AASHTO Committee on Knowledge
2019 Survey Results

May 6, 2019
Baltimore, Maryland
2019 CKM Survey

• Purpose:
  ▪ To establish a baseline on Knowledge Management (KM) activities
  ▪ To gather input on the KM interests and priorities of the state DOTs

• 41 states currently members of the CKM

• 43 respondents, 27 States: 11 CEOs, 13 KM Leads, 19 Other

• AK, AZ, AR, CA, CT, FL, GA, HI, ID, IL, IA, KS, LA, MD, MI, MS, NB, NV, NH, NC, ND, OK, TX, UT, VT, WA, WY. *CKM member states

• 10 CKM member states did not respond
Current state of KM Leadership in State DOTs

CEOs were asked: Does your organization have a KM Lead?

- Yes: 1
- No, but KM is a portion of one or more positions: 5
- No, not yet: 4

KM Leads/Others were asked: What is your level of KM expertise?

- Beginner: 3
- Novice: 19
- Intermediate: 13
- Expert: 0
What other positions are involved in KM?

- Department Technology Officer
- Workforce Development Administrator
- Employee Development Manager
- KM Sponsor
- Support Services Administrator
- Management Director, Office of Management and Budget
- Administrator, Human Resources
- HR Manager - Workforce Development
- Management Director, Office of Management and Budget
- Chief of Staff
- Human Resources Training Manager
- Organizational Development Office, Manager
- Information Manager
- Training Services Manager
- Associate Director of Technology Transfer and Training
- Director of Innovative Technologies
- Director of Workforce Development
- Human Resources Division Director
Does your organization have a KM Strategy?

Results

• Few states have a KM Strategy
• Several states are working on it

Suggested use by the CKM

• Provide KM Strategy examples and guidance
• Monitor this as a baseline
Comments on KM Strategies

• Alaska DOT&PF assembled a group with cross disciplinary expertise, with state wide geographical and agency representation. The group had created an inventory of existing tools, developed a definition of KM and mission statement, and was working on future marketing, strategy and actions for adoption department wide. The KM group was put on hold during our last administration change.

• One of my goals is to bring a stronger learning culture to the State of Alaska and to implement a statewide KM strategy

• Many different efforts across agency.

• We haven’t formally established a comprehensive and coordinated strategy, although we practice many areas of KM to differing degrees of emphasis.

• We recently rolled out a strategic initiative around workforce development and succession planning. Knowledge management is one of five key components of that plan.

• The Bureau of Research is taking the lead in pulling a strategy together for the Illinois Department of Transportation. We will be reaching out to other bureaus to ensure strategy will be comprehensive.

• Nothing formal, but very interested in this. Have done limited work in succession planning.

• It is aligned with our Leadership Development strategic goals and provides a platform to expand KM.

• The department continues to experience highs and lows in activity as it establishes a KM program statewide.
More Comments on KM Strategies

- We are heavily invested in adopting the "Toyota Way". This involves training all 3700 employees in lean practices, metrics, strategic planning and problem solving techniques.
- Our agency is in the beginning stages of developing a strategy, and we have a consultant on board to help with this process.
- Methods are available relative to knowledge loss, but utilization is in infancy stages. Department began formalized document control methods 2 years ago. Record and data storage methods need attention.
- We have informal processes
- That's a next step
- We develop a training plan every year meeting with all the Bureau Chiefs to discuss needs, we encourage and support the development of IDPs using KSAs to build training strategies for development of staff. We offer succession training for line staff as well as supervisors. We offer SWOTs to help identify development opportunities, we actively engage in Lean process improvement activities to streamline and improve processes that help us to better manage tasks.
- We have a workforce development training program, and an informal mentoring program however, much of the knowledge retention and sharing is up to the individual supervisors.
- I am beginning to build this into my Information Management strategy.
Tools that support KM: Current state

- After action review
- Best practice
- Boot camps
- Briefing and debriefing
- Capability Models
- Case studies
- Collegial coaching
- Communities of Practice
- Cross Training
- Data Governance
- Documentation of Practice (manuals,...
- Double filling positions
- Double loop learning
- Enterprise Architecture
- Ethnography
- Experience-Capitalization
- Expertise Directory (Yellow Pages)
- Facilitation
- Feedback Loops
- Information curation (portals,...
- Internships
- Institutional Forgetting
- Knowledge Audit
- Knowledge domains
- Knowledge Fair
- Knowledge interviews (capturing,
- Knowledge Management System
- Knowledge Networks
- Job shadowing
- Last lecture
- Learning Games
- Lessons learned
- Mentoring
- On the Job Training
- Open Space
- Organizational Culture
- Peer assist/Peer review
- Retiree rehire
- Rotational assignment
- Social Networking
- Storytelling
- SWOT (strengths, weaknesses,
- Training
- Visualization
- Workforce Development Plan
- CEOs
- KM Lead/Other
KM Tools

• Current use of tools provides a resource for
  • Case studies
  • Peer assists and collegial coaching
  • Tools that may need development
  • Baseline for monitoring integration of KM
What are the barriers to the development of KM?

KM Leads/Other identified the following in order of importance:

1. Limited understanding of KM
2. Organizational silos
3. Limited staff expertise in KM
4. Work time availability
5. Organizational culture
6. Funding
7. No incentives for knowledge sharing
8. Lack of interest in sharing knowledge
9. Limited availability of KM contractors
10. Upper management support

Suggested use for the CKM:

- To help guide actions
- As relevant, address these barriers in products that are developed
What is the one thing you would like to do to help improve the success of your organization?

Suggested use by the CKM

- Identify knowledge activities that support evolution of organizational culture
- Develop resources to support culture change

Bar chart:

- Become more nimble: 2
- Improve our organizational culture: 6
- Establish a shared vision for the modern transportation system: 1
- Modernize our information architecture: 2
Is your organization working on activities to enhance any of the following?

- Knowledge development
- Knowledge transfer
- Knowledge capture
- Data and information governance
- Innovation
- Learning culture
- Organizational performance
- Collaboration/interdisciplinary work
- Succession management

- Suggested use by CKM: use as a resource for
  - Case studies
  - Peer assists and collegial coaching
  - Tools that may need development
  - Baseline for monitoring integration of KM
What are your organizational priorities for knowledge management?

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<thead>
<tr>
<th>Priority</th>
<th>KM Lead/Other</th>
<th>CEOs</th>
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<tbody>
<tr>
<td>Strengthening our learning culture</td>
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<tr>
<td>Enhancing productivity &amp; performance</td>
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<td>Supporting knowledge flow</td>
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<td>Succession management</td>
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<td>Developing new areas of knowledge</td>
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<tr>
<td>Knowledge transfer/collaboration</td>
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<td>Data and information management</td>
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<tr>
<td>Preventing knowledge loss</td>
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</tbody>
</table>

Suggested use for the CKM

- Guide priorities & actions
- Develop case studies and guidance
What are your goals for Knowledge Management in your organization?

- Help with knowledge development and innovation
- Improve data and information management
- Support collaboration and multidisciplinary engagement
- Foster a learning organization
- Prevent knowledge loss/support knowledge retention

CEOs also added:

- In terms of culture, move beyond past successes, envision transportation futures in a primarily rural state and value ongoing learning.
- Improve internal information sharing, common situational awareness and a shared strategic vision.
Use of “Goals for KM” in your organization

Suggested use for the CKM

• Guide priorities & actions
• Develop case studies and guidance
• Consider dropping this question for the 2020 survey
Priorities for the CKM to help advance KM in your organization

The CEOs identified the following priority order for these activities

1. Provide guidance on best practices
2. Develop case studies of KM in use
3. Clarify what KM is
4. Provide guidance on KM metrics
5. Develop expectations and standards for KM in the transportation sector
6. Provide access to other institutions within the transportation sector

KM Leads/Other identified the following priority order for these activities

1. Provide guidance on best practices
2. Develop expectations and standards for KM in the transportation sector
3. Clarify what KM is
4. Engage and excite CEOs about KM
5. Provide access to other institutions conducting KM within the transportation sector
6. Provide guidance on knowledge management metrics
7. Develop case studies
8. Provide access to other institutions conducting KM outside the transportation sector
Priorities for the CKM to help advance KM in your organization

Suggested use of priorities for the CKM

• Guide priorities & actions

• Make the questions for CEOs and KM Leads/Other the same for the 2020 survey

Suggested 2019 priorities for the CKM:

Guidance for:

• KM strategies and action plans
• Learning Culture
• Organizational culture shifts
• Enhancing productivity & performance

Case studies of tools currently in use

Research needs to address gaps & underutilized tools
Other Feedback

• We're in the very early phase of exploring KM and looking for direction to better formalize and structure KM within our agency.

• Need a better understanding regarding using technology for KM, especially in terms of collaboration.

• There may be need for a common title for the KM lead in all agencies.

• Michigan has a number of existing practices that fit well under the KM umbrella. While we are rolling out our new workforce initiative, we are being mindful to not overwhelm the organization...

• Illinois DOT is working to improve knowledge management, but it will take some time to get the strategy developed and momentum going.

• It is in its infancy

• An important topic that will require extensive work.

• We are still learning

• We have upper management buy-in, and I'm a cheerleader for it, but we need a more organized, agency-wide effort.
Other Feedback

- Louisiana started a KM effort many years ago, but there was no traction and it has not resurfaced since.

- My warning to all is that KM should not be sold as a panacea. Relegating 49 very unique things to the status of being simply "tools of KM" makes it seem like KM is trying to be the ultimate answer for everything, which will lead to KM being nothing. Let's get clearer on what KM is and isn't.

- Excited for the AASHTO KM webpage to be up and available so that tools and best practices are readily available. Luckily I am directly involved with KM committees for the last year so we were able to begin to merge it into our leadership development work. Looking forward to expanding KM activities over the next year. Currently recruiting for a KM focused HR position to further our efforts. Thanks!!!
What’s Next

• 2019 AASHTO Spring Meeting
  ▪ Possible follow up KM survey – Steering Committee

• 2020 Survey Development & Analysis – Volunteer needed to lead this
  ▪ Address weaknesses in baseline

• Acting on findings
  ▪ Developing guidance resources: Strategic Communications Task Group
    ❖ Volunteers needed to assist
    ❖ Involve Research as needed
  ▪ Collecting case studies: Strategic Communications Task Group
    ❖ Template for case studies
    ❖ Outreach and management
    ❖ Volunteers needed to assist
  ▪ Posting case studies: Website Task Group
  ▪ Less used tools: Research Task Group