

Internal Process Conformity

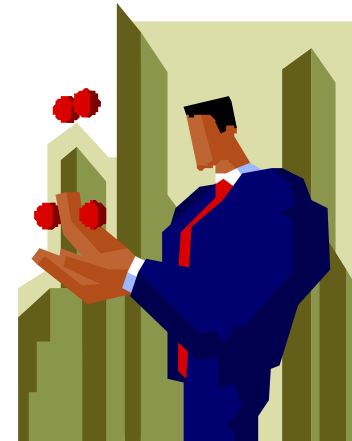
Service issues

- Missed due dates for report requests
- Diminished quality of reports
- CAR/PARs generated primarily by M.R.

Causes of process nonconformities

- Increased requests/projects
- Shortage of analyst and management resources within department

Resources needed to prevent projected risks realized



Provision of Resources

- Determine and provide resources in order to
 - Implement and maintain the Quality Management System and continually improve its effectiveness.
 - Enhance customer satisfaction by meeting customer requirements.



Human Resources: General

- ❑ Personnel performing work affecting product quality are to be competent on the basis of:
 - Appropriate education
 - Training, skills
 - Experience
- ❑ Benefits
 - Core competencies identified for HR
 - Build process and procedures for diverse workforce recruitment and ROI
 - Communicate policies to employees
 - Attract and retain top talent



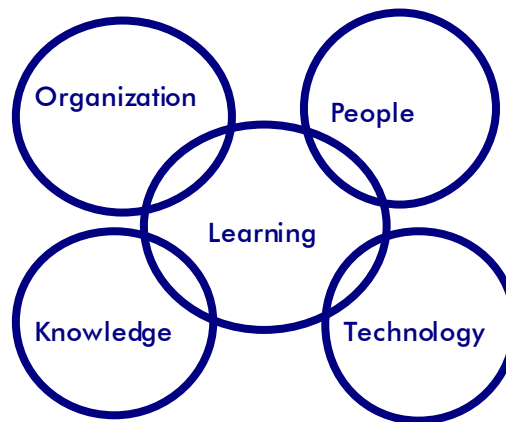
Competence, Awareness & Training

The organization is to

- Determine necessary competence for personnel performing work affecting product quality
- Provide training or take other actions to satisfy these needs
- Evaluate effectiveness of actions taken
- Ensure personnel are aware of relevance and importance of their activities and how they contribute to achievement of quality objectives
- Maintain appropriate records of education, training, skills, and experience

Knowledge IS Your Company's Greatest Asset

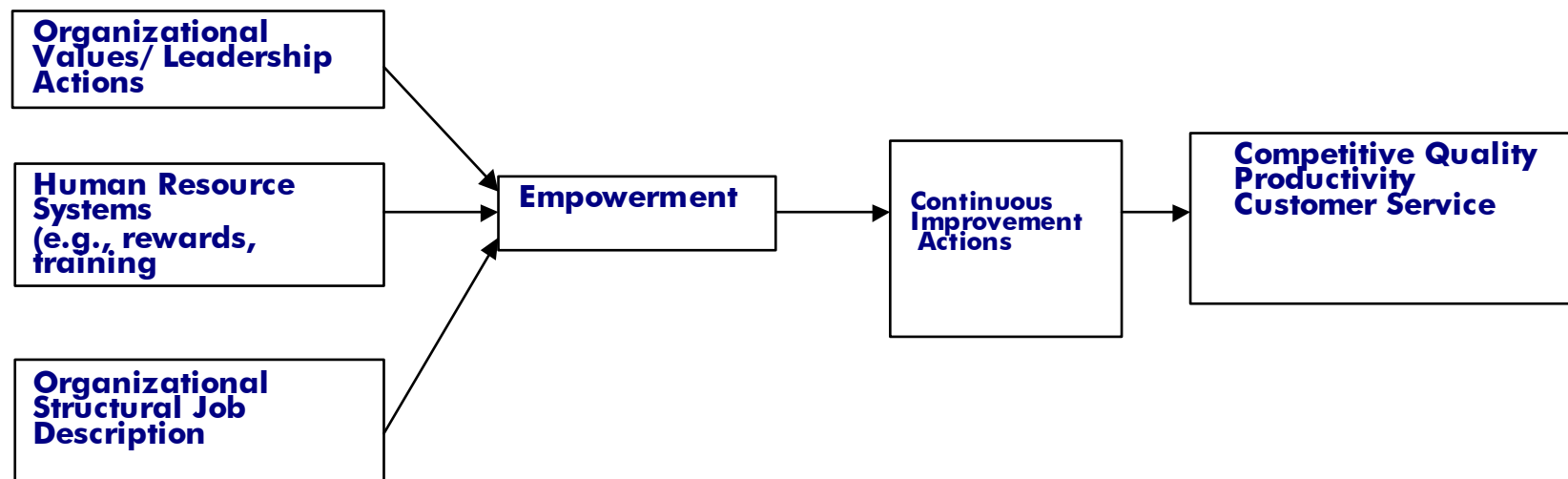
- ❑ Knowledge is necessary to increase employees' ability to develop and implement improvements, thereby providing quality service to clients.
- ❑ Develop the Learning Organization
- ❑ Expansion of the company based on core competencies vs. products or markets



Well-developed core competencies serve as launching points for new products and services

Empowerment

- ❑ Empowerment occurs when power goes to the employees who then experience a sense of ownership and control over their jobs.
- ❑ Empowered individuals know that their jobs belong to them. Given a say in how things are done, employees feel more responsible. When they feel more responsible, they show more initiative in their work, get more done, and enjoy the work more.



Processes to Manage Knowledge

- Acquisition
- Creation
- Storage
- Analysis
- Data Mining
- Transfer
- Dissemination
- Application
- Validation of Knowledge

Hierarchy of Knowledge

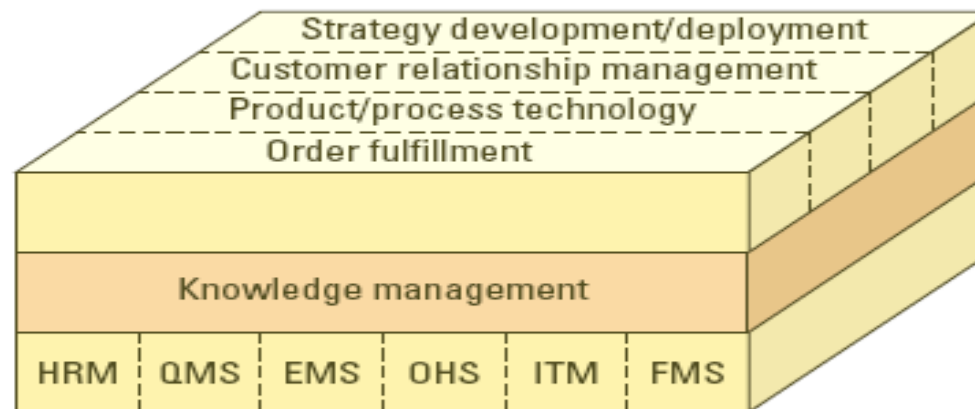


10 Strategies for Knowledge Management

- Share responsibility for collecting and transferring knowledge
- Systematically capture relevant external knowledge
- Organize internal learning events
- Be creative about thinking and learning
- Encourage and reward innovation
- Train staff in knowledge storage and retrieval
- Maximize knowledge transfer across boundaries
- Develop knowledge base around organization's values and learning needs
- Create mechanisms for collecting and storing learning
- Transfer classroom learning to on-the-job utilization

Knowledge Management Interrelations

FIGURE 3 Knowledge Management Integrates the Organization



HRM = human resource management.
 QMS = quality management system.
 EMS = environmental management system.
 OHS = occupational health and safety.
 ITM = information technology management.
 FMS = financial management system.

Knowledge is the glue that integrates many business processes and systems used to operate an organization

Acknowledgements

- ❑ Building the Learning Organization 2002 - DB Publishing, Inc.
 - Michael J. Marquardt
- ❑ Corral Your Organization's Knowledge
 - Quarterly Progress Magazine
 - Duke Okes
- ❑ Strategic Resource Management
 - Camille Currier