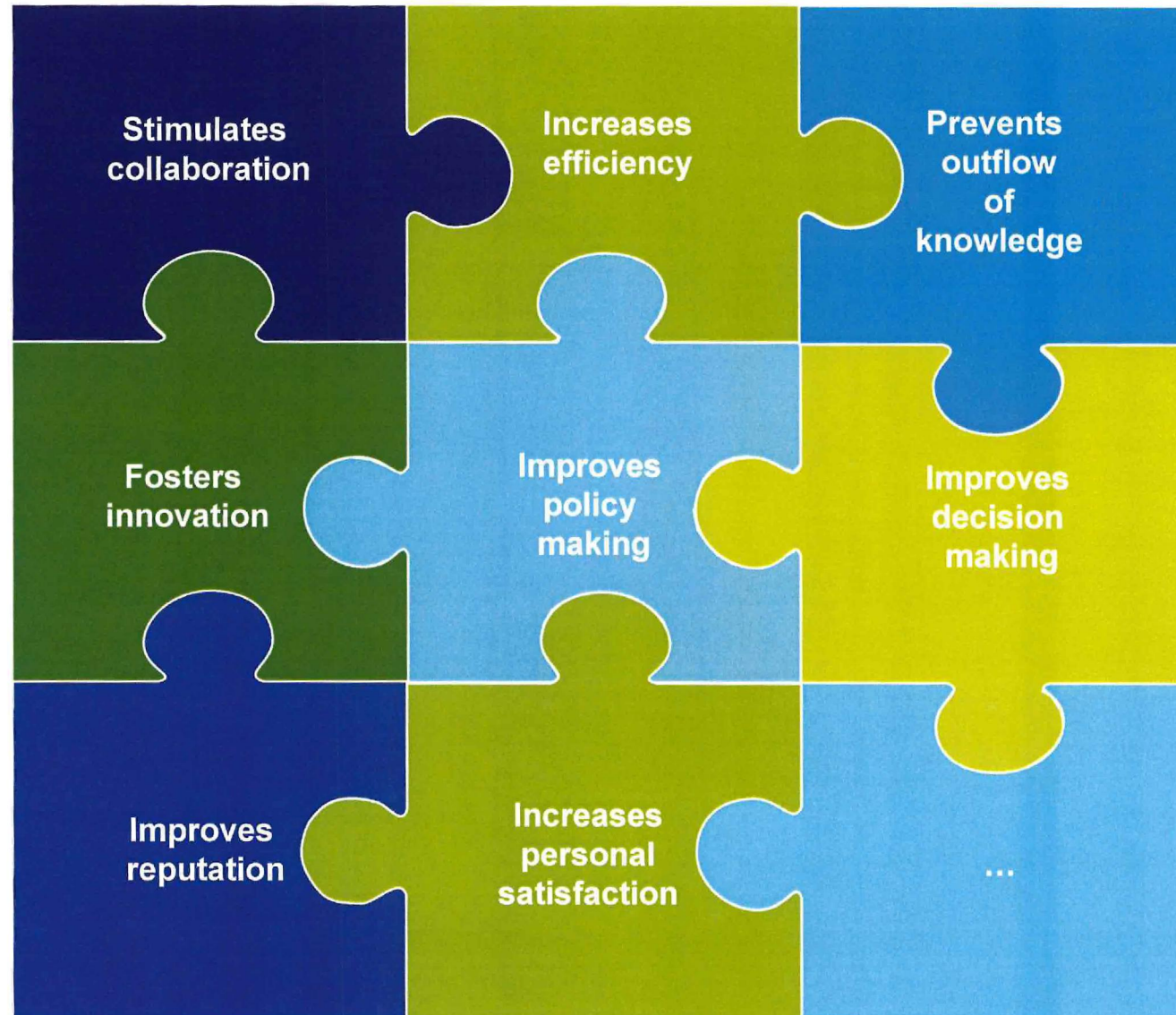
- Explicit knowledge
- Implicit / tacit knowledge

Each type of knowledge should be managed in an effective way.



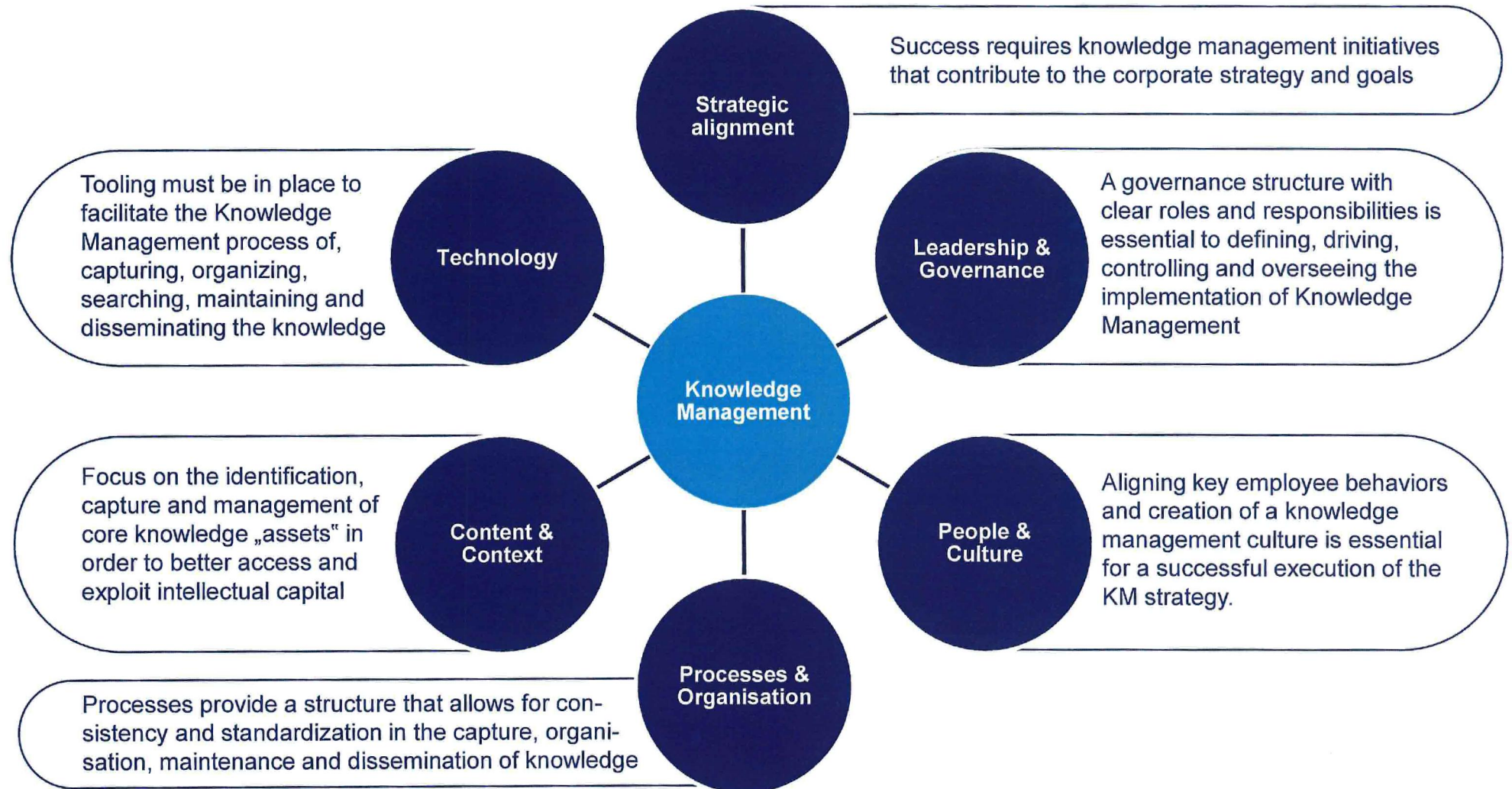
2.3. Why invest in Knowledge Management?

Knowledge management...



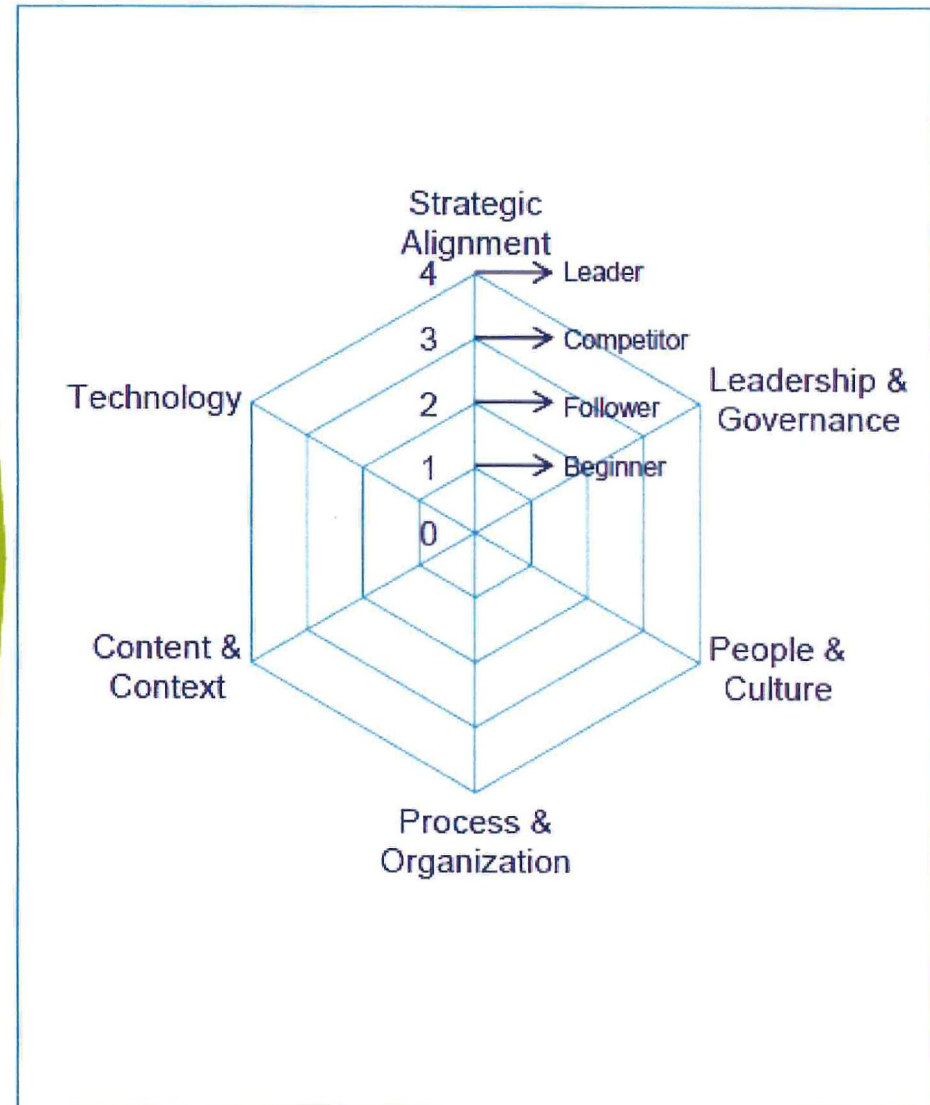
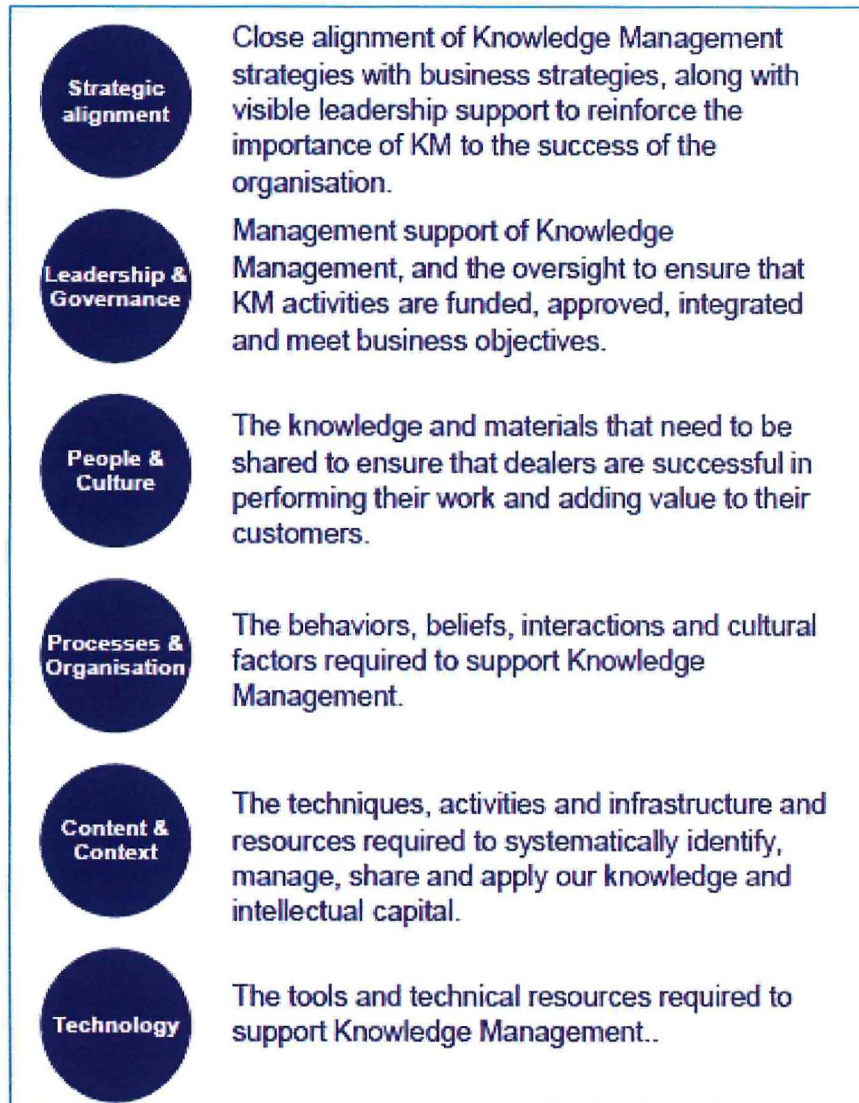
2.4. Deloitte Framework – Overview

Based on our past experience, we have found that six components must be addressed in order to create a sustainable knowledge sharing culture.



2.4. Deloitte Framework – Maturity Model

Linked to our KM framework, Deloitte developed a KM maturity scan, which is used to measure the maturity of KM within the organisation (both As Is as desired To Be). This maturity scan is an excellent basis to develop the KM strategy.



2.5. Challenges and opportunities for Knowledge Management

Common challenges we see in many organisations:

1. Strategic alignment

- There is no integrated KM vision or strategy
- KM is not aligned with the overall strategy or vision of the DG or Agency
- The KM strategy or vision is not clear to the leadership or staff

2. People and Culture

- There is no or not yet a knowledge sharing culture
- Employees are not rewarded and encouraged for knowledge sharing
- There is a tendency of silo working, there is no collaboration cross boundaries
- There is no easy access to specialists or experts – use of unofficial networks

3. Content and Context

- There is no single source of truth: different versions of content are stored in different places
- Content is not complete, comprehensive or outdated and therefore not reliable
- The wheel is constantly reinvented because there is no access to lessons learned and expertise from others
- Lack of interlinked content or accessing interlinked content

4. Leadership and governance

- There is no concrete business case for KM
- There is no executive sponsorship for KM
- There is no governance model in place in order to drive the implementation program of KM
- There are no success metrics in order to measure and follow up the success of KM

5. Process and Organisation

- KM is not integrated into the key business processes
- Lack of standardisation in ways of working across the organisation
- Lack of efficiency and high response times due to long search time in order to find the right information
- Lack of KM organisation and clear KM roles and responsibilities to coordinate content creation

6. Technology

- KM systems are not user-friendly enough (user experience)
- Lack of fit for purpose technology for example not the right collaboration platforms available
- Lack of integrated search engine enabling access to all content
- No integration between key systems enabling easy access

2.6. Time to vote



Strategic Alignment

“What is the biggest challenge in your DG/Agency regarding Strategic Alignment?”

“There is no integrated KM vision or strategy”: SMS 1 to 8863

“KM is not aligned with the overall strategy or vision of the DG or Agency”: SMS 2 to 8863

“The KM strategy or vision is not clear to the leadership or staff”: SMS 3 to 8863

Free SMS system



2.6. Strategic Alignment

Success requires business strategies to be part of employees' everyday actions and decisions. Establishing a **clear vision and link between organization strategy, business objectives and knowledge management strategy and practices** is imperative to creating a shared understanding amongst leaders and staff around the decisions, actions, behaviors and messages required to execute the strategy.

1 – There is no vision or strategy on KM



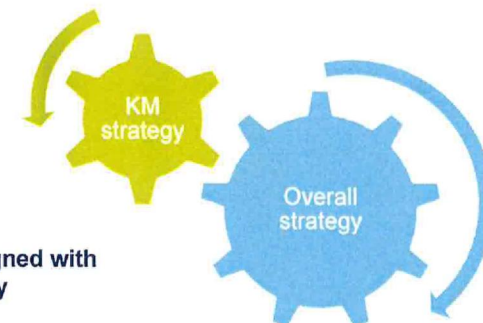
Strategic workshops with top management should lead to a concrete vision and strategy



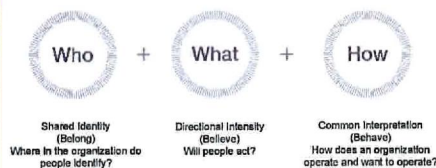
2 – There is a vision and / or strategy on KM but it is fragmentary



KM strategy needs to be aligned with Overall organisation strategy



3 – There is a vision and / or strategy on KM but it is not endorsed by the organisation



Actions in order to make people act "AS ONE"

	Committed	Going to do what it takes to achieve the goal
	Supportive	In favor if you ask them, but think achieving the goal is someone else's job
	Undecided	Won't say a word against the goal, but are waiting to see if they really have to act
	Unaware	Never read the e-mail about the goal, or if they did they do not remember it
	Opposed	A few saboteurs and a lot of people talking about what a bad goal this is

4 – There is an organisation-wide communicated and endorsed KM strategy and vision



2.7. Time to vote



People and Culture

“What is the biggest challenge in your DG/Agency regarding People and Culture?”

“There is no or not yet a knowledge sharing culture”: **SMS 1 to 8863**

“Employees are not rewarded and encouraged for knowledge sharing”: **SMS 2 to 8863**

“There is a tendency of silo working, there is no collaboration cross boundaries”: **SMS 3 to 8863**

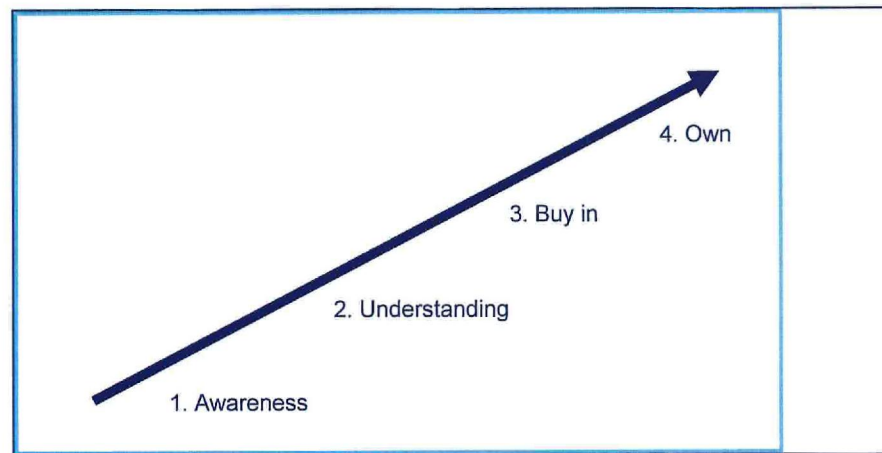
“There is no easy access to specialists or experts – use of unofficial networks”: **SMS 4 to 8863**

Free SMS system

2.7. People and Culture

Creating a culture that shifts from “knowledge is power” to “we share our knowledge because we and our organization benefit from it” is a very long journey. User adoption is created in stages and needs a multi-angled approach.

User adoption curve



Communication, change and training strategies and plans

[illegible]

Toolbox

From the toolbox, organisations should define which change management techniques fit the most for their culture and organisation. Some examples are listed below

- Communication actions
 - Storyline
 - Use of different channels and methods
 - Communicate case for change and 'what's in it for me'
- Training
 - Use of innovative techniques (gamification, e-learning)
 - Take feedback on user friendliness of the systems into next phases of the project
- Change actions
 - Creation of a network of ambassadors
 - Look into rewarding and institutionalisation (eg. HR processes)
 - Enterprise gamification
 - Use cases
- Leadership coaching and alignment

2.8. Time to vote



Content and Context

“What is the biggest challenge in your DG/Agency regarding Content and Context?”

“There is no single source of truth: different versions of content are stored in different places”: **SMS 1 to 8863**

“Content is not complete, comprehensive or outdated and therefore not reliable”: **SMS 2 to 8863**

“The wheel is constantly reinvented because there is no access to lessons learned and expertise from others”:

SMS 3 to 8863

“Lack of interlinked content or accessing interlinked content”: **SMS 4 to 8863**

Free SMS system



2.8. Content and Context

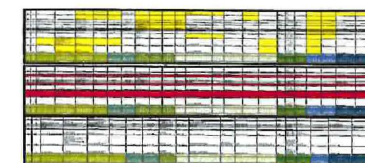
Identifying business critical content & expertise and understanding the context of the events or situations in which it is used is imperative to delivering the right information to the right people at the right time. Employees will only engage in knowledge sharing practices if they get the information they need when they need it.

Asset

An asset is a single set of information captured in documents or plain text containing applied knowledge on a specific area of practice which needs to be managed in order to preserve intellectual capital of an organisation

Identify and gather

- Gain understanding of what content and expertise is needed
- Identify content produced/ used and its systems within organisation
- Understand how knowledge is shared, used by analyzing business processes and social network producing, sharing, using and contributing to knowledge



Asset Inventory

Filter

- Identify conditions of when knowledge is considered relevant, critical and unique for an organisation

Apply categorization

- Knowledge needs to be structured: knowledge will be categorized into categories
- A taxonomy and folksonomy will support organisations in organizing, classifying and managing their knowledge
- Depending on the organisation, their way of working, culture and complexity of their knowledge the more traditional taxonomy (classifying in a predefined structure) will apply or a folksonomy (own determined tags)



Taxonomy

2.9. Time to vote



Leadership and Governance

“What is the biggest challenge in your DG/Agency regarding Leadership and Governance?”

“There is no concrete business case for KM”: **SMS 1 to 8863**

“There is no executive sponsorship for KM”: **SMS 2 to 8863**

“There is no governance model in place in order to drive the implementation program of KM”: **SMS 3 to 8863**

“There are no success metrics in order to measure and follow up the success of KM”: **SMS 4 to 8863**

Free SMS system



2.9. Leadership and Governance

Creating a **governance structure with a clear sponsorship** from the top management is essential to defining, driving, controlling and overseeing the successful implementation of knowledge management. Effective governance translates executive decisions into company-wide behaviors and ensures adherence to knowledge management practices. Assigning leadership roles and responsibilities is necessary to embed and support knowledge sharing and organizational learning and set knowledge management priorities, commitments and resource allocations.

Create a business case

Minimum scenario			
	Recurrent gains	Recurrent investments	TOTAL GAIN PER YEAR
FTE	195	125	70
Budget	€ 19 539 474	€ 12 618 421	€ 6 921 053
Maximum scenario			
	Recurrent gains	Recurrent investments	TOTAL GAIN PER YEAR
FTE	377	125	252
Budget	€ 37 746 711	€ 12 618 421	€ 25 128 289

ACTUAL COSTS PER 100 EMPLOYEES	
<ul style="list-style-type: none"> Search & find 1.2 a 2.8 M€/y <ul style="list-style-type: none"> < 5 to 13 hour/week/person < long take deliver no answer < 40 a 50% no result < 10% external information < Doesn't understand or not able to apply E-mails 1.3 M€/y + indirect <ul style="list-style-type: none"> < Too much, not able to read all mails < Slow and over populated servers < Minimal 5 hour/week/person < Not finding < No overview, double work Contracts 0.3 M€/y + indirect <ul style="list-style-type: none"> < Spread, what is the right version? < On paper < No management nor notification of contract parameters < No indication of fees 	<ul style="list-style-type: none"> Invoices (15 M€/y) 0.75 M€/y <ul style="list-style-type: none"> < 15 to 30 invoice < Booking (re-ordering) invoices < The right approval with the right persons lost in the organization < Too late payments, missed discounts < Related documents (PO, delivery, customs, transport) - 37 Documents > 0.5 M€/y + indirect <ul style="list-style-type: none"> < 200k document < 30% on wrong location < Same document is copied 6 to 12x < 50% pollution of servers < Working on wrong version Re-invent the wheel 0.53 a 1.62 M€/y <ul style="list-style-type: none"> < Parts of proposals, manuals, contracts - Are re-written multiple times, potential > 50% efficiency gain < Re-answering the same questions re-solving the same problems again < 2.5 to 7.5 hour/week/person

Create sponsorship at top level



lead by example

Create a governance structure with clear decision rights

Strategic Steering Committee
(Board of Directors)
Strategic decisions, stop-and-go mechanism

Tactical Steering Committee
(designated Heads of Unit, sponsor, project team)
Tactical decisions, guidance

Daily management (KM Project team)

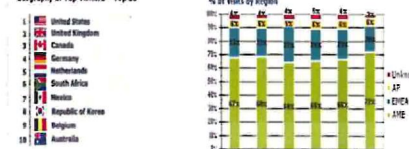
Define metrics to track outcome success

Key Usage Statistics

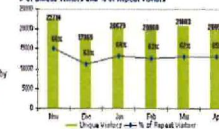
- 20,057 unique visitors, 65% of Knowledge Exchange users returned
- Average number of daily visits was 5,124*
- 11.3 pages visited, on average, per visit*
- Length of visit - median shows 6.6 min. visits by practitioners
- \$5 average # of visits per visitor across all Knowledge Exchange users

*Business Days (excludes weekends & holidays)

Geography of Top Visitors - Top 10

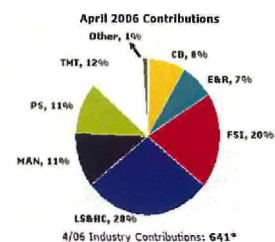


of Unique Visitors and % of Repeat Visitors



Industry Contributions

The LSBHC practice contributed the majority of content for the fourth



*Counts reflect documents with an industry tag

2.10. Time to vote



Process and Organisation

“What is the biggest challenge in your DG/Agency regarding Process and Organisation?”

“KM is not integrated into the key business processes”: **SMS 1 to 8863**

“Lack of standardisation in ways of working across the organisation”: **SMS 2 to 8863**

“Lack of efficiency and high response times due to long search time in order to find the right information”: **SMS 3 to 8863**

“Lack of KM organisation and clear KM roles and responsibilities to coordinate content creation”: **SMS 4 to 8863**

Free SMS system



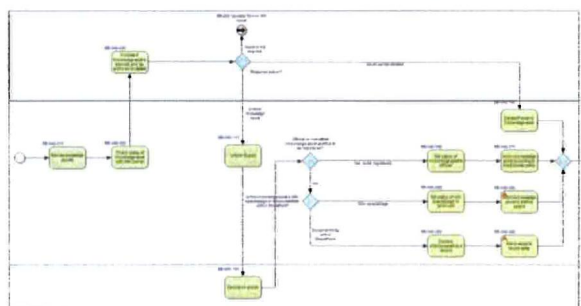
2.10. Process and Organization

Leading companies typically create defined methods for sharing knowledge and expertise. Knowledge goes through different lifecycle stages which need to be structured in a way that allows for consistency and standardization in the capture, organization and dissemination of knowledge

KM Process Lifecycle



Business processes



Knowledge Network



KM Processes

- Common set of processes supporting every lifecycle phase of knowledge
- Standardization of the execution of knowledge management processes

Knowledge network

- Key roles and responsibilities to manage life cycle of knowledge need to be assigned
- Knowledge organisation needs to be in place to ensure current leading practices are kept up to date, shared and leveraged and to support behavioral change
- Knowledge organisation is responsible for implementing new processes and continually monitor the success of the implementation
- Central vs Decentralized KM organisation set up depends on characteristics of organisation

2.11. Time to vote



Technology

“What is the biggest challenge in your DG/Agency regarding KM Technology?”

“KM systems are not user-friendly enough (user experience)”: SMS 1 to 8863

“Lack of fit for purpose technology for example not the right collaboration platforms available”: SMS 2 to 8863

“Lack of integrated search engine enabling access to all content”: SMS 3 to 8863

“No integration between key systems enabling easy access to knowledge”: SMS 4 to 8863

Free SMS system



2.11. Technology

Knowledge management requires tools and technology to support the integration and automation of knowledge sharing into daily work activities. Technology helps to facilitate collaboration across the organization providing the right content and expertise to the right people at the right time.

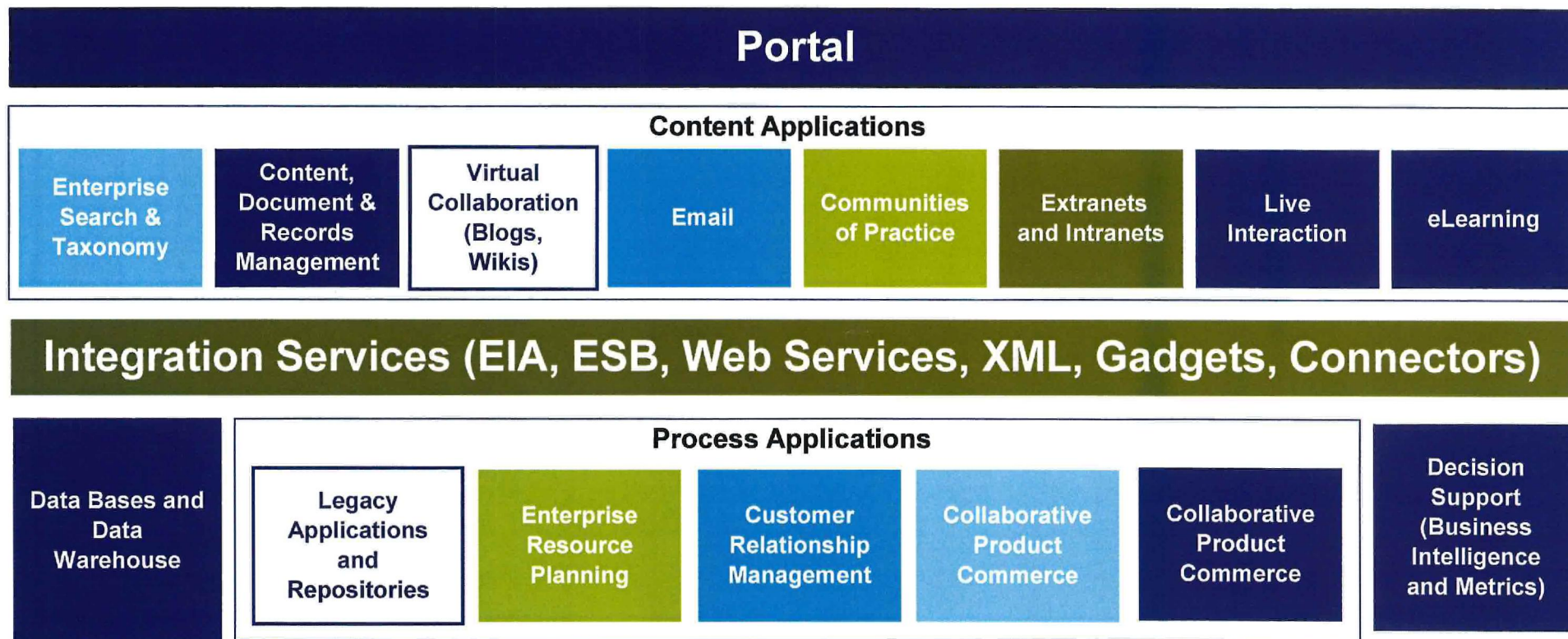


Alignment of system landscape and turning a scattered landscape into a more streamlined application landscape where existing systems are being used and re-positioned and where all KM related systems are integrated



2.11. Technology

Our experience has led us to create the following leading practice Knowledge Management landscape.



3. Knowledge Management - DG REGIO case

Hien Bui, DG REGIO

DG REGIO case

Knowledge Management at DG REGIO

Our vision on Knowledge Management

Our Project Products

Sharing our experiences

Conclusions

Q&A

Nathalie Vandaele, Deloitte (lead)

Q&A

You can now ask all your questions. Deloitte provides a panel with subject matter experts in order to be able to answer all questions in the best way.



Nathalie
Vandaele –
Director at
Deloitte

Moderator



Aart
Joppe -
Partner at
Deloitte

**Expert
Technology**



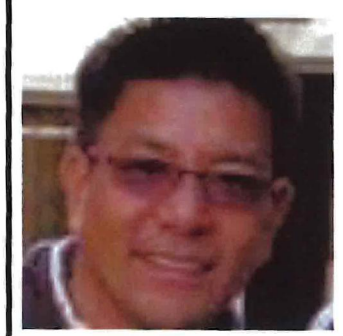
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**Expert
Change Mgt.**



Hien Bui –
assistant of
the resource
director at DG
REGIO
**KM project @
DG REGIO**

Thank you for your
attention!

Framework contract info

EAS Framework Contract

What is the answer to the needs expressed by the Human Resources community within the EU institutions?



The *European School of Administration* launched a call for tender (EPSO/EAS/PO/2010/116) to conclude a framework contract for the supply of management training and associated services for staff of the EU Institutions, Agencies and other bodies.

EAS framework contract EPSO/EAS/PO/2010/116

Deloitte.

Deloitte Consulting was awarded lot 4:
Consultancy Services for those dealing with Human Resources.

<http://intracomm.cec.eu-admin.net/home/dgserv/eas/contracts-mgmt.html>

The **overall purpose:**
provide ad-hoc consultancy services to those dealing with Human Resources within the European Institutions, Agencies and other bodies relating to a variety of training and development needs and other human resource I and organisational issues.

Deloitte.



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Bio of speakers

Bio of speakers

Aart Joppe – Partner, Deloitte BE

- 22 years of experience in Consulting for the Private and Public Sector and the European Commission in particular;
- Leads the Information Management Service Line;
- Focus on information management, document management and business intelligence;
- Recent KM experience
 - DG REGIO – *May 2013 - now*: Responsible Partner for the implementation of knowledge management (Wiki and SharePoint).
 - EWI (Flemish Government) – *2012*: maturity analysis of KM, as is analysis, gap analysis and to be. Design of a strategic plan for KM.
 - Large Pharma client – *2010-2012* Enterprise Collaboration program.

Nathalie Vandaele – Director, Deloitte BE

- Almost 16 years of experience in Consulting for the Public Sector and the European Commission;
- Leads the Human Capital Public Sector practice;
- Focus on organisational development, change management, new ways of working and knowledge management;
- Recent credentials regarding KM:
 - DG REGIO – *May 2013 - now*: Overall programme manager for the implementation of knowledge management (Wiki and SharePoint).
 - Infrabel (Belgian Railways) – *September 2013 - now*: guidance of the new knowledge manager. Overall programme manager of the framework contract.
- Responsible for business development in the European Commission regarding Knowledge Management.

Bio of speakers

Nathalie Matthijs – Manager, Deloitte BE

- 7,5 years of experience in Consulting for the Public Sector and the European Commission;
- Focus on organisational development, change management and communication, new ways of working and knowledge management;
- Recent credentials regarding KM:
 - DG REGIO – *May 2013 - now*: implementation of knowledge management (Wiki and SharePoint), lead of two work packages: user adoption and evaluation;
 - Infrabel (Belgian Railways) – *September 2013 - now*: guidance of the new knowledge manager. Project manager.
- Responsible for business development in the European Commission regarding Knowledge Management

Sanne Erven – Manager, Deloitte NL

- 8,5 years of experience in Consulting for local government, private sector and the European Commission;
- Focus on enterprise content management, record management, information management and knowledge management;
- Recent credentials regarding KM:
 - DG REGIO – *May 2013 - now*: implementation of knowledge management (Wiki and SharePoint). Lead of two work packages: knowledge intelligence and methods and processes
 - TenneT : 2013: business implementation of the new way of working including document- and knowledge management

Bio of speakers

Hien Bui – assistant of the Resource Director, DG REGIO



- 21 years of professional experience, 14 years within the European Commission;
- Joined DG REGIO 2 years ago, after having worked for DG TAXUD and DG TREN for 11 years.
- Focus on Knowledge Management since 1 year.
- The initiator of the Knowledge Management project in DG REGIO.
- He is bringing his experience of conducting large projects, to put Knowledge at the heart of the DG.

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