



Australian Government
**General Practice Education
and Training Limited**

Knowledge Management Framework and Strategy 2014

GENERAL PRACTICE EDUCATION AND TRAINING

Care to
Discover
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VISION STATEMENT

EXECUTIVE SUMMARY:

The Knowledge Management Framework and Strategy is one of the key deliverables of the General Practice Education and Training Strategic Plan Towards 2015. This Framework and Strategy:

- Identifies a number of knowledge themes, derived from the GPET Strategic Plan Towards 2015
- Builds incrementally on GPET's existing assets, processes and partnerships
- Identifies the specific instruments needed to improve learning and knowledge-sharing within GPET and with our partners
- Identifies the cultural and behavioural changes needed for the implementation and the incentives and training that must be put in place to bring these changes about
- Seeks to ensure cost-effectiveness by harnessing resources and efforts and integrating them into a coherent and time-bound results framework.

VISION:

GPET will be a learning organisation where the outcomes of previous projects and research inform future work.

Staff will have easy access to information to allow them to do their work. This will include embedding procedures and guidelines into workflows and the ability to find the latest authoritative information across the organisation.

Stakeholders will be able to capitalise on learnings across GPET programs to inform or establish best practice in GPET and their own organisations.

OPPORTUNITY:

Investment in knowledge management presents significant opportunity to GPET including:

- enhanced collaboration between work teams
- improvement of knowledge transfer and retention in the event of staff turnover
- improvement in service to our stakeholders through higher productivity and efficiency
- standardisation of our business taxonomy
- better insight and innovation
- more active management of the programs, RTPs and policy
- improvement in the quality of GPET outputs – through standardising ways of working and continually improving on what has already been produced
- improvement in the quality of the information captured – through greater understanding of data priority and usage across GPET and its stakeholders.

FRAMEWORK



Within GPET, better knowledge management will improve program and project design and execution as well as assist in the retention of tacit knowledge. It will ensure what was previously individual knowledge and experience becomes accessible across all GPET policy, program implementation and development work.

Learning and knowledge sharing will be improved by incorporating knowledge management within each Section and promoting the retention and dissemination of knowledge to both GPET staff and stakeholders.

The components making up the framework are presented under four broad headings:

1. strengthening knowledge-sharing and learning
2. equipping GPET with knowledge-sharing and learning infrastructure
3. fostering partnerships for knowledge-sharing and learning
4. promoting a knowledge-sharing and learning culture

STRENGTHENING

Priority

Strengthening knowledge-sharing and learning

Initiatives

Section Collaboration

Within GPET the goal will be to harvest, distil and share knowledge. Collaboration sites within the Content Management System will support learning, workload management and the retention and management of knowledge.

Thematic networks

Develop thematic networks with particular interests. The networks will serve as laboratories for GPET to link knowledge development within GPET and external stakeholders. They will enable GPET to select the best methods to distil knowledge and experience.

Learning events and publications

Building on existing events including Research Week and the GPET Convention, as well as other seminars and workshops, knowledge sharing and learning will be disseminated broadly and consistently.

Good Practice Guides

Knowledge from thematic networks and research will inform the preparation of Good Practice Guides. Guides will be maintained and expanded by use of examples and frequent updates to ensure currency and value of the documents.

The Guides will be disseminated through the thematic networks and our stakeholders - further strengthening knowledge learning and development.

Managing Information

GPET will improve the efficiency of business processes, the demands of compliance regulations and the desire to deliver new services through the effective, efficient and proactive management of its information resources and change management.

STRENGTHENING

Priority	Initiatives
	<p>Sharing learning acquired by GPET staff through learning and development activities</p> <p>GPET's staff engage in multiple diverse learning and development activities both hosted internally and externally. Sharing the knowledge gained from these engagements with other staff in GPET through learning lunches, dissemination of presentation material and ad-hoc information sharing sessions, provide a valuable benefit in updating collective knowledge and ensuring that new practices and procedures are quickly adopted.</p>

EQUIPPING

Priority

Equipping GPET with a knowledge-sharing and learning infrastructure

Initiatives

GPET will support suitable infrastructure, including:

- the information technology platform, by way of an integrated content management system.
- information management software.
- knowledge management tools, particularly those which support collaboration both within GPET and with stakeholders.

GPET will develop its information technology platform to support its information management and knowledge-sharing, building on existing Web-based information, communication and knowledge management tools.

GPET will support the infrastructure with common standards, procedures and tools for the collection, control and sharing of the data and information contained in the GPET “collective memory”. This will be supported by upgrading HP TRIM as the enterprise records management system and automating document storage from systems into TRIM where appropriate.

FOSTERING

Priority

Fostering partnerships for knowledge-sharing and learning

Initiatives

Internal Stakeholders

GPET will establish a group of 'Champions' with a sound level of corporate knowledge and an understanding of the importance of greater collaboration between sections. These Champions will advocate greater cross sectional collaboration and to test the veracity of the model.

External Stakeholders

Building on existing stakeholder relationships, GPET will promote a collaborative knowledge sharing approach. GPET will begin by developing extranet portals where stakeholders may engage with GPET in a single location with access to reports, historical information, and collaboration tools.

Portals will be provided to complement collaboration in the thematic networks. Themes will be aligned with the *GPET Strategic Plan Towards 2015* and the GPET business plan. They will support the reporting of outcomes from collaboration.

Research activities and learning events will be jointly planned and linked to GPET knowledge management processes and their outcomes shared with and disseminated GPET stakeholders.

PROMOTING

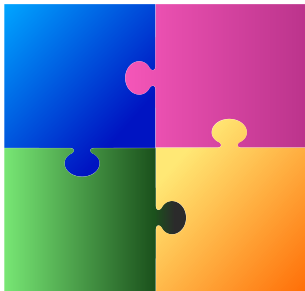
Priority

Promoting a knowledge-sharing and learning culture

Initiatives

- Implementation of measures designed to promote knowledge management cultural change in GPET.
- Training for staff in knowledge-sharing and learning processes, and associated tools. Subjects may include the use of thematic networks, specific knowledge-sharing and learning tools, and relevant components of the information technology platform.
- Implement the key knowledge-sharing and learning processes supporting collaborative approaches, including the thematic networks.
- Continue to support the cross flow of information and the involvement of different GPET Sections in decision making by way of the organisation matrix.
- Review human resource management and policy instruments to support knowledge-sharing and a learning culture throughout the organisation. This may involve ensuring learning and knowledge sharing is included in:
 - job descriptions and recruitment processes
 - GPET's capability frameworks and work level standards to reflect commitment to knowledge-sharing and learning
 - ongoing education and training in the area of knowledge management skills and competencies.

STAKEHOLDER VALUE

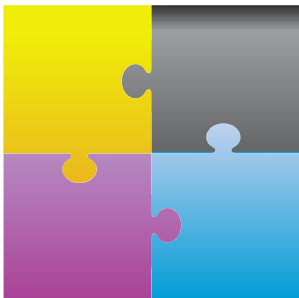


WORKING WITH INTERNAL GPET STAKEHOLDERS

To support the GPET Strategic Plan and the People Strategy, the Knowledge Management Framework and Strategy aims to facilitate the organisation of information and knowledge; to enable easy retrieval of information; to ensure proper documentation practices and to foster a culture of learning and knowledge and sharing. GPET will undertake the following activities.

Activity	Description
Enhanced Intranet	The intranet will be rebuilt and information presented in a way that encourages and invites reliance on its content and increases use of the intranet as the source of knowledge for day to day functioning.
Improved document and records management	GPET will update its information and records management framework and policies to ensure they meet our regulatory and functional requirements. GPET will develop systems and processes to improve document and records management to meet current and future requirements.
Capturing staff knowledge in documented form	A key support for new and existing staff is the documenting of decisions, processes and policies to support the delivery of services and ensure consistency. For example facilitating knowledge and skills transfer between staff through the collection and collation of business processes and active succession planning.
Improving policies and procedures	GPET will systematically and comprehensively review its policies and procedures to ensure they meet its legislative and regulatory requirements, and cater for the delivery of GPET services to both internal and external clients.
Implementing new learning approaches	The development of new learning approaches, including the review of the Learning and Development Framework, and the use of online courses is a key future direction for GPET.
Enhancing the corporate staff directory	Finding the right person is critical in effectively and efficiently dealing with issues and sharing knowledge and skills. GPET will support this through the development of a corporate staff directory.
Mitigate corporate risk	Proactively identify opportunities and develop proposals to improve knowledge management and mitigate corporate risk.

STAKEHOLDER VALUE



WORKING WITH EXTERNAL GPET STAKEHOLDERS

GPET believes its external stakeholders are central to the effective delivery of each program. To create and sustain a culture of knowledge management, sharing and retention, GPET will support effective stakeholder engagement through the following knowledge based activities.

Activity	Description
Thematic Networks	A key function of the new GPET content management solution will be the ability to enhance collaboration with stakeholders and to share information, documents and knowledge - based on themes which resonate with GPET and stakeholders. Themes may include Aboriginal and Torres Strait Islander health, program delivery and training research.
Development of Good Practice Guides	In partnership with the stakeholder thematic networks, GPET will develop guides to build and sustain consistent, repeatable and evidence-based processes supporting program and project management.
Research and Learning activities to be more collaboratively developed and accessible	GPET will support research designed to contribute to the knowledge of general practice education and training. GPET will engage with stakeholders in the development of research proposals, and the dissemination of the research.

WHO WILL DO WHAT

Delivering the Knowledge Management Framework and Strategy requires leadership from the GPET executive. They will promote the need for and commitment to knowledge management, knowledge sharing and collaboration across the organisation. They will also promote strong partnerships with our stakeholders including Regional Training Providers, Colleges and, where relevant, research institutes.

Additional roles are listed below.

Role	Responsibility
Knowledge Champions	The focus of knowledge management within their Section and across GPET, will assist in the capture, storage and dissemination of knowledge and the development of knowledge management plans.
Managers	Integrate knowledge management as part of day to day management and promote good practice. They will actively seek opportunities for collaboration, knowledge exchange and development.
Individual GPET Staff	Record processes and procedures and keep them up to date as systems and processes change. They will work with the Knowledge Champions and Manager on knowledge management activities and participate in knowledge sharing and learning.
The Knowledge Manager	Reporting to the Chief Information Officer, will be initially responsible for coordinating and monitoring knowledge initiatives within GPET, and the action plans that constitute the Knowledge Management framework. The Knowledge Manager will also provide advice to the Executive Committee, and technical support and direction for the implementation project.

PERFORMANCE

Result	Milestones	Three year objective	Responsible
<p>Systematic knowledge-sharing and learning with GPET. Knowledge gained from implementation shared to support enhanced program and project management.</p>	<p>Year One</p> <ul style="list-style-type: none"> Knowledge Management has been established through completion of the Knowledge Management Project Project Management established through the completion of new project management methodology, templates and training. Good Practice Guides have started to be produced for individual stakeholder groups <p>Year Two</p> <ul style="list-style-type: none"> Good Practice Guides established as standard practice within stakeholder groups GPET Sections have systematic processes for the retention of knowledge Continual Service Improvement has been established to inform GPET policy and procedures. 	<ul style="list-style-type: none"> Knowledge management incorporated into and across GPET Sections Program and project management activities use Good Practice Guides which are regularly updated to incorporate new lessons and insights GPET policy and procedure is informed by program experience and sound research 	<p>Manager Quality Managers and Executive</p>
<p>Established as a recognised authority in general practice education and training</p>	<p>Year One</p> <p>Initial thematic networks are established based on existing community of practices</p> <p>Year Two</p> <p>Thematic networks are expanded to include all relevant areas of GPET including both internal and external stakeholder groups</p>	<p>The thematic networks are actively engaged in the development and dissemination of general practice education and training practices</p>	<p>Managers</p>
<p>Collaboration Portals building on the thematic learning networks and internal team requirements and supported by GPET information technology</p>	<p>Year One</p> <p>Contents Management System implemented</p> <p>Year Two</p> <p>Extranet Collaboration Portals established and used to share knowledge and information with external stakeholders.</p>	<p>Collaboration Portals used to meet the learning and sharing needs of GPET and its stakeholders.</p>	<p>Information Management</p>

PERFORMANCE

Result	Milestones	Three year objective	Responsible
Learning needs are supported	<p>Year One</p> <p>The Learning and Development Framework includes core competencies, linked to the Capability Framework, for GPET Level 1-4, Managers and Executive.</p> <p>Year Two</p> <p>Experiences are provided for broadening an understanding of GPET's business, both internally and externally. Activities include attending Learning Lunches; other section or unit meetings; accompanying managers to meetings; shadowing; and a 'day in the life of...'</p>	Ongoing development of roles based learning requirements, incorporating knowledge management and knowledge sharing skills and competencies.	Human Resources and Corporate Managers
Dissemination of research activity	<p>Year One</p> <p>Collection, review and curating of existing research.</p> <p>Year Two</p> <p>Development and implementation of single collection of research outputs.</p>	A single collection of research outputs is prepared that is accessible to both internal and external stakeholders	Manager Education Research Development
Information technology platform to support information management, communication and knowledge sharing and learning at GPET and stakeholder levels	<p>Year One</p> <ul style="list-style-type: none"> Contents Management System developed and implemented providing individual home sites; team, project and extranet collaboration spaces and new intranet. Upgrade HP TRIM as the enterprise records management system and automating document storage from systems into TRIM where appropriate. Align HP TRIM to GPET organisational structure and retire group drives. <p>Year Two</p> <p>Expansion of thematic networks to build on knowledge sharing and retention.</p>	Information technology platform building on existing GPET Web-based Information, communication and knowledge management tools, with integrated set of knowledge-sharing and collaboration tools, open, standards-based, Web content management and portal technology.	Information Management

PERFORMANCE

Result	Milestones	Three year objective	Responsible
<p>Information management standards, rules, procedures and tools</p>	<p>Year One</p> <ul style="list-style-type: none"> • Development and implementation of project management and business process modelling methodology, processes and tools. • Development and implementation of an enterprise change management methodology, process and tools. • Development and implementation of common business language and metadata standards. <p>Year Two</p> <ul style="list-style-type: none"> • Expansion of common business language and metadata standards to cover all critical business functions • Enterprise change management expanded to cover continual service improvement 	<p>Common information standards, rules, procedures and tools are developed for increasing organisational efficiency and accountability</p>	<p>Information Management</p>
<p>Fostering a supportive culture, integrating knowledge management into human resource processes</p>	<p>Year One</p> <ul style="list-style-type: none"> • Graduated induction program established providing greater clarity around business and role of new employee <p>Year Two</p> <ul style="list-style-type: none"> • Knowledge and information is managed and business processes captured for critical functions and processes. 	<ul style="list-style-type: none"> • Job descriptions and recruitment and promotion processes are reviewed for knowledge management components • Generic and specific training provided to staff to develop knowledge management skills and competencies • Performance Development Plans provide for individual and collective incentives for knowledge-sharing and learning, and for monitoring knowledge management performance. 	<p>Human Resources and Corporate Managers</p>

