



How Deep is Your Bench of Knowledge

NRPA Congress 2019

Presented By

Barbara Heller, BerryDunn

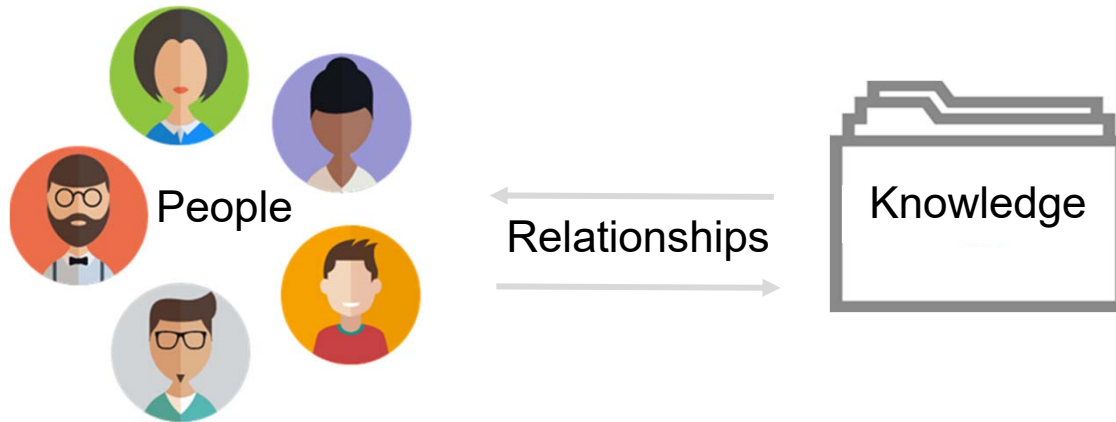
Aliza Leventhal, Library of Congress



Agenda

- **What is Knowledge Management**
- **Common Knowledge Management Elements**
- **How do you Capture Knowledge?**
- **Knowledge Management Examples in Parks and Recreation**

Knowledge Management: Components



COMMON KNOWLEDGE MANAGEMENT PROGRAM ELEMENTS IN AEC FIRMS

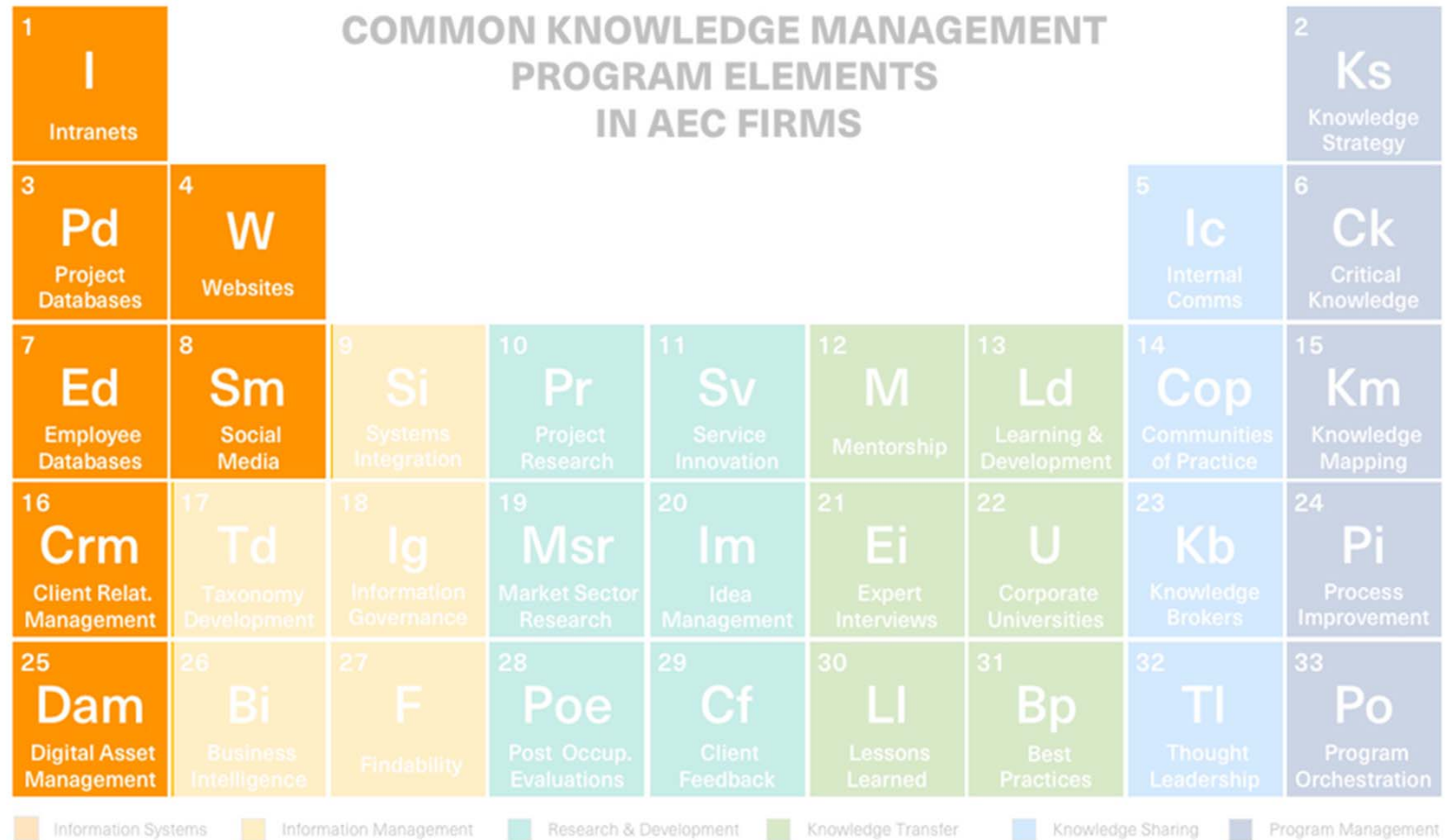
1 I Intranets							2 Ks Knowledge Strategy		
3 Pd Project Databases	4 W Websites							5 Ic Internal Comms	6 Ck Critical Knowledge
7 Ed Employee Databases	8 Sm Social Media	9 Si Systems Integration	10 Pr Project Research	11 Sv Service Innovation	12 M Mentorship	13 Ld Learning & Development	14 Cop Communities of Practice	15 Km Knowledge Mapping	
16 CrM Client Relat. Management	17 Td Taxonomy Development	18 Ig Information Governance	19 Msr Market Sector Research	20 Im Idea Management	21 Ei Expert Interviews	22 U Corporate Universities	23 Kb Knowledge Brokers	24 Pi Process Improvement	
25 Dam Digital Asset Management	26 Bi Business Intelligence	27 F Findability	28 Poe Post Occup. Evaluations	29 Cf Client Feedback	30 LI Lessons Learned	31 Bp Best Practices	32 TI Thought Leadership	33 Po Program Orchestration	

Information Systems
 Information Management
 Research & Development
 Knowledge Transfer
 Knowledge Sharing
 Program Management

Knowledge Architecture's KM "Periodic Table"

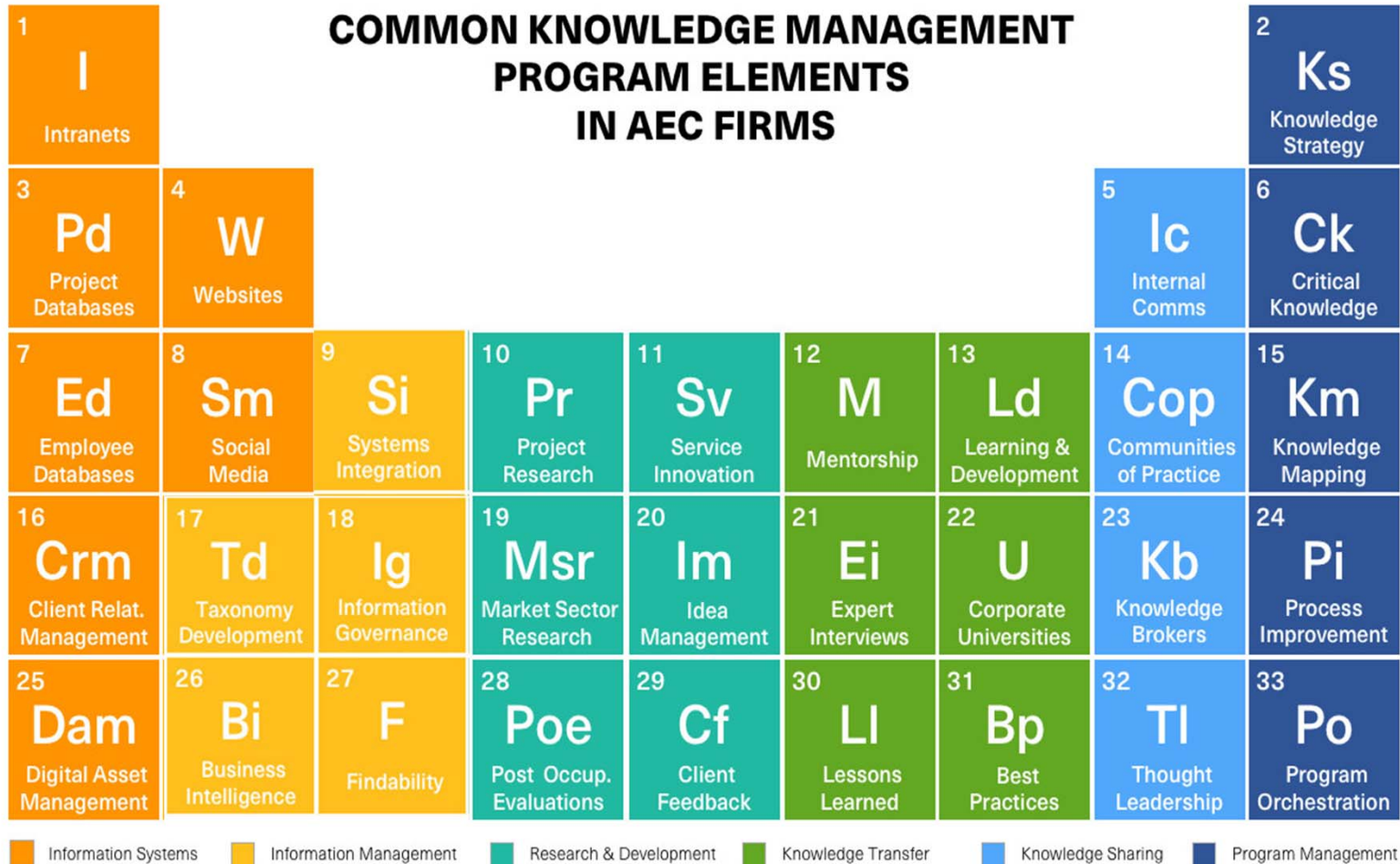
<https://www.knowledge-architecture.com/ka-connect-talks/aec-knowledge-management-periodic-table-of-elements?rq=parsons>

COMMON KNOWLEDGE MANAGEMENT PROGRAM ELEMENTS IN AEC FIRMS



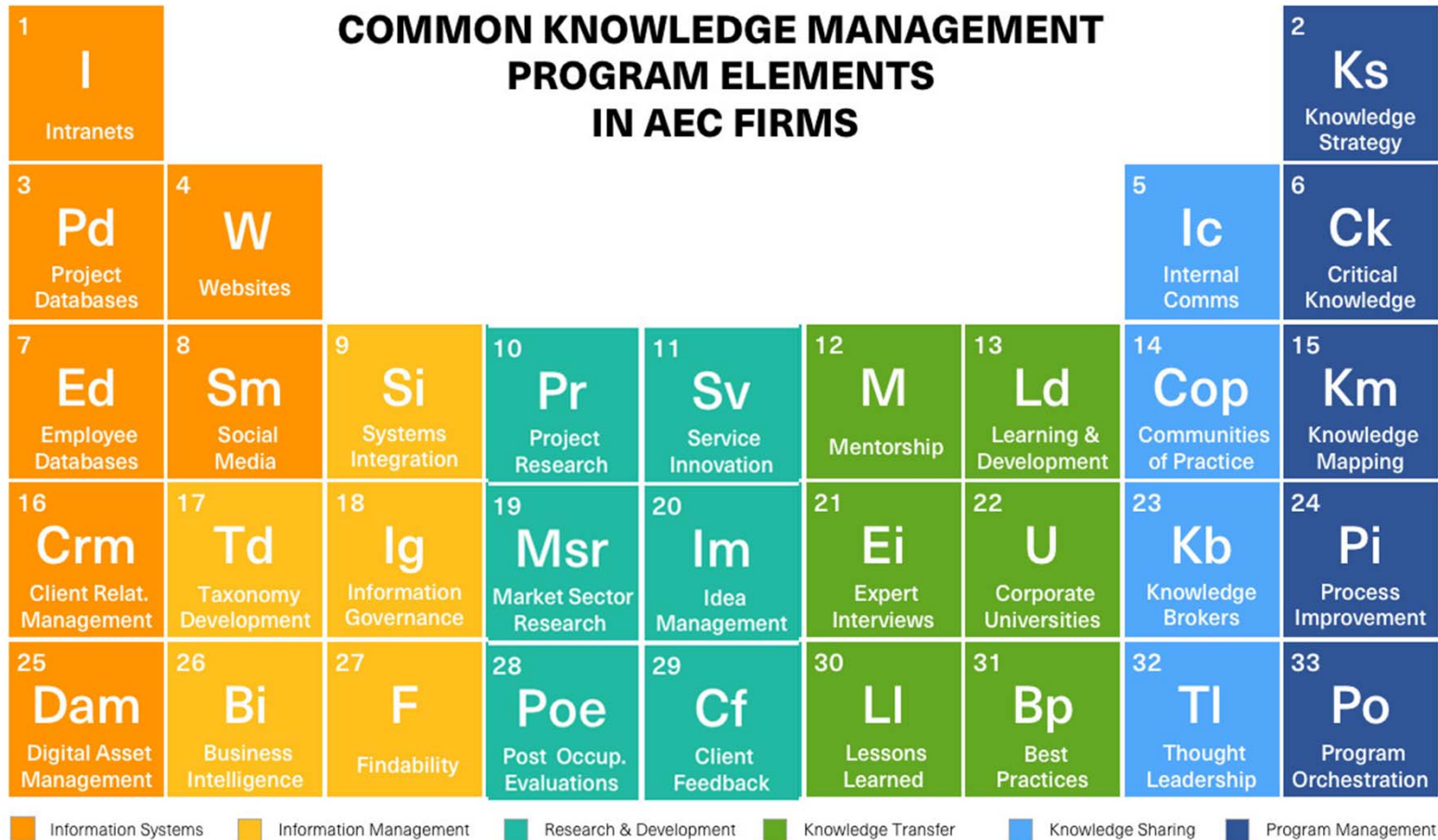
Information Systems

COMMON KNOWLEDGE MANAGEMENT PROGRAM ELEMENTS IN AEC FIRMS



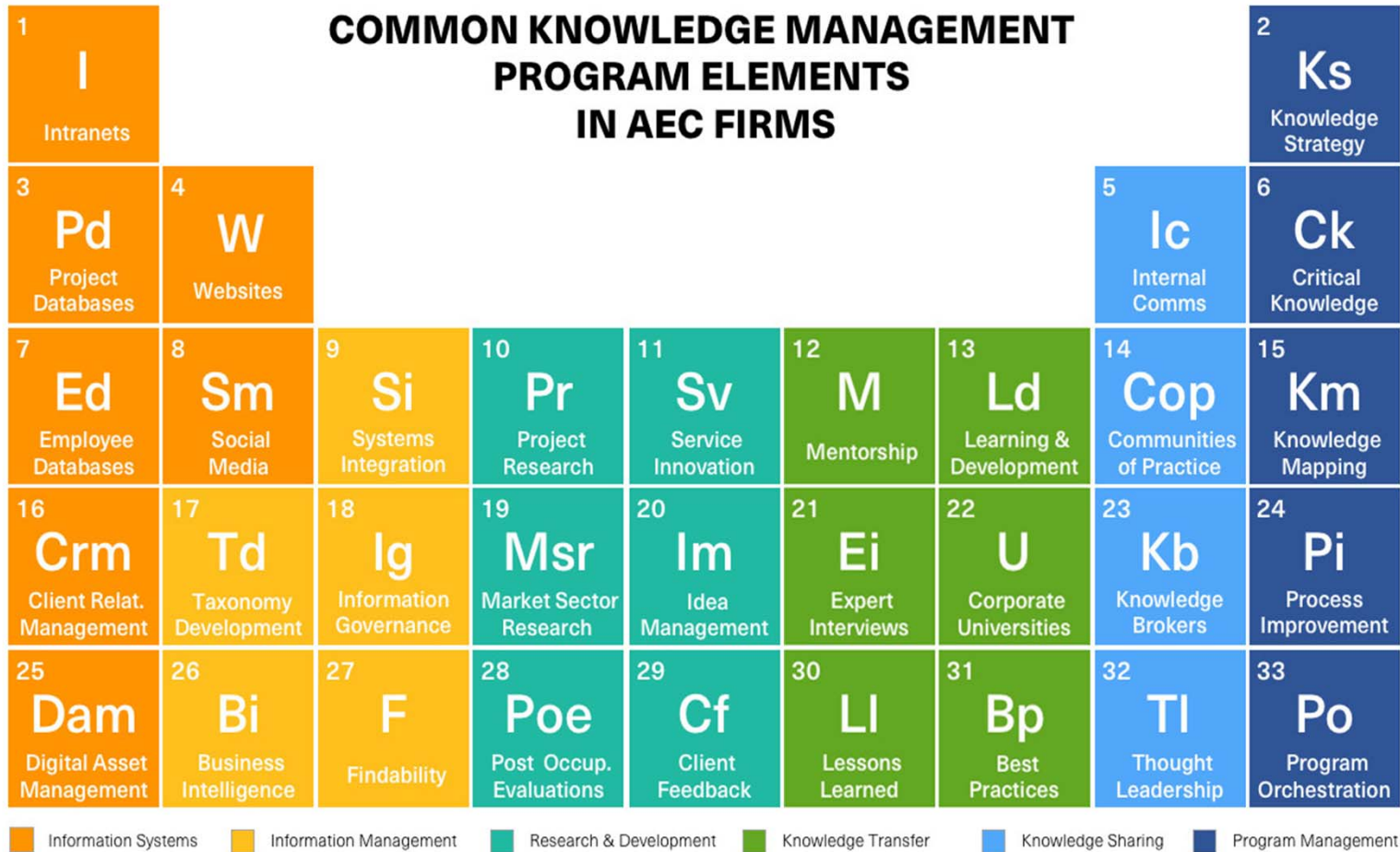
Information Management

COMMON KNOWLEDGE MANAGEMENT PROGRAM ELEMENTS IN AEC FIRMS



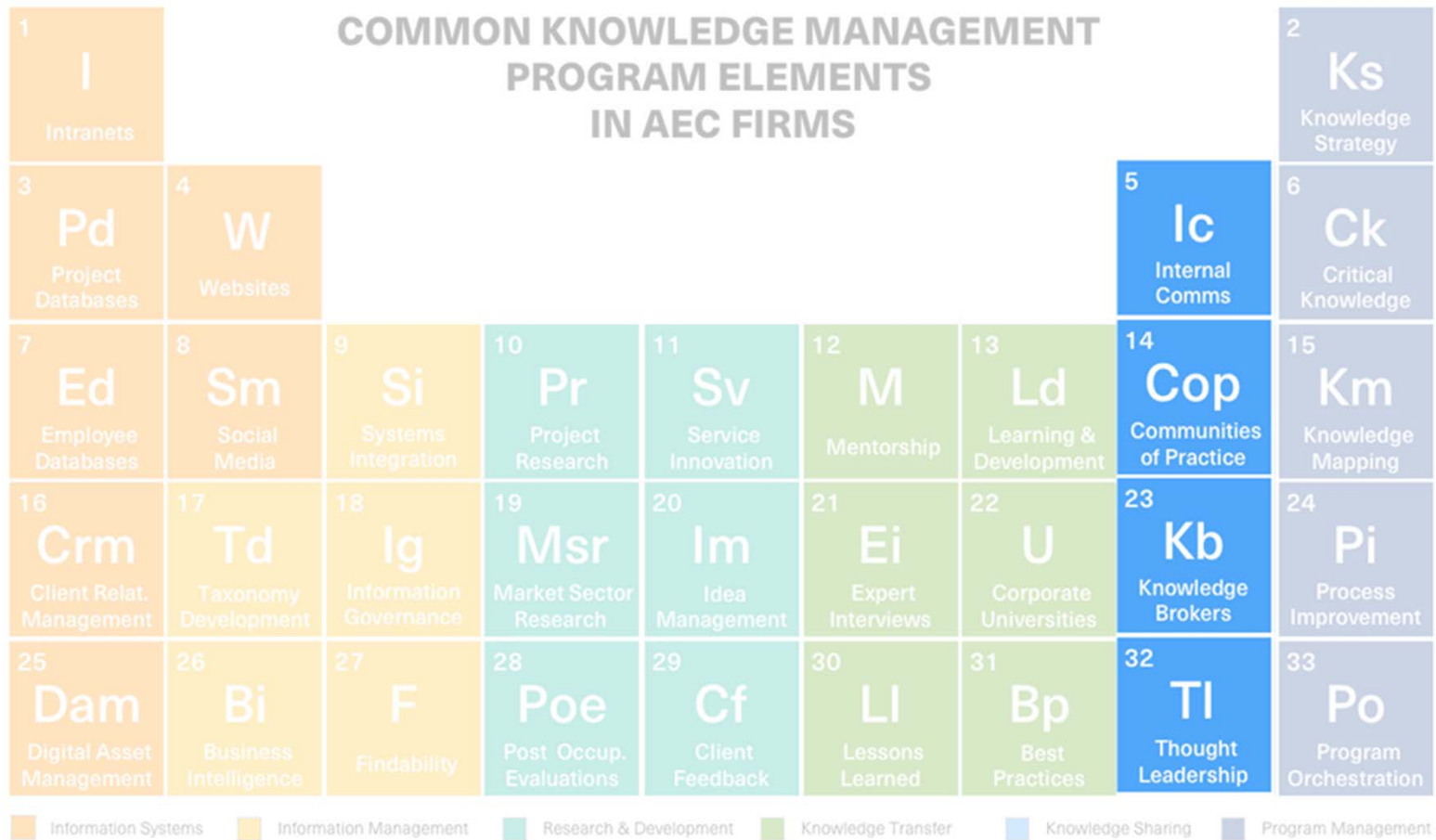
Research & Development

COMMON KNOWLEDGE MANAGEMENT PROGRAM ELEMENTS IN AEC FIRMS



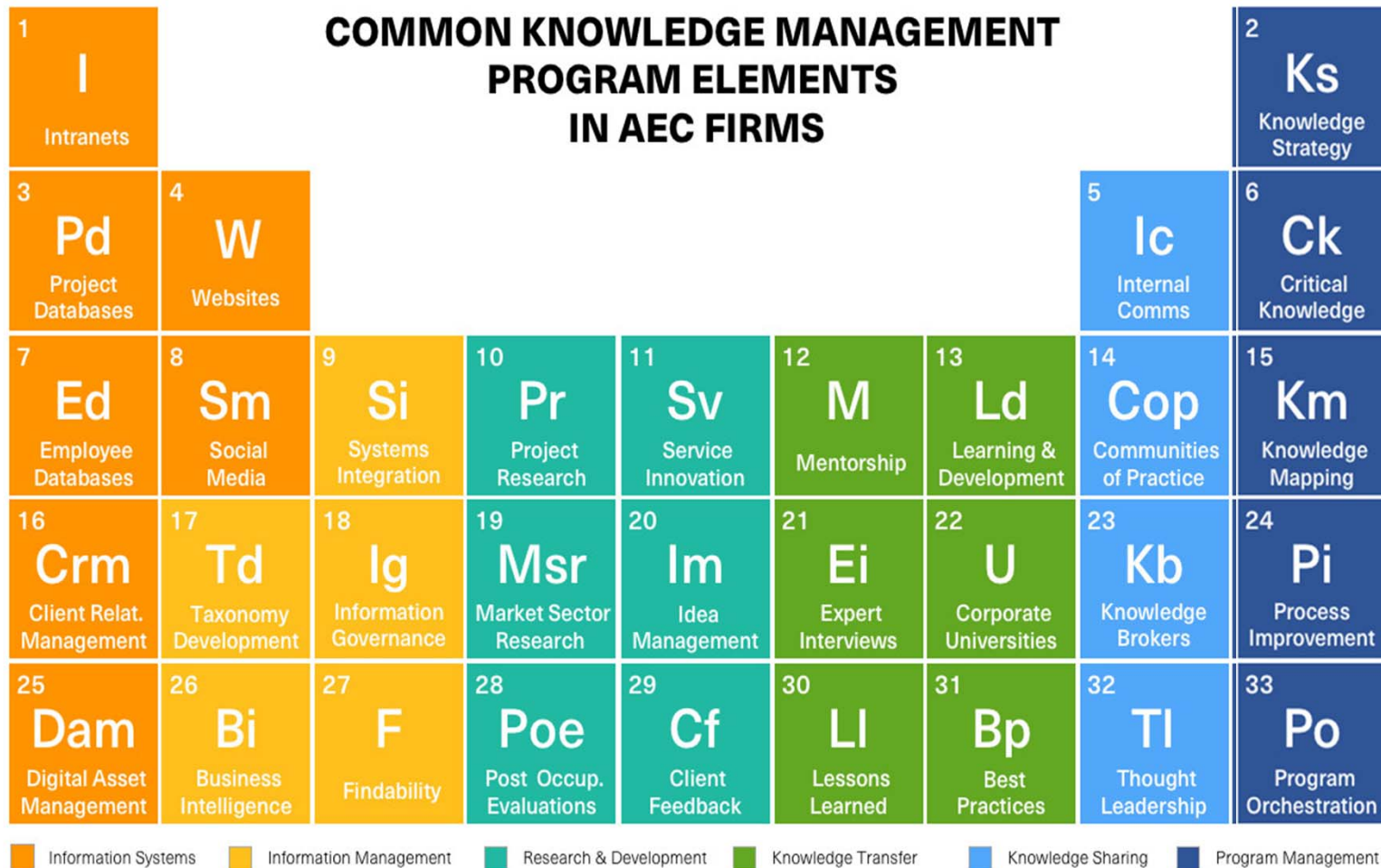
Knowledge Transfer

COMMON KNOWLEDGE MANAGEMENT PROGRAM ELEMENTS IN AEC FIRMS



Knowledge Sharing

COMMON KNOWLEDGE MANAGEMENT PROGRAM ELEMENTS IN AEC FIRMS



Program Management

What is your KM combination?



Knowledge Management: Resources, Timing, & Audience



Knowledge Management: Resources



Knowledge Management: Timing & Audience



Knowledge Management: Resources, Timing, & Audience



RESOURCES:

- What information you have
- Where you have that information stored
- Who knows that information exists

TIMING & AUDIENCE:

- Know your “Experts, N’experts, and Novices”
- Conscientious Change management
- Balance quick wins with long-term goals

KNOWLEDGE MANAGEMENT: LONG-TERM SUCCESS

Knowledge Transfer

Risk Management

Succession Planning

Engagement & Retention

Archives: Knowledge Management Foundation

Archives

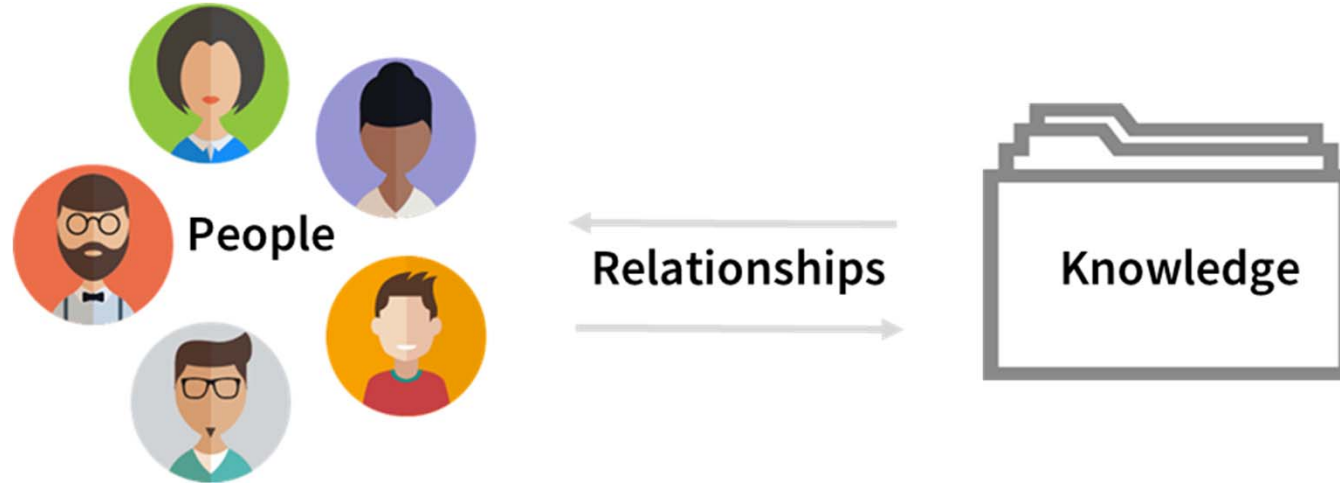
- Institutional Memory
- Shared Resources
- Tracking Innovation

Records Management: Keeping Track

Records
Management

- Accountability
- Findability

Knowledge Management: Components



Group	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Period 1	1 H																	2 He
Period 2	3 Li	4 Be											5 B	6 C	7 N	8 O	9 F	10 Ne
Period 3	11 Na	12 Mg											13 Al	14 Si	15 P	16 S	17 Cl	18 Ar
Period 4	19 K	20 Ca	21 Sc	22 Ti	23 V	24 Cr	25 Mn	26 Fe	27 Co	28 Ni	29 Cu	30 Zn	31 Ga	32 Ge	33 As	34 Se	35 Br	36 Kr
Period 5	37 Rb	38 Sr	39 Y	40 Zr	41 Nb	42 Mo	43 Tc	44 Ru	45 Rh	46 Pd	47 Ag	48 Cd	49 In	50 Sn	51 Sb	52 Te	53 I	54 Xe
Period 6	55 Cs	56 Ba	57 La *	72 Hf	73 Ta	74 W	75 Re	76 Os	77 Ir	78 Pt	79 Au	80 Hg	81 Tl	82 Pb	83 Bi	84 Po	85 At	86 Rn
Period 7	87 Fr	88 Ra	89 Ac *	104 Rf *	105 Db	106 Sg	107 Bh	108 Hs	109 Mt	110 Ds	111 Rg	112 Cn	113 Nh	114 Fl	115 Mc	116 Lv	117 Ts	118 Og
				* 58 Ce	59 Pr	60 Nd	61 Pm	62 Sm	63 Eu	64 Gd	65 Tb	66 Dy	67 Ho	68 Er	69 Tm	70 Yb	71 Lu	
				* 90 Th	91 Pa	92 U	93 Np	94 Pu	95 Am	96 Cm	97 Bk	98 Cf	99 Es	100 Fm	101 Md	102 No	103 Lr	

Three KM Topic Areas

Building and Transfer of Knowledge

Building the Bench

Organizational Performance



Transfer of Knowledge

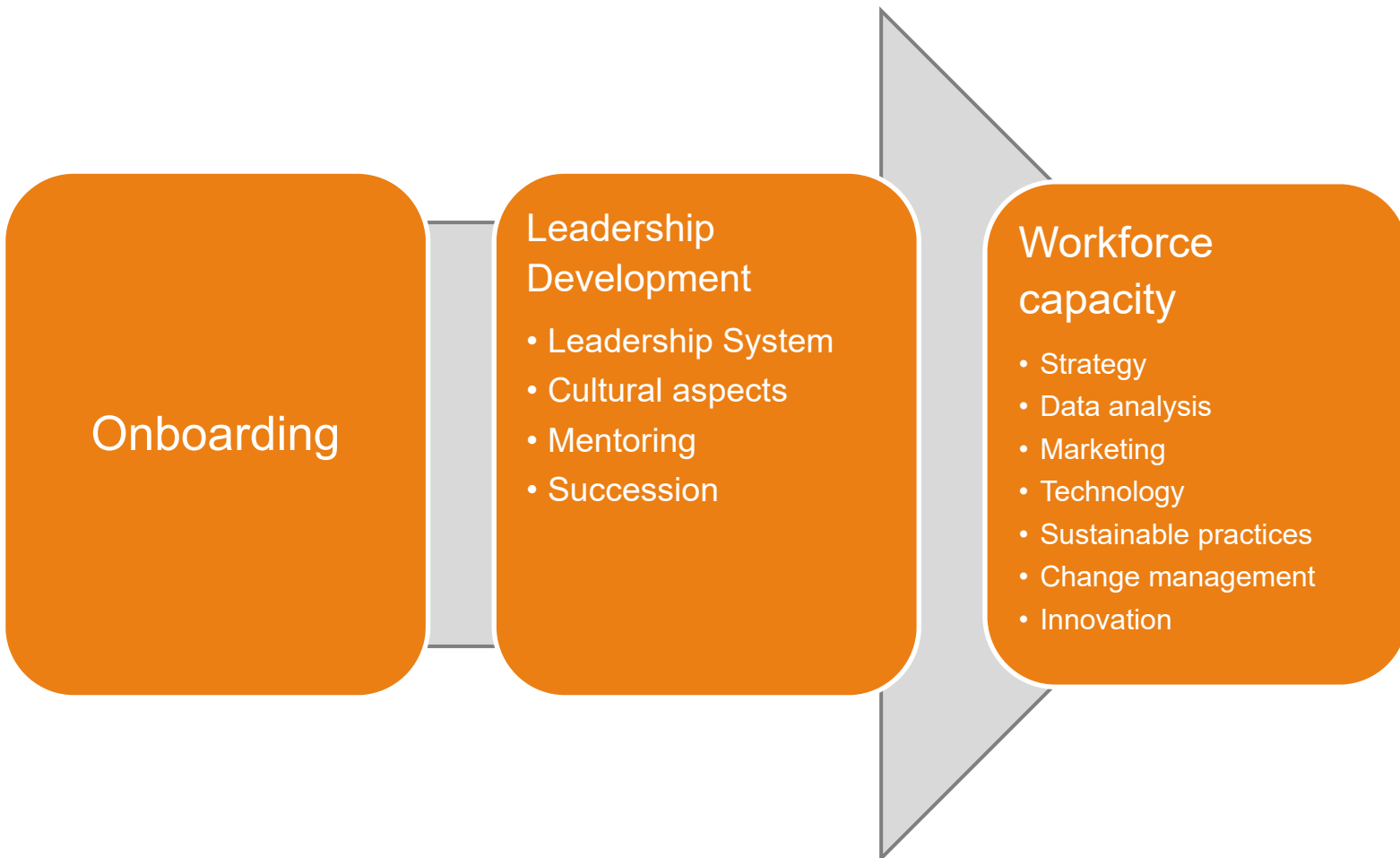
Building institutional knowledge

- Develop a framework; what's most important
- How is knowledge transferred as a result of retirements?
- Information sharing
- Eyelash learning curve
- Trends research

Post mortems (design review, events)

Data silos

Building the Bench



Organizational Performance

- Development of key performance indicators
- Financial, customer, internal business support, and learning and growth

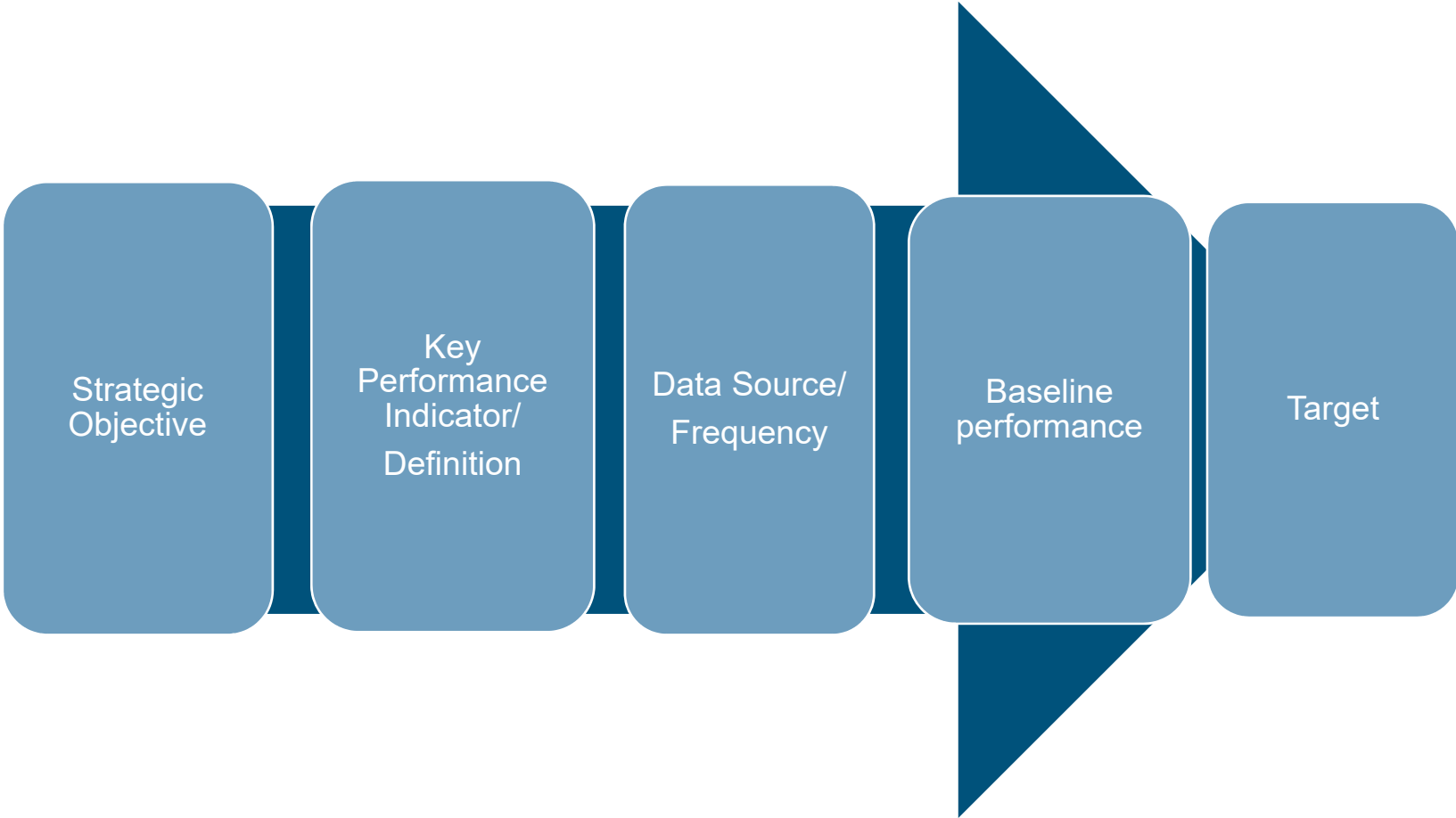


Data Use

- Significant improvements in the use of data, but a long way to go
- Significant pain point for agencies
- Technology to support better data analysis is growing exponentially
- Performance measures continue to be elusive for many agencies



Measurement Process



Summary, Discussion

For more information, contact:

Barbara Heller bheller@berrydunn.com 224.456.6934

Aliza Leventhal, alizaleventhal@gmail.com