Knowledge Management in the IAEA Department of Safeguards

7-11 November 2016

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Background

Knowledge management (KM) is an integral part of the Quality Management System implemented at the Safeguards Department. The KM objectives are:

1. To improve the management of the critical knowledge leaving the Department.
2. To improve the management of knowledge of the safeguards processes on a “day-to-day” basis.
3. To make knowledge capture and retention a routine.
Knowledge Retention Process:
4 Phases

1. What
2. How
3. Retain
4. Assess & Refine
What: Critical Knowledge

Staff members' specific and unique knowledge & experience

Customer’s needs and priorities

Target:
Critical Knowledge transfer
1. What

1. Identify critical knowledge to retain
2. Understand the risk factor
   – Rarity of Knowledge
     • Importance
     • Difficulty of Recovery

KM team identifies what knowledge and experience customers rely on
2. How

Determine how to retain/transfer critical knowledge

• Estimated actions are based on two factors:
  ▪ time until retirement; and
  ▪ Importance of knowledge and position.

• KM team customizes activities on a case-by-case basis.
3. Retain: Applying the retention/transfer method

Taking into account:

- Audience
- Message
- Understand the target learners’ needs

KM Team facilitates and (sometimes) applies the actions if requested
4. Assess & refine

Assessing and refining the methods used:

How effective were the:

• gathering,
• transferring, and
• exchanging knowledge methods

What was the effect on the recipients or the institution to which the knowledge is transferred to.
SG practical approach for KM retention:

Approach 1: Person-centred approach: face to face interviews

- We interview colleagues, replacement, supervisor, customers and staff in other divisions/departments.
- Visualize the staff’s experience and “customers’ ” needs.
- Help determines the WHAT and HOW.
Approach 2: Knowledge Sessions

- We facilitate sessions with colleagues, replacement, supervisor, staff in other divisions, etc.
  - Q&A session regarding specific country
  - “Needs gathering” from co-workers and replacement.

- Mapping a business area to identify risks due to retirement.
KM is an accepted part of the business agenda and its benefits are acknowledged by our customers.
Conclusions

• Not “all or nothing”: work with the high value Section/Division-specific knowledge.

• Person-to-person transfer and documentation.

• Be aware of “it is too late when someone is walking out the door”.

• Knowledge transfer should be continuous.
Thank you