

1. KM Leadership & Direction

Resource 1-1. Sample KM Assessment Tool

Introduction

A key part of developing a KM strategy is to find out how people gain access to and share knowledge throughout the organization. This survey seeks to gather fairly detailed information about the ways in which you access, share and use knowledge resources in your work. In answering the questions below, please keep in mind the following: answer for yourself, not how you think someone else in your job might answer; answer for how you actually work now, not how you wish you worked or think you should work.

We expect that some questions will require you to think carefully about the nature of the tasks you perform and how you interact with people both inside and outside the organization day-to-day. Carefully completing this survey will probably take about 20 minutes. We appreciate your effort in helping us meet a strategic goal designed to make the organization more effective and to make it easier for all of us to do our jobs on a daily basis.

Please forward your completed survey to _____ via email _____ by _____. Thank you!

Please provide the following information:

Name:

Which division are you a part of: _____

How long have you been a full-time employee in the organization?

- Less than 6 months
- 6 months – less than 1 year
- 1 year – less than 3 years
- 3 years – less than 5 years
- More than 5 years

In the course of doing your job, which resource do you most often turn to first when looking for information? (please check only one)

- Email or talk to a colleague in the organization
- Email or talk to a colleague who works outside the organization
- Do a global web search (for example, Google, Yahoo)
- Go to a known web site
- Search on-line organization resources (for example, Intranet)
- Search through documents/publications in your office
- Post a message on a list-serve/on-line community to which you belong
- Ask your manager for guidance based on his/her experience
- Other (please specify) _____

What would be your second course of action from the above list?

Think about the times when you've been really frustrated by not having a critical piece of knowledge or information you needed to get something done at the organization. Give an example, including the nature of the challenge and how the need eventually was met.

Knowledge Resources

How often on average do you use each of the following in your job?

	Daily	Weekly	Monthly	Quarterly	Never
Organization-wide database	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organization-operated web site (e.g., intranet)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Department- or division-operated database (e.g., shared calendar)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My own database or contact list file	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organization policy/ procedures manual or guidelines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Department- or division-specific procedures manual or guidelines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vendor-provided procedures manual or guidelines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My own notes or procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

List up to 5 resources (hard copy or web-based) that you use to perform your job and indicate how often you use them. These resources can be journals, magazines, newsletters, books, web sites, and so forth.

	Daily	Weekly	Monthly	Quarterly
1.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How often on average do you ask each of the following staff for help with understanding or clarifying how you are to perform your job, solving a problem, getting an answer to a question from a customer or learning how to accomplish a new task?

	Daily	Weekly	Monthly	Quarterly	Never
Your immediate supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your department head	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your division head	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Subject matter expert (in an area of policy, practice or research)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical or functional expert (e.g., accounting, legal, contracts administration, technology)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A peer or colleague in your department or division (informal)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A peer or colleague outside your department or division (informal)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Name the top three people, in order, to whom you go when you have questions or seek advice in the following areas:

	One	Two	Three
General advice			
Management and leadership knowledge/advice			
Subject matter expertise/content knowledge			
Institutional/historical knowledge about the foundation			
Technical/procedural knowledge			

List up to five experts outside the organization whom you access to do your job. For each one, please indicate how often on average you contact them.

	Daily	Weekly	Monthly	Quarterly
1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Knowledge Use

Which of the following do you usually use and/or perform (that is, on a daily or weekly basis) in doing your job? (check all that apply)

- Data or information from a known source (e.g., database, files) you have to retrieve to answer a specific question
- Data or information you have to gather yourself from multiple sources and analyze and/or synthesize to answer a specific question
- Instruction (step-by-step) you provide (that is, not a document) to a customer, vendor, or staff person
- Direction you provide to a customer, vendor, or staff person (such as advice, counsel or guidance, not step-by-step)
- Judgments or recommendations you are asked to make based on data or information that is given to you
- Judgments or recommendations you are asked to make based on data or information that you must find yourself
- Routine procedure or process for handling information, paperwork, requests, payments, invoices, and so forth (always done the same way)
- Variable procedure or process for handling information, paperwork, requests, payments, invoices, and so forth (requires some analysis and judgment to select the proper procedure or process to follow)
- Reports, memoranda, letters, or informational materials for customers, vendors, or staff that you must compile and/or write.
- Educational or promotional materials that you must compile and/or write
- Proposals you develop to recommend new programs, projects, procedures, or processes

After you have received, gathered, or produced information, instructions, documents, proposals, etc., and completed the task, what do you do with them? (check all that apply)

- Save them in an electronic file in my personal directory
 - Save them in an electronic file in a shared directory (e.g., intranet)
 - Save them in a personal paper file
 - Save them in a secure departmental paper file
 - Save them in an open departmental paper file
 - Share them or distribute them to others
 - Delete or toss them
 - Other (*please specify*)
-

Knowledge Sharing

When you come across a news item, article, magazine, book, Web site, announcement for a meeting or course, or some other information that may be useful to other organization staff, what are you most likely to do? (check only one)

- Tell them about it or distribute a copy to them personally
- Post an announcement on the intranet
- Send a broadcast email
- Send a memo or a copy through the interoffice mail
- Intend to share it but usually too busy to follow through
- Include it in the weekly update
- Ignore it
- Other (please specify)

What are the constraints you face in being able to access or share knowledge?

What critical knowledge is at risk of being lost in your department or division because of turnover and lack of back-up expertise?

Training/Tools

When you want to learn or improve a skill or task, what do you prefer to do? (check all that apply)

- Get formal face-to-face training or course work outside the work place
 - Get formal self-directed training (e.g., workbook, CD-ROM, online course)
 - Have a specialist train me on-site
 - Train myself (informally, using a manual or tutorial program)
 - Have my supervisor show me how to do it
 - Have a friend or colleague show me how to do it
 - Other (please specify)
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What kind of tools or resources do you prefer to help you do your job? (check all that apply)

- Person I can talk to in real time
 - Help line or help desk via phone, fax, or email
 - Advice via online communities of practice (on the intranet, list serves, or other sources)
 - Printed documents (for example, resource books, manuals)
 - Electronic documents
 - Audiovisual/multimedia material
 - Special software
 - Web-based utility, directory, or service
 - Other (please specify)
-

Knowledge Needs

What information or knowledge that you don't currently have would you like to have to do your job better? Consider all aspects of your job, including administrative tasks, policies and procedures, interpersonal relationships, and so forth.

What information or knowledge that the organization currently does not have do you think it should or will need to have to execute its mission, improve organizational effectiveness, and serve its customers with excellence? (You may answer for specific departments as well as for the organization as a whole.)

To what extent do you agree with the following statements:

	Strongly disagree	Disagree	No opinion	Agree	Strongly agree
I would benefit from having access to documents that contain introductory knowledge that I currently have to acquire from experts directly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I would benefit from templates to help me more easily capture knowledge (e.g., standard format for documenting what I learned at a conference or meeting).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I would benefit from processes to help me contribute knowledge that I don't currently document or share.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly disagree	Disagree	No opinion	Agree	Strongly agree
I would benefit from support to determine the most relevant knowledge to share for various audiences and how best to share it.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have knowledge in areas that I know the organization could benefit from but no way to make it available.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Knowledge Flow

Imagine that you've just won the first organization Knowledge Sharing Award. This award is given to a person who shares his or her mission- or operation-critical knowledge so that the organization can be more effective. List the top five categories of knowledge that earned you this award and the category of staff with whom you shared it.

	Knowledge Category	Staff Category
1.		
2.		
3.		
4.		
5.		

How can the knowledge flow in your area of responsibility be improved?

Additional Comments

Thank you for taking the time to complete this survey!

Source: Liebowitz, J. (2008), *Making Cents Out of Knowledge Management*, Scarecrow Press/Rowman & Littlefield, Lanham, MD.