

## Element 2: The Summary Maturity Matrix – Measuring Knowledge Management Capability

Capability Area	Baseline	Getting Started	Improving	Advanced
<b>Overall</b>	Knowledge generation, sharing and mobilization are not enabled.	Knowledge sharing is emerging but not yet supported and nurtured.	Knowledge sharing is expected.	Knowledge management is becoming a transparent activity, considered a part of doing business.
<b>Leadership and Strategy</b>	No leadership strategy, policy or resources exist. Concepts and benefits of work with knowledge as an asset are not visible in strategic documents or conversations. The assumption is that all knowledge and processes can be codified into best practices. There are no visible champions and no work to build trust and remove barriers.	Value of work is recognized and the need for varied strategies is realized. Independent funding is minimal. A knowledge management strategy, risk assessment and policy work are ad hoc. Hands-on work is delegated to junior levels. There is some recognition of the barriers and disincentives in place.	Senior managers visibly lead the transition. The value of knowledge is commonly understood. A knowledge management strategy and risk assessments are developed for the organization. Resource commitments are in place to achieve objectives. Barriers have been identified and strategies are in place to reduce them. Consideration is given to measuring success.	Knowledge is thought of, and worked with, strategically. Strategic projects leverage this work and related capacity. A knowledge management strategy, policy and resources are embedded in regular business. Leadership occurs in many forms at all levels. A wide range of practices used in context. Measures are in place to assess impacts. Active learning is gained from difficulties as well as successes.
<b>Network and Community-Building</b>	Few, if any, communities of practice (CoPs) exist and there is no support for their maintenance. Efforts to locate expertise require individual initiative because there are no systems or processes in place to connect expertise.	The organization has assessed the potential value of tools to explore existing expertise, interests and networks. Where CoPs are visible, leadership is in place but management treats them as short-term project teams.	Tools have been adopted. Degrees of separation amongst staff are dropping. There are senior champions and a few widely shared successes. However, CoPs are largely leader-dependent and there is little effort to learn from them.	Expertise is much easier to locate inside and outside the organization. People learn through social technologies during work and possibly private time. CoPs emerge regularly and are highly valued as sources of relational knowledge and learning.
<b>Experiential Learning</b> (Learning Before, During and After)	Learning is seen as training or as a luxury. Being busy is more important than getting better or helping others get better. Expertise in other parts of the organization or outside the organization is largely ignored.	There is growing recognition that expertise in other parts of the organization and outside the organization, field, discipline or sector may be helpful, but efforts to learn about it are ad hoc. A few champions build expertise in their work with knowledge as an asset, but their learning is not widely shared or rewarded.	People can easily find out who has relevant expertise in the organization. Outside experts (e.g., stakeholders, customers, scholars) are not regularly included in learning processes. The "learning before, during and after" model is commonly understood and several tools and practices are in regular use.	Outside experts are included in learning processes as needed. Prompts for ongoing learning, improvement and innovation are built into regular structures and are second nature. Many staff are skilled with tools for learning before, during and after for different levels of complexity and regularly make effective choices.

Capability Area	Baseline	Getting Started	Improving	Advanced
<b>Knowledge Base</b> (explicit knowledge)	No formal processes exist for creating, structuring, validating, adding and updating new assets. Information is stored in ways that make sense to small units only. Exchange is through basic tools such as e-mail. People tend to re-create information rather than search and access it from an active knowledge base.	Formal processes for creating, structuring, validating, contributing, updating and searching knowledge bases exist, but are not widely known or used. Users may not trust content and issues with knowledge availability exist. Documentation and storage processes are gradually improving.	Improved communication about the process has been achieved and some champions emerge and model good practice. Technologies are improving. Access and re-use of information is more common.	Processes are embedded in organizational business practices and replicated across the organization. Access and re-use of information is common. Some networks and communities take ownership and act as guardians with organizational support.
(tacit knowledge)	There is an assumption that individual knowledge can be "captured" and stored in documents, which others will readily use.	There is growing comfort with different types of knowledge (some of which don't easily fit with organizational culture). It is recognized that varied types of storage complement peer-to-peer and community connections to retain and re-use important knowledge.	Experimentation is under way with various technologies and approaches for capturing individual knowledge well before they retire and capturing innovative practices that could benefit people in other parts of the organization or government.	Many familiar technologies are used to suit individual styles, organizational culture, the nature of work and resources (e.g., podcasts, blogs). Staff members access and contribute to these efforts as content is compelling and relevant to their work.
<b>Culture</b>	Knowledge and learning are hoarded by individuals and within administrative units. There is little trust across boundaries. More emphasis is put on storing information than on using it.	Connections, conversations and trust are typically restricted to co-located individuals within functional and organizational areas of expertise and similar experience levels.	There is growing awareness of the value of different types of knowledge. Time and space is made for reflection and learning. The group of knowledge management champions is increasing. There is a no-blame environment and growing trust.	The workforce is highly connected and engaged, and the organization is resilient and innovative. Work with knowledge is effectively integrated with business goals and practices. High levels of trust exist.