

KM and EDRMS Self-Assessment Framework: Delivering Value

	Collaboration & Sharing	Capture & Reuse	Compliance & Governance
5	Individuals across the organisation expect to work collaboratively, openly sharing work-in-progress, as well as completed materials. People now regard the systems as “the first place to look” to find out who to work with on tasks. The organisation has a fully integrated collaborative working strategy that includes use of the systems.	The systems are used to create, capture and re-use information and knowledge to support and maximise individual and organisational performance. People now regard the systems as “the first place to look” for previous or related examples before creating something new.	The systems are used to develop and store good practice / guidance / approval documents. Visibility of how decisions were reached in developing these documents using the systems has resulted in widespread understanding of how to access and contribute to them. People fully comply with document management policies, facilitating auditing and quality control processes.
4	Most users are saving early drafts of materials and inviting comments and contributions. People are searching the systems for similar work to find collaborators with appropriate expertise. Examples of substantial savings through collaborating using the systems have been recognised.	Most people use the systems to capture and re-use information and knowledge. There is a good level of understanding of how to store information so that others can find it. Examples of substantial improvements in efficiency through using the systems have been recognised.	Most people use the good practice / guidance / approval documents in the systems on a regular basis and know how to contribute to improving them. There are examples of substantial savings from improved decision-making through better access to and understanding of the guidance and approval documents. Most people comply with document management policies.
3	People are regularly collaborating on documents that involve multiple contributors. There is a clear policy on openness that is largely adhered to. There are many good examples of collaborative working using shared systems improving performance.	Many people are using the shared systems to capture and share knowledge, particularly in teams and communities, less evidently across other organisational boundaries. Conventions on naming and tagging are accepted and largely used to help others re-use materials. There are many good examples of improved efficiency from using the systems.	Many people regularly use the shared systems to access good practice / guidance / approval documents. Some contribute to their development and the system’s functionality is largely used to manage the document lifecycle. There are many good examples of faster and better decisions being made as a result of the systems being used to access current guidance and approval materials.
2	Some people are beginning to store early drafts of materials in the shared systems. There is some evidence of collaborative working to produce materials using the systems. There is patchy acceptance of the benefits of working in this way.	Some people recognise that knowledge is a corporate asset. Local teams are beginning to realise the value of capturing and re-using knowledge. There is patchy understanding of how activities could be undertaken more efficiently using the systems.	Some people access good practice / guidance / approval documents using the shared systems. Few know how to contribute to their development and limited use is made of the system’s functionality to manage the documents throughout their lifecycle. Some people comply with broadly adequate information management policies.
1	People expect to work individually. There is adhoc collaborative working and the systems are only rarely used to find others who have worked on similar topics or to jointly prepare materials.	Knowledge is mainly viewed as a personal asset. People expect to work individually and have developed their own ways to store and reuse information. Some records are captured locally, allowing limited re-use.	A few good practice / guidance / approval documents are held within the shared system and there is some awareness that these exist. There is limited compliance with the information management policies that do exist (basic version control and audit trail mechanisms).

KM and EDRMS Self-Assessment Framework: Making it work

	Leadership	Developing Skills	Communication	Changing the way we work	Feedback & Improvement
5	All leaders across the organisation are driving new forms of intelligent use of the systems by challenging people to improve, asking the right questions and praising / rewarding the right behaviours.	All users are competent in using the systems to manage and exploit information appropriate to their roles. Attention is paid to improving skills and many opportunities are available to develop further.	Communication about the systems is creative, regularly updated and uses multiple channels. Awareness gathers its own momentum, as enthusiastic users become advocates.	The systems are used to change the way people work. Workflow functionality and real-time working with documents on the systems have been adopted wherever possible. There is a widespread willingness to use the systems innovatively.	The systems are continually improved to meet changing business needs. Users and systems developers are in constant dialogue to ensure that the systems evolve in the most appropriate ways.
4	Most leaders are committed to intelligent use of the systems. They reinforce the right behaviour by acting as role models. They set expectations through a shared vision of the opportunities and benefits.	Most users are competent at using the systems. Users are actively encouraged to develop their skills in using the systems and there are a number of different ways available for them to do this.	Communication about the systems uses a range of channels. It is timely, accurate, reliable and comprehensive. Success stories are shared in a proactive and motivating way.	Most users are visibly changing the way that they work. Real-time working with documents (rather than with local copies) is the norm. Opportunities to use the systems to improve individual and group performance are actively sought.	Most users provide feedback to systems-developers about their on-going needs from the systems.
3	There are many committed leaders across the organisation who lead by example. They cultivate innovative use of the shared systems and share a vision in which some benefits and opportunities are clearly articulated, others need refining.	Many people make basic use of the shared systems available, but few fully exploit the potential they offer. Opportunities exist for people to develop their skills in a variety of ways best suited to their learning styles.	Communication is frequent and provides a useful way of updating people about the shared systems. It includes some success stories about the benefits people have found from using the systems.	Many users are demonstrating that they understand how the shared systems can be used to improve the way that they work by finding new ways to use them. Real-time working on documents (rather than with local copies) is becoming commonplace.	A feedback mechanism between users and systems developers is in place. Users are encouraged to use it and many do.
2	There are some committed leaders across the organisation. A shared vision of the benefits and opportunities of the systems is beginning to be articulated, though with limited consistency.	Some people understand the value of the shared systems to their jobs and feel confident to make limited use of the systems functions. Basic introductory training is available to all and uptake is encouraged.	Communication is undertaken using more than one channel. Not all communications messages are clear and consistent. It is not widely seen by all potential users.	Some users are using limited functionality of shared systems to change the way that they work. There are some local examples of teams using real-time working on documents (rather than with local copies).	A basic feedback mechanism is in place to allow users to pass on their needs to systems developers. There is little active encouragement to use it, but some people do.
1	A few leaders act as champions advocating use of shared systems. There is inconsistency in the way the vision of the benefits and opportunities presented by the systems is articulated.	Few users understand the potential benefits of using the shared systems and much available functionality is rarely used. Training is minimal, or is rarely taken up if it is available.	Communication materials are updated infrequently. Messages are sometimes unclear. Not many users receive the communications.	People expect to continue working the way in the same way and see no reason to change as a result of the introduction of shared systems.	There is no easy and accessible feedback mechanism in place for users to pass on their requirements to systems developers.