

Conducting a Knowledge Audit

A knowledge audit is a systematic method of determining the status of critical knowledge in your organization/group, a way of ‘knowing what you know.’ It is essential to the development of a KM strategy. In general, the knowledge audit involves the following steps:

1. Categorize your critical knowledge items. After doing your task analysis (*Step 4, Guide on Developing a KM Strategy*), you will have an idea what knowledge items are critical to the tasks your group/organization has to perform. You may find that these are essentially of three types (*Brooking, 1999*):
 - Knowledge about the users of your outputs, products and services, or assets that give your organization power in the marketplace — market knowledge;
 - Knowledge about the collective expertise, creativity, and leadership and managerial skills of people in the organization — human-centered knowledge;
 - Knowledge about the way the organization works: processes and standards, leadership and management, culture and values involved in its operations —infrastructure knowledge.
 - Knowledge about products of mental processes in an organization that legally belong to it, e.g., its name, logo, brands, product designs, trade secrets —knowledge of intellectual property.

You may want to use some or all of these categories to classify your critical knowledge items, although as a development organization you should not be concerned if you find no items to classify under the fourth. You may choose to organize your critical knowledge using a different set of categories that you think are more appropriate. What’s important is that you classify your items for efficiency in data-gathering and subsequent analysis.

2. For each category of critical knowledge items, select a method of gathering data. Your method should be able to capture the data or information you require to determine the status (relative strength/weakness) of each critical knowledge item, to help you develop an effective strategy.
3. Formulate the appropriate instruments for gathering the data and information you need. Formulate a guide for analysis of your data or information; you need these to make sense, interpret, and utilize your data in developing your

KM strategy subsequently. Samples of instruments and guides for analyses are given here for your reference. Feel free to modify them to suit your needs. (See *Attachments 1-5*).

4. Plan how you will do your knowledge audit. How will you administer your instruments? Will you be taking notes, voice-taping, or video-taping the proceedings? Who will you ask to participate in your knowledge audit? Should you include everyone, or just a sample? When will you conduct your audit? How will you present your results?
6. Conduct your knowledge audit as planned. Be sure to explain the purpose and the process involved to your participants. Collect data and information accurately, efficiently, and with utmost respect for your participants.
7. Organize your data and information for subsequent analysis and presentation. Use tables, matrices, and lists.
8. Analyze and interpret your data and information. What do they mean? Then make your conclusions on the status of your organization's critical knowledge (*Refer to Step 5, Guide on Developing a KM Strategy*).

ATTACHMENT 1

Audit of Market Knowledge in a Development Organization Knowledge Audit Methods: Interview, Documents Analysis

*Knowledge Management Course, AIJC
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AUDIT OF MARKET KNOWLEDGE

INSTRUCTION: Please answer the following questions as completely as possible.

Audit of Market Knowledge

A. Method: Interview

INTERVIEW SCHEDULE

1. How do people think about your organization? Is it what your organization really is?
2. What are the development goal and objectives of your organization; that is, what is it trying to achieve in terms of developing the full potentials of people in the community?
3. What do you think has your organization accomplished for your community? What indicators of these accomplishments do people see?
4. Who are the prominent people/organizations who have acknowledged and supported activities of your organization toward these development goals and objectives?
5. Who are the individuals/organizations people who advocate, promote, and implement activities toward these goal/objectives? What capacities and resources do they bring into these activities? What will they get out of achieving these goals and objectives?
6. What benefits will attainment of these goals bring to different sectors of the community? Are these benefits well known to the people?
7. Who are participating in the community's activities that you know of? How often and for how long have they been participating?
8. Do you know some donors and sponsors of the community? What activities have they supported?

9. What organizations and groups are collaborating with your organization in implementing development projects? In how many projects are they collaborating?
10. Do you know how people can participate in the development activities of your organization - who to approach, what to do? Do people know this?

Audit of Market Knowledge

B. Method: Documents analysis

LIST OF PROJECT DATA/INFORMATION FOR ANALYSIS

- **Projects**
 - Numbers—total, current, changes
 - Activity areas—past, current, potential
 - Trends
 - Project development history
 - Proportion of unsubscribed projects
 - Collaboration, local support received
 - Implementation problems
 - Percentage of goals accomplishments
- **Beneficiaries/Participants**
 - Groups benefiting/participating
 - Demographics
 - Frequencies of participation
 - Percentage of beneficiaries/participants to actual qualified population
- **Sponsors (Current and Potential)**
 - Demographics
 - Special requirements
 - Reasons for sponsorship
 - Proportion of repeat sponsorships
 - Percentage of actual sponsors to total prospective sponsors

- **Collaborators/Partners (Current and Potential)**
 - Demographics
 - Special requirements
 - Goals and objectives parallel with that of your community
 - Number/Duration/Value of collaboration with your community
 - Resources available for collaborative activities

ATTACHMENT 2

Audit of Knowledge on Human-centered Assets
Knowledge Audit Method: Self-assessment of Competence and Proficiency
Knowledge Management Course, AIJC
Madz Quiamco

AUDIT OF KNOWLEDGE ON HUMAN-CENTERED ASSETS

INSTRUCTION: Please answer the following questions as completely as possible.

1. What is my present position?

I am a _____

How many years have I been in this position?
_____ years

2. What formal education have I attained?

Educational level	Major	Degree-granting Institution	Year obtained

3. What professional training or capacity building programs have I participated in?

Training/Capacity building program	Subject matter/Area	Implementing Institution	Date

4. What are my competencies* related to my position? How proficient am I in each?

**Competencies – knowledge and skills needed for a person to adequately perform a function or set of functions associated with a position*

***Proficiency levels:*

- *Beginner*
- *Advanced beginner*
- *Competent performer*
- *Proficient performer*
- *Expert*
- *Master*
- *Grand master*

Competency related to current job	Proficiency level**

5. Besides the ones I listed in No. 4 above, what other competencies do I have? How proficient am I in each?

Other competencies	Proficiency level*

6. What three adjectives do my colleagues use to describe me at work? Why?

Adjective

Reason/s

(1)

(2)

(3)

ATTACHMENT 3

Audit of Knowledge on Infrastructure Assets of a Development Organization

Knowledge Audit Tool: Matrix

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AUDIT OF KNOWLEDGE ON INFRASTRUCTURE ASSETS

INFRASTRUCTURE ASSET	KNOWLEDGE CONTENT	KNOWLEDGE TYPE	KNOWLEDGE LOCATION	KNOWLEDGE USERS	KNOWLEDGE FLOW/TRANSFER
Organizational philosophy					
Vision					
Mission					
Goal					
Objectives					
Philosophy re					
- work performance					
- work quality					
- loyalty					
- capacity development					
- time					
- knowledge					

KNOWLEDGE INFRASTRUCTURE ASSET	KNOWLEDGE CONTENT	KNOWLEDGE TYPE	KNOWLEDGE LOCATION	KNOWLEDGE USERS	KNOWLEDGE FLOW/TRANSFER
Productivity-related culture					
- rituals (bonding events)					
- ceremonies and rites of passage (formal occasions to recognize events, individuals, groups)					
- measures of success (position, monetary reward, material possessions, recognition of expertise, etc.)					
- organization-related beliefs (members' beliefs about the organization)					
- values (re members' relations, work, family, professional growth, spiritual development, norms, rules, and regulations)					

KNOWLEDGE INFRASTRUCTURE ASSET	KNOWLEDGE CONTENT	KNOWLEDGE TYPE	KNOWLEDGE LOCATION	KNOWLEDGE USERS	KNOWLEDGE FLOW/TRANSFER
Management and administrative processes					
- Planning					
- Fund sourcing					
- Providing public services					
- Directing and controlling					
- Enforcement of rules and regulations					
- Organizing					
- Rewarding					
- Budgeting					

Information and communication systems and activities					
- push methods (newsletter, bulletin boards, memos to all staff)					
- databases					
- groupware					
- Intranet					
- Internet					
- E-mail and chat					
- networking and verbal sharing					
- meetings and community functions					
- post-project assessments					
- facilities for socializing and informal gatherings					
- water cooler					
- decision support systems					
- knowledge-based systems					

INTELLECTUAL ASSET	KNOWLEDGE CONTENT	KNOWLEDGE TYPE	KNOWLEDGE LOCATION	KNOWLEDGE USERS	KNOWLEDGE FLOW/TRANSFER
Financial arrangements					
- Project funding					
- Funding organizational activities					
- Grants					
- Sponsorships					
Standards and requirements					
- Project development					
- Project implementation					
- Project management					
- Evaluation of grants and sponsorship proposals					
- Collaboration and partnership					
- Publication					
- Capacity building (community member recruitment, utilization of knowledge and skills, capability development,					

assessment, benefits, perks, and compensation, promotion, resignation/retirement)					
- Human resource capacity and proficiency development					

Analysis Guide Questions

1. Audit of market-centered knowledge – Interview

- WHAT IS THE PERCEPTION OF PEOPLE ABOUT DEVELOPMENT ORGANIZATIONS IN THE COMMUNITY? IS IT WHAT THEY REALLY ARE, OR INTEND TO BE?
- DO THE PEOPLE KNOW ABOUT DEVELOPMENT ACTIVITIES/SERVICES THESE ORGANIZATIONS OFFER, AND HOW TO AVAIL THEMSELVES OF THESE?
- WHICH DEVELOPMENT ACTIVITIES/SERVICES DO THE PEOPLE KNOW AND PARTICIPATE IN MOST? IN WHICH DO THEY NOT?
- DO DEVELOPMENT ORGANIZATIONS HAVE THE LOYALTY OF THE PEOPLE? DO THEY HAVE THE COLLABORATION AND SUPPORT OF OTHER ORGANIZATIONS/GROUPS?
- IN WHICH AREAS DO DEVELOPMENT ORGANIZATIONS NEED TO INCREASE COMMUNITY KNOWLEDGE TO STRENGTHEN PARTICIPATION, SUPPORT, AND COLLABORATION?

2. Audit of market-centered knowledge -- Document analysis

- WHAT KNOWLEDGE HAVE DEVELOPMENT ORGANIZATIONS KEPT ON RECORD ABOUT DEVELOPMENT SERVICES/PRODUCTS, PROJECTS, BENEFICIARIES, AND SPONSORS?
- ARE THESE ADEQUATE TO SUPPORT A KM ACTIVITY TO SUPPORT DEVELOPMENT?
- WHAT OTHER DOCUMENTATION SHOULD DEVELOPMENT ORGANIZATIONS MAINTAIN ABOUT THEIR PROJECTS, BENEFICIARIES/ PARTICIPANTS, AND SPONSORS?

3. Audit of human-centered knowledge – Self-assessment

- DO STAFF MEMBERS OF THE DEVELOPMENT ORGANIZATION HAVE THE COMPETENCY FOR THEIR CURRENT JOBS?
- WHAT ARE THEIR COMPETENCIES AND WHAT LEVELS ARE THEIR PROFICIENCIES IN EACH?

- WHICH OF THE SKILLS REQUIRED TO ATTAIN THE KM GOAL ALREADY EXIST AMONG THE CURRENT STAFF (AS JOB-RELATED OR OTHER SKILLS)? WHICH ONES DO NOT?
- WHAT PERSONALITY TRAITS OF CURRENT STAFF MEMBERS WILL HELP IN THE ATTAINMENT OF THE KM GOAL? WHICH ONES WILL BE CONSTRAINTS?

4. Audit of knowledge infrastructure assets –Assets checklist

- WHAT PHILOSOPHY AND CULTURE DOES THE DEVELOPMENT ORGANIZATION HAVE THAT GUIDE DEVELOPMENT IMPLEMENTERS?
- WHAT SYSTEMS, PROCEDURES, AND STANDARDS FACILITATE AND SUPPORT DEVELOPMENT ACTIVITIES?
- WHAT KNOWLEDGE DO THEY CONTAIN? HOW MUCH OF IT IS TACIT, AND HOW MUCH IS EXPLICIT?
- WHERE ARE THESE KNOWLEDGE GENERATED, LOCATED, AND HOW ARE THEY TRANSFERRED?
- WHO ARE THE USERS OF KNOWLEDGE IN THE COMMUNITY?

**Knowledge Audit:
GUIDE FOR PRESENTING RESULTS**

Basic Parts of a Research Report

The knowledge audit you conducted is a form of research. You systematically gathered observations in order to determine the status of critical knowledge in your organization/group. To help readers recognize it as a report of research results, you may want to follow the basic format of a research report. It has the following parts:

- **Abstract or executive summary** — a concise presentation of the KM audit: its rationale, objectives, methodology, most important findings, and conclusions
- **Introduction** — description of the context of the audit: why it was done, the problem/opportunity it intends to solve/exploit, the expected benefits/use of its results
- **Methods** — information gathering procedure, sources of data and information, methods and tools used to gather and analyze data and information
- **Results and discussion** — clear and concise presentation of findings about what knowledge is needed, available, and missing, and what these mean to specific objectives
- **Conclusions and recommendations** — the implications of the findings, and what measures need to be taken to solve the problem or take advantage of opportunity confirmed and described by the audit