Approaches to Implementing an ITIL based Knowledge Management Program

Ann Orner
Director, Office of Strategy and Management PA Office of Administration

Brian Jurasic
Sr Solution Consultant

April 26, 2016
Discussion Topics

• What is the Goal of Knowledge Management?

• Key Concepts & Benefits of Knowledge Management

• Critical Success Factors for Implementing Knowledge Management

• Call to Action
Goal of Knowledge Management

The goal of the knowledge management process is to share perspectives, ideas, experience, and information, to ensure that these are available in the right place and at the right time to enable informed decisions, and to improve efficiency by reducing the need to rediscover knowledge.
## Objectives

<table>
<thead>
<tr>
<th>Improve:</th>
<th>The quality of decision-making by ensuring that reliable and secure knowledge, information, and data are available throughout the service life cycle</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enable:</td>
<td>Efficient and improved quality of service, increase satisfaction, and reduce the cost of service by reducing the need to rediscover knowledge</td>
</tr>
<tr>
<td>Maintain:</td>
<td>A service knowledge management system (SKMS) that provides audience-appropriate and controlled access to knowledge, information, and data</td>
</tr>
<tr>
<td>Gather:</td>
<td>Analyze, store, share, use and maintain knowledge, information and data throughout the organization</td>
</tr>
</tbody>
</table>
Benefits

- Fully use the expertise of your staff
- Solve complex issues at the first attempt
- Reduce call times
- Increase Service Desk and IT capacity
- Go Beyond IT, KM for the Enterprise
Incident Management Improvement by using KM

Technology Service Desk – 1st Level Incident Resolution

Data collected from a real customer experience
Critical Success Factors for Implementing Knowledge Management
Get the Right People Identified

<table>
<thead>
<tr>
<th>Process Owner</th>
<th>Knowledge Manager</th>
<th>Content Owner</th>
<th>Submitter</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Senior Manager with the ability and authority to ensure that the process is rolled out and used in all departments within the IT organization.</td>
<td>The Knowledge Manager is responsible for:</td>
<td>Subject Matter Expert in a specific area, such as an application, hardware or software. The Content Owner is responsible for:</td>
<td>Many different people in the organization may carry out this role. Submitters are responsible for:</td>
</tr>
<tr>
<td>• Defining the overall mission of the process.</td>
<td>• Managing and coordinating the day-to-day Knowledge Management activities</td>
<td>• The technical accuracy of the knowledge articles</td>
<td>• Submitting articles through the contribution process</td>
</tr>
<tr>
<td>• Establishing and communicating the process mission, goals, and objectives to all stakeholders.</td>
<td>• Reviewing submitted knowledge articles to ensure that the content is valid and that the quality standards are respected</td>
<td>• Developing knowledge material in accordance with publication standards</td>
<td>• Correcting the content of their submitted knowledge article, as per the Content Owner’s recommendations</td>
</tr>
<tr>
<td>• Resolving any cross-functional (departmental) issues.</td>
<td>• Encouraging people to contribute knowledge articles</td>
<td>• Validating the accuracy of new knowledge submissions</td>
<td></td>
</tr>
<tr>
<td>• Reporting on the effectiveness of the process to senior management.</td>
<td>• Assigning submitted knowledge articles to the appropriate Content Owners for validation</td>
<td>• Proposing new content</td>
<td></td>
</tr>
<tr>
<td>• Initiating any process improvement initiatives.</td>
<td>• Creating and maintaining document templates</td>
<td>• Approving written and proposed solutions</td>
<td></td>
</tr>
</tbody>
</table>
Establish standards/tabs/templates for Knowledge Articles

Problem Template

Title
- new problem (brief description)

Target Audience
- Self Service (Public) - Anyone can access this solution.
- Self Service (Authenticated) - Any affiliate with an active account can access this solution.
- Support Center

Cause
- Brief description of the cause of the problem

Solution Overview
- Brief overview of the solution
- Detailed Solution (step-by-step)
- Does a step-by-step, detailed solution
- Symptoms (problem description)
- What are the symptoms, if any, of the problem

Keywords
- Enter keywords for searches

How-to Template

Title
- How-to Do Something (brief description)

Target Audience
- Self Service (Public) - Anyone can access this solution.
- Self Service (Authenticated) - Any affiliate with an active account can access this solution.
- Support Center

Solution Overview
- Brief overview of the solution
- Detailed Solution (step-by-step)
- Does a step-by-step, detailed solution
- Symptoms (problem description)
- Why would a user need to do this (optional)

Keywords
- Enter keywords for searches

Error Template

Title
- Error - State Error (brief description)

Target Audience
- Self Service (Public) - Anyone can access this solution.
- Self Service (Authenticated) - Any affiliate with an active account can access this solution.
- Support Center

Error
- The error message

Cause
- Brief description of the cause of the error

Solution Overview
- Brief overview of the solution
- Detailed Solution (step-by-step)
- Does a step-by-step, detailed solution
- Symptoms (problem description)
- What are the symptoms, if any, of the problem. Can include the error message

Keywords
- Enter keywords for searches
Follow a Knowledge Management Implementation Strategy

Phase 1
- Use KB as Incident resolution steps for the Service Desk to increase 1st level resolution

Phase 2
- Expose KB to the IT department for incident ‘self-service’ purposes

Phase 3
- Expose KB to the entire end user community for incident ‘self-service’ purposes
Article Contributions

• Selectively solicit knowledge article contributions for targeted purposes/audiences
  – Ex. Resolution steps for the Top 10 recurring incidents
• Be deliberate on the content and structure
  – Target audience
  – Standard way to expose the content
  – Standard language – 1st person vs 3rd person
• Define Knowledge Bases specific for topics
Implement Knowledge Management governance/control process

- Articles must be reviewed/approved by Content Owners before publication
- Articles should be reviewed regularly to determine continued viability vs. retirement
Advertise and Encourage Use

• Create a Portal to access the Knowledge Management Database
• Allow for users to Rate the article
• Allow for Comments and Feedback
• Integrate Social Q&A into the Knowledge Database
## Measure value/effectiveness

<table>
<thead>
<tr>
<th>Recommended Metric</th>
<th>Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of knowledge articles Viewed vs. Used</td>
<td>Measures the usefulness and value of the content.</td>
</tr>
<tr>
<td>Average article rating (if used)</td>
<td>A subjective measure of the quality of the output of the knowledge management process.</td>
</tr>
<tr>
<td>Number of new articles contributed</td>
<td>Measures the knowledge support commitment of the organization.</td>
</tr>
<tr>
<td>Number and percentage of articles not accessed for X (amount of time)</td>
<td>Measures how well the knowledge base content is being maintained.</td>
</tr>
</tbody>
</table>
Call to Action

• Build your Knowledge Management Team
• Standardize your Knowledge Data Base
• Define your Implementation Strategy
• Put workflows in place
• Advertise and Encourage Use
• Measure the value
Thank you

First Last
Title

first.last@servicenow.com
twitter: @name
www.linkedin.com/in/name
servicenow.com