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Knowledge Management and Collaboration in Space Activities (2)

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OBSTACLES AND SOLUTIONS FOR ESA KNOWLEDGE MANAGEMENT SYSTEM

Abstract

Many knowledge activities have been undertaken within ESA during the past years, however, in many cases these were dedicated activities within units / projects for specific needs / application such as knowledge retention for long lasting satellites projects or knowledge sharing within technical units.

In the more recent years a corporate (ESA wide) approach was started. For the verification of the envisaged strategy certain pilots were selected which went into the directions of: - Project work with a Knowledge Representative and enhanced Lessons Learned for knowledge sharing and retention within and across projects; - Staff with Handover Procedures with the aim of capturing knowledge and experience; - IT with Portal and Expert Directory for the provision of access to knowledge and to their experts; - Awareness for making these facilities public.

The knowledge management activities carried out over the past 8 years covered most of these aspects: Configuration Human: Handover procedure Organization: Knowledge Representative, Lessons Learned Technology: Portal, Expert Directory Knowledge activity Development: not covered within these pilots Distribution: Sharing Usage: Sharing Retention: Capture. With the exception of the activity 'Development' all elements are covered. These elements affected all staff and hence topics as culture, acceptance and management support were crucial items. For all of these crucial items obstacles were met which had to be overcome and enablers were identified which could be applied.

The proposed paper will contain three parts: - Brief outline of ESA corporate approach including a description of the pilots and their application; - Description of hindrances and enables encountered within the knowledge management project; - Lessons Learned and recommendations for the implementation.