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THE ROLE OF A KNOWLEDGE MANAGEMENT OFFICER WITHIN PROJECTS

Abstract

For the Corporate Knowledge Management within the European Space Agency (ESA) six pilots have been selected to start with, which are: Knowledge Management Officer (KMO), Lessons Learned, Capture and Handover, Portal, People Directory and Awareness. The analysis done for the KMO pilot will be outlined in the proposed paper.

The goal of this pilot is to ease and to improve the project work with respect to the handling of knowledge. The pilot addressed the relevant knowledge processes only. It has to be mentioned that guidelines for the knowledge processes are available, but due to various reasons (primarily lack of time) they are not always properly followed. Hence, the task (responsibility) of the KMO is to initiate and to sustain these processes. With other words, the task of the KMO is to facilitate, promote and ensure the application of the relevant knowledge aspects with emphasis on sharing (including distribution and storing) inside and across projects. For managing and sustaining the knowledge within projects the KMO will have to play an important role.

The KMO has a central role within the project work which is the establishment of connections between technology, network and the corporate culture. The job of the KMO could be described by 18 individual tasks (of different size and importance) which are sorted according to the following four categories: - Basics (documentation) covering terminology, library and project map; - Knowledge distribution and sharing (staff) covering common understanding, newsletters, meetings, networks not only within the own project but also with the others and with the industry. - Processes covering the application of Reviews and Lessons Learned as standard processes and also their connection with other projects; - Support covering activities such as training and help. It is obvious that the 18 possible tasks can be of different importance for each individual project due to the different project goal and its level of novelty. Hence, a selection will have to be made. For making the selection process easier an assessment of the possible benefits for the project work was made. This assessment will form the major part of the proposed paper.

The proposed paper will cover in global terms the following parts: - Consolidated Set of possible Tasks for the KMO; - Assessment (benefits and recommendations) of the possible KMO Tasks; - Integration into Project Team.