

Form Preview

Capability Assessment Tool to Measure Organisation's KM Maturity

I. Demographic Questions

Name of Organisation

KRONE

Name of Department

Quality Assurance

Number of Personnel in Your Organisation

30

The Year KM had Commenced Operations

2024

The Number of Members in your KM Task Force

5

II. Management Technique

ID	Topic	Compliant Scenario	Score
MT1-1	Management view knowledge is key to performance.	<p>Is Management aware that access to knowledge is key for decision making (DM) and performance in the organisation?</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Aware</p> <p><input type="checkbox"/> Aware and Acknowledged.</p> <p><input checked="" type="checkbox"/> Aware, Acknowledge and Drive the KM Initiatives.</p>	3
MT1-2	People feel - Management recognise and value staff knowledge.	<p>Do people feel that their knowledge is NOT recognised and 'valued' by Management?</p> <p><input type="checkbox"/> Yes, At all times knowledge is NOT recognised nor valued at all.</p> <p><input type="checkbox"/> Sometimes. Few Managers acknowledge their staff's knowledge is important, but this knowledge is not valued.</p> <p><input checked="" type="checkbox"/> Most Managers recognise and value their staff knowledge.</p> <p><input type="checkbox"/> No. All Managers recognise and valued their staff knowledge .</p>	2
		Level 1 Score	5 points
		Level 1 Percentage	83.33 %

MT2-1	Managers advocate learning before doing.	<p>Do Managers advocate: To learn before doing and program review sessions?</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Some Managers advocate learning before and program review sessions.</p> <p><input checked="" type="checkbox"/> Yes, all Managers advocate learning before and program review sessions.</p> <p><input type="checkbox"/> All Managers advocate learning before and after and adopt a standard approach to manage it.</p>	2
MT2-2	There is visible Management support.	<p>Is there visible support from Top Management for KM?</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Ad hoc</p> <p><input type="checkbox"/> Visible support</p> <p><input checked="" type="checkbox"/> Visible support adopting a standard approach or media.</p>	3
MT2-3	KM stewards' roles are established and communicated.	<p>Are KM Stewards roles and responsibilities are established?</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Yes, defined with limited documentation.</p> <p><input checked="" type="checkbox"/> Yes, defined with complete documentation.</p> <p><input type="checkbox"/> Yes, defined, complete documentation and communicated to KM Stewards.</p>	2
		Level 2 Score	7 points
		Level 2 Percentage	77.77 %
MT3-1	Management view- Knowledge and Learning as everyone's responsibility.	<p>Is Knowledge and learning viewed as responsibility of all roles?</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Yes, but only some of the departments practise it .</p> <p><input checked="" type="checkbox"/> All departments practice it.</p> <p><input type="checkbox"/> All departments practise K and L and with usage of KM tools and techniques.</p>	2
MT3-2	Managers supporting on-going KM activities.	<p>Is there visible support from Top Management for KM - Managers are supporting on-going KM workshops and promotions to manage the change?</p> <p><input type="checkbox"/> No</p> <p><input checked="" type="checkbox"/> Ad hoc</p> <p><input type="checkbox"/> Frequently</p> <p><input type="checkbox"/> Frequently using a standard approach or media.</p>	1
MT3-3	Managers give people time to shared and learn.	<p>Do Managers give people time to share and learn?</p> <p><input type="checkbox"/> No</p> <p><input checked="" type="checkbox"/> Some Managers.</p> <p><input type="checkbox"/> Yes, all Managers provide the time.</p> <p><input type="checkbox"/> Yes, all Managers provide time and resources with usage of KM tools and techniques to share and learn.</p>	1
		Level 3 Score	4 points
		Level 3 Percentage	%

MT4-1	Managers view knowledge and learning as everyone's responsibility.	<p>Do Managers view Knowledge and as everyone's responsibility?</p> <p><input type="checkbox"/> No</p> <p><input checked="" type="checkbox"/> Yes, but only some Managers.</p> <p><input type="checkbox"/> Yes, all Managers view knowledge as everyone's responsibility</p> <p><input type="checkbox"/> Yes, all Managers with usage of KM tools and techniques to share and learn.</p>	1
MT4-2	All Managers practise knowledge sharing and learning techniques.	<p>Do Managers increasingly ask for and exhibit Knowledge sharing and learning techniques?</p> <p><input type="checkbox"/> No</p> <p><input checked="" type="checkbox"/> Yes, but only some of the Managers practise it.</p> <p><input type="checkbox"/> All Managers practise it.</p> <p><input type="checkbox"/> All Managers practise it, with usage of KM Tools and techniques.</p>	1
MT4-3	Practise KM Recognition and Rewards	<p>Is Management recognising and rewarding usage of KM tools and techniques as part of their work practices?</p> <p><input type="checkbox"/> No</p> <p><input checked="" type="checkbox"/> Ad hoc</p> <p><input type="checkbox"/> Frequently</p> <p><input type="checkbox"/> Yes. Recognition and rewards are embedded in work process and part of staff KPI.</p>	1
		Level 4 Score	3 points
		Level 4 Percentage	33.33 %
MT5-1	Management is strategising link between Knowledge, Learning and Performance	<p>Is Management involved in strategising the link between knowledge, learning and performance?</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Management is aware of the need to strategise the link between knowledge learning and performance.</p> <p><input checked="" type="checkbox"/> Management is discussing initial plans on developing the link between knowledge, learning, and performing.</p> <p><input type="checkbox"/> Yes, Management has strategised the link between knowledge, learning and performance.</p>	2
MT5-2	Knowledge and Learning is embedded with strategic objectives.	<p>Is Knowledge and learning embedded with organisational strategic objectives?</p> <p><input type="checkbox"/> No</p> <p><input checked="" type="checkbox"/> KM Task force is discussing in embedding knowledge and learning with strategic objectives.</p> <p><input type="checkbox"/> Plans are documented and approved to embed knowledge and learning with strategic objectives.</p> <p><input type="checkbox"/> Yes, knowledge and learning is embedded with organisational strategic objectives.</p>	1
MT5-3	Staff TORs on Knowledge sharing and Learning are regulated.	<p>Are staff Terms of Reference (TORs) regulated and contain references and KPIs to Knowledge sharing and learning?</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Only for KM Task Force (KM Stewards and KM Steering Committee).</p> <p><input type="checkbox"/> Management is discussing new KPIs for all staff across the departments.</p> <p><input checked="" type="checkbox"/> Yes, regulated to all Staff and documented with their TORs.</p>	3

		Level 5 Score	6	points
		Level 5 Percentage	66.66	%
		Total Score Achieved	2	points
		Total Percentage in terms of Performance	59.52	%

III. Strategy Development

ID	Topic	Compliant Scenario	Score	
SD1-1	Aware of need to learn from critical projects.	<p>Are people conscious of the need to learn from what they do, but rarely get resources or time?</p> <p><input type="checkbox"/> Yes, people are but there is always no time to learn.</p> <p><input type="checkbox"/> Sometimes, certain projects are given time to perform after-action reviews, but its ad-hoc.</p> <p><input type="checkbox"/> Yes, people are conscious of the need to learn from their work process. Resources are being planned to discuss and learn from critical projects.</p> <p><input checked="" type="checkbox"/> Yes, time, tools and techniques are advocated and provided to discuss, learn, and document from all critical work processes.</p>	3	
SD1-2	KM Techniques are adopted.	<p>Are KM Techniques adopted to break down knowledge silos? Which means KM (capturing, organising, and sharing of knowledge) techniques are being practiced.</p> <p><input type="checkbox"/> No, there are no KM Techniques being practised. Staff have personal folders where departments can access.</p> <p><input type="checkbox"/> Few KM techniques. Critical documents from some departments are being captured and accessible to relevant stakeholders.</p> <p><input type="checkbox"/> Multiple KM Techniques are adopted. Critical documents (documents and lessons learned) from all departments are being captured and made accessible to relevant stakeholders.</p> <p><input checked="" type="checkbox"/> Critical knowledge assets (documents, lessons learned) from all departments are being captured and accessible and regularly communicated to relevant stakeholders for Knowledge sharing to be active.</p>	3	
		Level 1 Score	6	points
		Level 1 Percentage	100	%
SD2-1	CM Policies are discussed and planned.	<p>Are Content Management Policies (knowledge capture tools and techniques, content organisation, security etc.) being discussed and planned?</p> <p><input type="checkbox"/> No.</p> <p><input type="checkbox"/> Preliminary discussions have commenced.</p> <p><input type="checkbox"/> Yes. Content Management are in discussion and planned.</p> <p><input checked="" type="checkbox"/> Yes, Content Management discussions are in process and policies are generated to manage the content.</p>	3	

SD2-2	People are aware importance of KM.	<p>Are people aware, knowledge is important for organisational success?</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Some people are aware of importance of knowledge for organisational success.</p> <p><input type="checkbox"/> All employees are aware but no resources to manage it yet.</p> <p><input checked="" type="checkbox"/> All employees are aware of importance of knowledge and there are resources to manage it.</p>	3
SD2-3	K&L Strategy is available and accessible.	<p>Is the knowledge & learning (K&L) strategy developed and accessible in the organisation?</p> <p><input type="checkbox"/> No.</p> <p><input type="checkbox"/> Yes. Preliminary discussions have commenced.</p> <p><input checked="" type="checkbox"/> Yes. Knowledge and learning strategy are in discussion and planned.</p> <p><input type="checkbox"/> Yes. Knowledge and learning strategy are available and accessible to relevant parties.</p>	2
		Level 2 Score	8 points
		Level 2 Percentage	88.88 %
SD3-1	KM Task Force is aware of importance in KM CM techniques.	<p>Is the KM Task Force aware of the importance of KM Change Management (CM) techniques, and plan and implement activities for on-going training and development of individuals?</p> <p><input type="checkbox"/> No.</p> <p><input type="checkbox"/> Yes. Some departments are participating in the KM Change management programs(Awareness labs, KM Quizzes, training workshops).</p> <p><input checked="" type="checkbox"/> Yes. All departments are participating in the KM Change management programs(Awareness labs, KM Quizzes, training workshops).</p> <p><input type="checkbox"/> Yes. All departments are participating in the KM Change management programs(Awareness labs, KM Quizzes, training workshops). HoDS are driving departmental KM promotion campaigns.</p>	2
SD3-2	KCT are discussed amongst departments.	<p>Are Knowledge Capturing Tools & Techniques (KCT) discussed (Communities of Practice (CoP)/ Lessons Learned) amongst the Departments?</p> <p><input type="checkbox"/> No.</p> <p><input type="checkbox"/> Yes. Some departments are discussing on the benefits on adopting lessons learned and the CoPs.</p> <p><input type="checkbox"/> Yes. All departments are discussing on the benefits on adopting lessons learned and the CoPs.</p> <p><input checked="" type="checkbox"/> Yes. All departments are participating and planning to adopt lessons learned and CoPs to encourage Knowledge sharing and learning.</p>	3
		Level 3 Score	5 points
		Level 3 Percentage	83.33 %

SD4-1	Knowledge sharing strategies are implemented and organised to business needs.	<p>Are knowledge sharing strategies implemented and organised around business needs with clear governance document?</p> <p><input type="checkbox"/> Not yet.</p> <p><input type="checkbox"/> In process. Knowledge sharing strategies and CoPs governance documents have commenced writing and the implementation have just commenced.</p> <p><input type="checkbox"/> Yes. Knowledge sharing strategies and CoPs governance documents have been written and the CoP domains are being built, based on domains that are relevant to business needs of the organisation.</p> <p><input checked="" type="checkbox"/> Yes. Knowledge sharing strategies and CoPs governance documents have been written and the CoP chats have been simulated, based on domains that are relevant to business needs of the organisation. With regular change management programs, CoPs are being strategised as a Knowledge sharing tool.</p>	3
SD4-2	KM strategy is adopted and promoted by KM Stewards	<p>Is the KM strategy adopted and promoted by KM Stewards?</p> <p><input type="checkbox"/> Not yet</p> <p><input type="checkbox"/> In process. Change management programs are being discussed with KM Stewards to spearhead the initiatives.</p> <p><input type="checkbox"/> Some KM Stewards have adopted the KM strategies and have commenced KM promotion.</p> <p><input checked="" type="checkbox"/> All KM Stewards are promoting KM with the adoption of Change management programs.</p>	3
		Level 4 Score	6 points
		Level 4 Percentage	100 %
SD5-1	KM Strategy Integrated to Organisational Goals	<p>Are organizational strategies integrated with KM KPIs?</p> <p><input type="checkbox"/> Not yet</p> <p><input type="checkbox"/> In process. Change management programs are being discussed with KM Stewards to spearhead the initiatives.</p> <p><input checked="" type="checkbox"/> Some KM Stewards have realised to adopt the KM strategies and have commenced KM promotion.</p> <p><input type="checkbox"/> All KM Stewards have realised the need to promote KM with the adoption of Change management programs.</p>	2
SD5-2	KM Benefits Regularly Promoted	<p>Are the benefits of KM Tools and usage of knowledge assets constantly communicated to all members?</p> <p><input type="checkbox"/> Not yet</p> <p><input type="checkbox"/> Some KM stewards are regularly promoting the benefits of KM and the need to use organisational knowledge assets.</p> <p><input type="checkbox"/> All KM stewards are regularly promoting the benefits of KM and the need to use organisational knowledge assets.</p> <p><input checked="" type="checkbox"/> All KM Stewards, the KM Steering committee members and the Top Management are regularly promoting the benefits of KM and usage of organisational knowledge assets.</p>	3
		Level 5 Score	5 points
		Level 5 Percentage	83.33 %
		Total Score Achieved	30 points
		Total Percentage in terms of Performance	90.90 %

IV. Collaboration

ID	Topic	Compliant Scenario	Score
CO1-1	Aware of value and access to knowledge.	<p>Are individuals aware of how important and crucial knowledge is to be able to access it?</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Isolated individuals begin to talk about how important knowledge is and how difficult it is in accessing it.</p> <p><input checked="" type="checkbox"/> There is a growing awareness of how important knowledge it and how important it is to access it.</p> <p><input type="checkbox"/> Everyone in the organisation is aware how important knowledge is and the ability to access it.</p>	2
CO1-2	Collaboration Techniques are available.	<p>Are there current collaboration tools and techniques to share knowledge in the organisation?</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Few cross-cutting online collaborations are via WhatsApp groups.</p> <p><input type="checkbox"/> Departments adopt WhatsApp groups as informal collaboration techniques.</p> <p><input checked="" type="checkbox"/> Face-to-face discussions and WhatsApp groups are organised as part of their work processes, to guide knowledge workers to share experiences.</p>	3
		Level 1 Score	5 points
		Level 1 Percentage	83.33 %
CO2-1	Personal networking tools are used.	<p>Are there personal networking tools used by individuals who know each other to seek for information or share information?</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Ad-hoc personal networking tools are used by individuals who know each other to achieve goals.</p> <p><input type="checkbox"/> Mainly communication is via WhatsApp for instant chatting and seeking for required information.</p> <p><input checked="" type="checkbox"/> Face-to-face discussions, Emails and WhatsApp Groups are adopted to seek for information.</p>	3
CO2-2	Professional Collaboration tools are available.	<p>Is collaboration being created and recognised in the organisation?</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Ad-hoc discussion are organised by individuals who know each other to achieve objectives.</p> <p><input checked="" type="checkbox"/> Face-to-face discussions are organised for knowledge workers to seek for information.</p> <p><input type="checkbox"/> Face-to-face discussions, Online Forums and WhatsApp are available for knowledge workers to seek for information.</p>	2
		Level 2 Score	5 points
		Level 2 Percentage	83.33 %

CO3-1	Knowledge sharing and learning activities promoted, accessible & recognised.	<p>Are sharing & learning promoted, and accessible across boundaries?</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Ad-hoc knowledge sharing and learning activities are implemented but not promoted.</p> <p><input checked="" type="checkbox"/> Some sharing and learning are promoted and accessible across boundaries.</p> <p><input type="checkbox"/> Formal knowledge sharing and learning activities are being created, promoted & recognised.</p>	2
CO3-2	Peer assist is active.	<p>Are peers assisting each other?</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Assistance is available, only when queried.</p> <p><input type="checkbox"/> Some sharing and learning activities are promoted and accessible in departments.</p> <p><input checked="" type="checkbox"/> Formal training programs are regularly held by Departmental Subject Matter Experts (SMEs) to assist in knowledge workers' growth.</p>	3
		Level 3 Score	5 points
		Level 3 Percentage	83.33 %
CO4-1	Active sharing and re-use of knowledge.	<p>Is sharing and re-using of knowledge active on a day-to-day basis?</p> <p><input type="checkbox"/> No.</p> <p><input type="checkbox"/> Some sharing and re-using of knowledge is practised.</p> <p><input type="checkbox"/> Sharing and re-use of knowledge is active.</p> <p><input checked="" type="checkbox"/> Sharing and re-use of knowledge is active and promoted widely.</p>	3
CO4-2	External stakeholders in knowledge sharing sessions.	<p>Are external stakeholders present in Knowledge sharing sessions?</p> <p><input type="checkbox"/> No.</p> <p><input type="checkbox"/> Some sharing with external stakeholders is present in the knowledge sharing sessions.</p> <p><input checked="" type="checkbox"/> Sharing with external stakeholders are active in the knowledge sharing sessions.</p> <p><input type="checkbox"/> Sharing with external stakeholders are active in the knowledge sharing sessions and outcomes are documented and easily accessible in the knowledge repository.</p>	2
CO4-3	Knowledge sharing networks and workgroups for problem solving.	<p>Are knowledge sharing networks and working groups available to assist problem solving & decision making?</p> <p><input type="checkbox"/> No.</p> <p><input type="checkbox"/> Personal knowledge sharing networks are adopted to assist problem solving and decision making.</p> <p><input type="checkbox"/> Knowledge sharing networks in the form of CoPs or working groups are available to assist problem solving & decision making.</p> <p><input checked="" type="checkbox"/> Knowledge sharing networks in the form of CoPs and working groups are available and adopted to assist problem solving and decision making.</p>	3
		Level 4 Score	8 points
		Level 4 Percentage	88.88 %

CO5-1	Regular knowledge sharing with clearly defined roles and responsibilities.	<p>Is there a wide range of Internal and external knowledge sharing programs that operate regularly with clearly defined roles and responsibilities?</p> <p><input type="checkbox"/> No.</p> <p><input type="checkbox"/> Ad-hoc Internal & external knowledge sharing programs operate regularly with no roles & responsibilities yet.</p> <p><input checked="" type="checkbox"/> Yes, there is a wide range of internal and external knowledge sharing programs that operate regularly, however clearly defined roles and responsibilities are being discussed and planned.</p> <p><input type="checkbox"/> Yes, there is a wide range of Internal & external knowledge sharing programs (KM Exchange programs or Communities of Practice) that operate regularly with clearly defined roles & responsibilities.</p>	2
CO5-2	Knowledge sharing activities proven to impact performance growth.	<p>Are knowledge sharing activities proven to enhance performance growth (via survey conducted or discussion forums to determine users' experience)?</p> <p><input type="checkbox"/> Not yet.</p> <p><input type="checkbox"/> Some knowledge sharing activities have been proven to enhance knowledge workers knowledge</p> <p><input checked="" type="checkbox"/> Yes, knowledge sharing activities have been proven to enhance performance growth (via focussed group discussion to assess users' experience)</p> <p><input type="checkbox"/> Yes, knowledge sharing activities have been proven to enhance performance growth (via annual survey conducted and focussed group discussion to assess users' experience)</p>	2
		Level 5 Score	4 points
		Level 5 Percentage	66.66 %
		Total Score Achieved	27 points
		Total Percentage in terms of Performance	81.81 %

V. Content Management

ID	Topic	Compliant Scenario	Score
CN1-1	Aware what information is available and where.	<p>Is content is stored in multiple folders/ repositories, where people are not aware what is available and will require to search every folder to access to information?</p> <p><input type="checkbox"/> Yes.</p> <p><input type="checkbox"/> No, content is stored in a single repository , however NOT organised well. Some people are still not aware what is stored and where.</p> <p><input type="checkbox"/> No, content is stored in a single repository and easily accessible . However, no regular training programs are conducted. People still take time in searching for required information.</p> <p><input checked="" type="checkbox"/> No. Content is stored in a single repository, where people are aware what is available and will be able to search required information with ease.</p>	3

CN1-2	Knowledge silos are being broken down.	<p>Are knowledge silos available and hard to break?</p> <p><input type="checkbox"/> Yes, knowledge silos are available, and it is a challenge to break them.</p> <p><input type="checkbox"/> Yes, knowledge silos are available. However, policies have been endorsed to break these knowledge silos to extract critical knowledge assets in the organisation.</p> <p><input checked="" type="checkbox"/> Yes, knowledge silos are available. However, policies have been endorsed to break these knowledge silos to extract and make accessible critical knowledge assets in the organisation.</p> <p><input type="checkbox"/> No. Knowledge silos are not available, but being broken down and knowledge assessment workshops are conducted to extract knowledge assets for access,</p>	2
		Level 1 Score	5 points
		Level 1 Percentage	83.33 %
CN2-1	Knowledge assets are identified.	<p>Are knowledge assets being identified to create a central knowledge repository?</p> <p><input type="checkbox"/> No.</p> <p><input type="checkbox"/> Not yet. Management had decided to build a KM Pilot Project, select departments to participate in content creation workshops.</p> <p><input type="checkbox"/> Not yet. Policies and procedures have been discussed to determine selected departments for a KM pilot project to identify and extract critical knowledge assets.</p> <p><input checked="" type="checkbox"/> Yes, knowledge assets are being identified from selected departments to create a single knowledge repository.</p>	3
CN2-2	Identified FAQs	<p>Are Frequently Asked Questions (FAQs) being identified to enhance the search of information in the KM program?</p> <p><input type="checkbox"/> No.</p> <p><input type="checkbox"/> Not yet. FAQ content creation strategies are planned to generate where and how to generate FAQs.</p> <p><input type="checkbox"/> Not yet. Content creation templates (in the form of lessons learned document or other forms of digital content) and training to KM Stewards to generate the FAQs.</p> <p><input checked="" type="checkbox"/> Yes, knowledge assets in the form of documents and FAQs are being identified from digital content to ease searching.</p>	3
		Level 2 Score	6 points
		Level 2 Percentage	100 %
CN3-1	Lessons Learned Identified	<p>Are Lessons Learned (LL) being identified and validated?</p> <p><input type="checkbox"/> No.</p> <p><input type="checkbox"/> Not yet. Lessons Learned Team have been set up with the development of policies, procedures, and guidelines on determining the approach to identify lessons learned in the organisation.</p> <p><input type="checkbox"/> Yes, Lessons Learned (LL) are self-identified, that will be validated by a Lessons Learned Committee</p> <p><input checked="" type="checkbox"/> Yes, Lessons Learned (LL) are self-identified, identified by HODs and also via a scheduled approach, that will be validated by a Lessons Learned Committee</p>	3

CN3-2	KA extracted organisational wide.	<p>Are organisational knowledge assets (KA) - research articles, standard policies, slides, checklists, lessons etc., being regularly extracted from all departments to enhance the knowledge repository?</p> <p><input type="checkbox"/> No.</p> <p><input type="checkbox"/> Some departments are furnishing the knowledge assets (KA) to enhance the knowledge repository.</p> <p><input type="checkbox"/> All departments are furnishing their knowledge assets to enhance the knowledge repository in an ad-hoc manner.</p> <p><input checked="" type="checkbox"/> All departments are furnishing their knowledge assets to enhance the knowledge repository in a regular manner.</p>	3
		Level 3 Score	6 points
		Level 3 Percentage	100 %
CN4-1	Knowledge assets are current validated and easily available.	<p>Are key knowledge assets made current, easily accessible and validated by content owners?</p> <p><input type="checkbox"/> No.</p> <p><input checked="" type="checkbox"/> Some departments are furnishing their knowledge assets (KA), which are catalogued with keywords to enhance the search experience.</p> <p><input type="checkbox"/> All departments are furnishing the knowledge assets (KA), which are catalogued with keywords to enhance the search experience.</p> <p><input type="checkbox"/> Yes, key knowledge assets are made updated by content owners, made easily accessible and communicated to all.</p>	1
CN4-2	LL validated, promoted, and adopted.	<p>Are Lessons Learned (LL) being identified, validated, promoted, and adopted?</p> <p><input type="checkbox"/> No.</p> <p><input type="checkbox"/> Some departments are furnishing their lessons learned , which are validated by the Lessons Learned Committee.</p> <p><input type="checkbox"/> Some departments are furnishing their lessons learned, which are validated, promoted, and adopted by knowledge workers in the organisation.</p> <p><input checked="" type="checkbox"/> Yes, all departments are furnishing their lessons learned, which are validated, promoted, and adopted by knowledge workers in the organisation.</p>	3
CN4-3	Developed SME Directory	<p>Are Subject Matter Experts (SME) being identified to develop an Industry Expert Directory for easy access and promote chats with 'Experts'?</p> <p><input type="checkbox"/> No.</p> <p><input type="checkbox"/> A pilot is planned to select Subject Matter Experts and link to related knowledge assets or their chats in the Online CoPs.</p> <p><input type="checkbox"/> All departments are selecting their respective SMEs and links to their profile.</p> <p><input checked="" type="checkbox"/> Yes, SMEs are being identified and accessible in the Knowledge Portal. An Industry Expert Directory is developed for easy access and promote chats with 'Experts'.</p>	3
		Level 4 Score	7 points
		Level 4 Percentage	77.77 %

CN5-1	LL are integrated with work process.	<p>Are lessons learned(LL) triggered during project implementation or at exit interview? For e.g., when a team completes a task, it distils and documents what it has learned via capturing of lessons learned, submitted and validated by the Lessons Learned Committee?</p> <p><input type="checkbox"/> Not yet.</p> <p><input type="checkbox"/> Lessons learned are created ad-hoc by contributors.</p> <p><input checked="" type="checkbox"/> Yes, some lessons learned are triggered during task completion of projects .</p> <p><input type="checkbox"/> Yes, lessons learned are triggered during task completion of projects or at exit interviews. They are identified, documented, communicated to all, and adopted for future tasks.</p>	2
CN5-2	Knowledge Synthesis to enhance users search experience.	<p>Are knowledge assets of similar domains re-scrutinised, synthesized with related content, to enhance users' search experience?</p> <p><input type="checkbox"/> Not yet</p> <p><input checked="" type="checkbox"/> Plans and guidelines are being discussed to discuss methods to group related content in the knowledge repository.</p> <p><input type="checkbox"/> Knowledge synthesis workshops are conducted to train and guide on how to synthesize related content.</p> <p><input type="checkbox"/> Yes, knowledge assets of similar domains are re-scrutinised, synthesized with related content, to enhance users' search experience.</p>	1
CN5-3	Usage of knowledge assets enhance performance.	<p>Are usage of knowledge asset, proven to enhance performance growth (via survey conducted or focussed discussion on users' experience)?</p> <p><input type="checkbox"/> Not yet</p> <p><input type="checkbox"/> Some usage of knowledge assets has been proven to enhance knowledge workers knowledge.</p> <p><input checked="" type="checkbox"/> Yes, knowledge assets in the knowledge repository have been proven to enhance performance growth (via focussed group discussion to assess users' experience).</p> <p><input type="checkbox"/> Yes, knowledge assets in the knowledge repository have been proven to enhance performance growth (via annual survey conducted and focussed group discussion to assess users' experience).</p>	2
		Level 5 Score	5 points
		Level 5 Percentage	55.55 %
		Total Score Achieved	29 points
		Total Percentage in terms of performance	80.55 %

VI. KM Technology

ID	Topic	Compliant Scenario	Score
TC1-1	Central Knowledge Repository is available.	<p>Is there a Central Knowledge Repository to store documents and organised for easy access to them?</p> <p><input type="checkbox"/> No. Documents are stored in local drives.</p> <p><input type="checkbox"/> Documents are centrally stored in Google drives.</p> <p><input type="checkbox"/> Development is in progress to implement a central knowledge repository .</p> <p><input checked="" type="checkbox"/> Yes, there is a central knowledge repository to store, organise and access knowledge from anywhere at any time.</p>	3

		Level 1 Score	3 points
		Level 1 Percentage	100 %
TC2-1	KM Portal in Development with a personalization engine.	<p>Is there a Knowledge Portal being developed - as a key enabler in ensuring that the right information is available to the right people, at the right time?</p> <p><input type="checkbox"/> Not Yet.</p> <p><input type="checkbox"/> Budgets are approved and specifications are being discussed to build an organisational Knowledge Portal.</p> <p><input type="checkbox"/> Yes, a Knowledge Portal has been designed and development has commenced.</p> <p><input checked="" type="checkbox"/> Yes, a Knowledge Portal is being developed as a key enabler to store knowledge assets with search tools for easy retrieval and a personalisation engine to 'push' the right information to knowledge workers.</p>	3
		Level 2 Score	3 points
		Level 2 Percentage	100 %
TC3-1	People can access KA from KM Portal	<p>Can people access organisational knowledge assets (digital documents, lessons learned, chats from online forums or FAQs) from a knowledge portal?</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Yes, People can access digital documents from a knowledge portal anytime from anywhere.</p> <p><input checked="" type="checkbox"/> Yes, People can access digital documents and lessons learned from a knowledge portal anytime from anywhere.</p> <p><input type="checkbox"/> Yes, People can access digital documents, lessons learned, FAQs, share experiences in online forums and access the directory of experts from a knowledge portal at anytime from anywhere.</p>	2
TC3-2	Visual Aids to aid usage of KM Portal.	<p>Are visual aids available, to assist usage of KM Tools embedded in the Portal to target New Joiners?</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Not yet, visual tools are being designed to assist portal usage</p> <p><input type="checkbox"/> Yes, visual tools are being designed and deployed to assist portal usage.</p> <p><input checked="" type="checkbox"/> Yes, visual aids with AI to assist usage of all KM Tools are embedded in the KM Portal.</p>	3
		Level 3 Score	5 points
		Level 3 Percentage	83.33 %
TC4-1	KM Tools have links to ext. related content.	<p>Does the KM Portal provide links and integration to external relevant content to create a 'One-stop Knowledge Centre' ?</p> <p><input type="checkbox"/> No.</p> <p><input type="checkbox"/> Not yet, links are being designed to enhance user search experience.</p> <p><input checked="" type="checkbox"/> Yes, links are re being deployed to enhance user search experience.</p> <p><input type="checkbox"/> Yes, the KM Portal provides links to external relevant content to create a 'One-stop Knowledge Centre' to enhance user search experience</p>	2

TC4-2	Chatbots & AI tools are implemented.	<p>Are Chatbots & AI tools implemented to ease information access?</p> <p><input type="checkbox"/> Not yet.</p> <p><input type="checkbox"/> Chatbots are in discussion stage.</p> <p><input type="checkbox"/> Yes, Chatbots are being implemented to enhance user search experience.</p> <p><input checked="" type="checkbox"/> Yes, Chatbots are embedded with FAQs and links to lessons learned, online chats and digital documents to ease information access.</p>	3
		Level 4 Score	5 points
		Level 4 Percentage	83.33 %
TC5-1	Key Information is pushed to Users.	<p>Is there an easy access to key information where relevant information according to user's preferences is 'pushed' to them in a systematic manner?</p> <p><input type="checkbox"/> No.</p> <p><input type="checkbox"/> User preferences are being discussed and organised according to subject domains that are available in the Knowledge Portal.</p> <p><input checked="" type="checkbox"/> User preferences have been organised and KM tools are being discussed to provide the 'push' feature in the KM portal.</p> <p><input type="checkbox"/> Users personalization engine is available, where information preferences are managed to allow automatic receipt of digital information that is related to their preferences.</p>	2
TC5-2	Staff can access to SME Directory.	<p>Is their staff access to an online Subject Matter Expert Directory - to create a 'who knows what' for advisory support on the work operations?</p> <p><input type="checkbox"/> No.</p> <p><input type="checkbox"/> Industry Expertise in the organisation are being discussed and consolidated to create an online directory of subject experts that will be accessible in the Knowledge Portal.</p> <p><input checked="" type="checkbox"/> Directory of experts have been built and the technology features are being designed to provide users with an online platform for collaboration in the KM portal.</p> <p><input type="checkbox"/> There is online access to an online Subject Matter Expert Directory residing in the Knowledge Portal to create a 'who knows what' for advisory support on the work operations.</p>	2
TC5-3	KM Tools & Tech assist decision making.	<p>Are the features (Digital Repository, Online Forums, Lesson Learned etc.) of the KM Portal being adopted to assist in decision making of daily operations?</p> <p><input type="checkbox"/> Not Yet . People are aware of the KM Portal and in the process of exploring the contents.</p> <p><input type="checkbox"/> Yes, but on rare occasions, as the contents of the Knowledge Portal need to be built further and be relevant to assist in the decision-making process.</p> <p><input type="checkbox"/> Yes, but only some of the functions especially the lessons learned and digital documents.</p> <p><input checked="" type="checkbox"/> Yes, all features (Digital Repository, Online Forums, Lesson Learned etc.) of the KM Portal are being adopted to assist in decision making of daily operations</p>	3
		Level 5 Score	7 points
		Level 5 Percentage	77.77 %
		Total Scores Achieved	23 points

	Total Percentage in terms of Performance
	85.18 %

VII. Learning Practices

ID	Topic	Compliant Scenario	Score
KL1-1	Lessons Learned are available in the Department.	<p>Are individuals capturing lessons learned and making it available amongst their peers in the department?</p> <p><input type="checkbox"/> No</p> <p><input checked="" type="checkbox"/> Some lessons learned are available in the department.</p> <p><input type="checkbox"/> Yes, all lessons are currently being captured but promoting them for their peers to use are still in progress.</p> <p><input type="checkbox"/> Individuals capture lessons learned and have made it available amongst their peers in the department to avoid repeatable mistakes.</p>	1
KL1-2	Habit to search for information prior to start of project.	<p>Do employees contribute or search for information assets prior to embarking in a project?</p> <p><input type="checkbox"/> No.</p> <p><input type="checkbox"/> Employees ask amongst their peers prior to embarking in a project.</p> <p><input type="checkbox"/> Some employees contribute and also search for information assets prior embarking in a project.</p> <p><input checked="" type="checkbox"/> It is a culture for all employees to contribute or search for information in the knowledge repository prior to embarking in a project.</p>	3
KL1-3	Practice exit interviews / handover are practised	<p>Do exit interviews or handovers take place in the organisation?</p> <p><input type="checkbox"/> No.</p> <p><input type="checkbox"/> Some departments practise exit interviews and handovers process.</p> <p><input checked="" type="checkbox"/> HR policies are being developed to initiate exit interviews for all departments as a standard operating procedure(SOP) with handover process guidelines and procedures.</p> <p><input type="checkbox"/> Yes. Exit interviews and handovers are part of the organisation's SOP and is in practice amongst all departments.</p>	2
		Level 1 Score	6 points
		Level 1 Percentage	66.66 %
KL2-1	Knowledge sharing and learning are practised in the department.	<p>Is knowledge sharing and learning via lessons learned being practised in the organisation?</p> <p><input type="checkbox"/> No.</p> <p><input type="checkbox"/> Yes, knowledge sharing and learning is being practised in few departments via formal and informal training sessions. Lessons learned have just been initiated.</p> <p><input checked="" type="checkbox"/> Yes, knowledge sharing and learning is being practised in few departments via captured lessons learned, but only accessible within the department.</p> <p><input type="checkbox"/> Yes, knowledge sharing and learning is being practised across all departments, via captured lessons learned, online knowledge sharing forums.</p>	2

KL2-2	FAQs are created & linked and to digital documents for easy search.	<p>Are FAQs being created, linking to digital documents or lessons learned, for ease of search and made easily accessible to all employees in the organisation?</p> <p><input type="checkbox"/> No.</p> <p><input type="checkbox"/> FAQs are being created for each lessons learned and documents. Search by FAQs are not available yet.</p> <p><input type="checkbox"/> Some departments build FAQs linking to their digital documents or lessons learned and make it easily accessible to all employees in the department.</p> <p><input checked="" type="checkbox"/> Yes. FAQs linking to digital documents or lessons learned, are made easily accessible to all employees in the organisation.</p>	3
		Level 2 Score	5 points
		Level 2 Percentage	83.33 %
KL3-1	Habit to search for information, prior to start of project.	<p>Is searching for information encouraged before embarking on a project?</p> <p><input type="checkbox"/> No.</p> <p><input type="checkbox"/> Some staff on their own initiative for search for information prior to embarking on a project.</p> <p><input type="checkbox"/> Some department heads encourage search for information prior to embarking on a project.</p> <p><input checked="" type="checkbox"/> Yes. There is a habit among all employees to seek for information that may resides in a central knowledge repository, prior to start of a project.</p>	3
KL3-2	Knowledge sharing and learning is a practice in all departments.	<p>Is knowledge sharing and learning (KS&L) amongst employees, a practice in the organisation?</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Management is currently encouraging staff to participate in knowledge sharing and learning activities, but it is not a practice at the moment.</p> <p><input checked="" type="checkbox"/> Some departments facilitate ad-hoc knowledge sharing and learning programs.</p> <p><input type="checkbox"/> Yes, all department heads facilitate regular knowledge sharing and learning of best practices.</p>	2
		Level 3 Score	5 points
		Level 3 Percentage	83.33 %
KL4-1	Engagement is encouraged & all discussions are documented for future reference.	<p>Is engagement encouraged and are people participating in these activities. When a team completes a task, are members documenting what they have learned for future projects?</p> <p><input type="checkbox"/> No.</p> <p><input type="checkbox"/> Some employees do not have the time to attend and participate. Documentation of discussions is ad-hoc.</p> <p><input checked="" type="checkbox"/> Engagement is encouraged and many people participate - When a team completes a task, some members document what it has learned.</p> <p><input type="checkbox"/> Engagement is encouraged and many people participate - When a team completes a task, it is standard operating procedure for all members document what it has learned.</p>	2

KL4-2	External knowledge is adopted in project.	<p>Does external knowledge play a role in shaping projects? Is knowledge from external stakeholders adopted?</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Knowledge sharing programs with external stakeholders are being identified to initiate engagement.</p> <p><input type="checkbox"/> Ad-hoc knowledge exchange programs are facilitated with some of the departments.</p> <p><input checked="" type="checkbox"/> Regular knowledge exchange programs with Industry experts are regular facilitate to encourage knowledge sharing and learning.</p>	3
KL4-3	A culture of learning before during and after.	<p>Is the leadership advocating learning before, during and after, to create a culture of 'of the way things are done around here' ?</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> KM Task Force has organised change management programs to promote the need for learning before, during and after via their lessons learned program and other knowledge capturing techniques.</p> <p><input type="checkbox"/> Some department heads are advocating a culture of learning before and after for all their projects.</p> <p><input checked="" type="checkbox"/> Yes, leadership advocates learning before, during and after, inculcating a culture of 'which is the way things are done around here'.</p>	3
		Level 4 Score	8 points
		Level 4 Percentage	88.88 %
KL5-1	Organisation learning is part of key processes.	<p>Are prompts for learning built into key processes learning outcomes?</p> <p><input type="checkbox"/> Not yet.</p> <p><input type="checkbox"/> Ad-hoc initiatives are being practised by some departments to identify key process outcomes and create easy learning channels to create awareness amongst staff.</p> <p><input type="checkbox"/> On-line learning prompts via nano-learning techniques are being designed to ensure critical process outcomes are being identified and educated across all relevant employees.</p> <p><input checked="" type="checkbox"/> On-line learning prompts via nano-learning techniques are being adopted to ensure critical process outcomes are being identified and educated across all relevant employees.</p>	3
KL5-2	A culture of who knows what & ability to connect with them.	<p>Do staff have the knowledge to find out who knows what, inside & outside the organisation, and talk with them? Is there a common language, template, and guideline to support effective sharing and learning?</p> <p><input type="checkbox"/> Not yet.</p> <p><input type="checkbox"/> At this moment, employees are aware of skills sets in their department.</p> <p><input checked="" type="checkbox"/> Knowledge capturing techniques, KM Systems and policies are being implemented to cultivate a culture of connecting 'people to information' and 'people to people'.</p> <p><input type="checkbox"/> Yes, staff have the knowledge to find out who knows what, inside & outside the organisation, and be able to talk with them. There is a common language via the online CoP, templates, and guidelines to support effective sharing and learning.</p>	2
		Level 5 Score	5 points
		Level 5 Percentage	83.33 %
		Total Scores Achieved	29 points

		Total percentage in terms of performance	80.55	%
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Total Scores Achieved

Name of the KM Indicator	Total Scores Achieved	Total Percentage	Capability Index
Management Technique	25	59.52 %	2.9761904761904763
Strategy Development	30	90.90 %	4.545454545454545
Collaboration	27	81.81 %	4.090909090909091
Content Management	29	80.55 %	4.027777777777778
KM Technology	23	85.18 %	4.2592592592592595
Learning Practices	29	80.55 %	4.027777777777778
TOTAL	163	78.74 %	

+ Add Another