



Knowledge Management System (KMS)

Albemarle County Department of Social Services
2010 Virginia Forum for Excellence
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Objectives

- Overview of Knowledge Management System (KMS)
 - What is KMS?
 - What are the KMS Core Principles?
 - Why Develop a KMS?
- Structure
- Key Processes
 - Core processes (Benefits Determination and Casework Delivery) and Support processes
- Outcomes
 - Creating efficiency, creating sustainability and promoting communication



What is KMS?

- A Knowledge Management System is the processes and structures designed to create, capture, analyze and act on information.
- KMS treats the knowledge component of any organization's activities as an explicit concern reflected in strategy, policy, and practice at all levels of the organization
- KMS makes a direct connection between an organization's intellectual assets — both explicit [recorded] and tacit [personal know-how] — and positive results. (*"Knowledge Praxis" 1997*)
- In practice, it is identifying and mapping intellectual assets, generating new knowledge, making the knowledge available to everyone, sharing best practices and using technology to assist.
- Would you rather have one person's brainpower or the collective knowledge of the organization? (Ernst & Young)



What are the KMS Core Principles?

- Promoting Continuous Improvements
- Ensuring 24/7 Access to Information
- Improving Productivity through Automation
- Optimizing and Maximizing Resources
- Creating a Learning Organization
- Linking Knowledge
- Creating Sustainability
- Promoting Organizational Communication



Why Develop a KMS?

- Emergency Preparedness
- Contingency Management
- Preservation of Knowledge – Retirement
Tsunami
- Continuous Process Improvements
- Standardized Approaches
- Source for Staff Training
- Automation of Systems
- Efficiency and Ease of Operations



KMS Structure & Implementation

- Key processes identified by Leadership Team
 - Benefits Determination, Casework Delivery and Support Processes
 - Examples: Core processes: Adult Protective Services Intake and Foster Care Placement; Support processes: Recruitment and Hiring and Survey Process
- KM Workgroup and Coordinator established
- KM Site established on SharePoint
- KMS Process developed
 - Narrative, setting links and key documents, flowcharting, beta testing and annual review
- Process owners and timeline set



Types of Knowledge

- Formal Knowledge (Explicit)
 - This type of knowledge would include your key processes formally identified. Each of the processes would include a narrative and flowchart detailing the process.
- Informal Knowledge (Tacit)
 - “A-Ha” moments. Those things that you discover in your day to day work that improve a process.



KMS Highlights

benefits determination processes

- Adult Benefits
- Families & Children Benefits
- Families & Children Services/FAR
- Foster Care: IV-E Initial Referral
- Food Stamp Disaster Plan (SNAP)
- Fraud
- UVA Medicaid Operations

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KMS Highlights

casework delivery processes

- Adoption
- Adult Protective Services Intake
- Adult Protective Services Investigation and Assessment
- Bright Stars Recruitment and Application
- Child Care/VACIS
- Child Care Intake
- Child Care Initial Screening/Referral
- Child Protective Services Intake
- Child Protective Services Investigation/Assessment
- Family Support Screening and Applications
- Foster Care Intake and Placement
- Foster Care Prevention
- Independent Living: Opt Back
- Independent Living: FUP Referral

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KMS Highlights

support processes: business services

- Budget – Local/State
- Budget - Schools
- Check Issuance/Check Edit
- Computer Troubleshooting
- Contracts/Grants
- EBT Issuance
- Employee Leave
- Freedom of Information Act
- Front Office/Switchboard Operations
- Key Performance Indicators
- Knowledge Management
- Payroll Inputs
- Purchase of Service Orders
- Revenues/Expenses
- Sign-in/Out
- Surveys
- Strategic Initiatives

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KMS Highlights

support processes: human resources

- Complaint Management (Internal/External)
- New Hire Needs
- Orientation
- Performance Evaluation
- Records Management
- Recruitment and Hiring

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KMS Highlights

KMS Processes (beta tested)

- Core process – APS Intake
- Support process – Key Performance Indicators
- Support process – Grants Monitoring



Closing

- Creating Efficiencies
- Creating Sustainability
- Promoting Communication
- Questions?



Knowledge Management System Process Narrative

Identification of KMS Processes

Step 1:	Key processes and process owner are identified and prioritized by Leadership Team (LT). Knowledge Management System (KMS) Project Team is chartered to work with process owners to develop, beta test and finalize processes for posting to the KMS site. <i>Key processes and process owners are identified in KMS Timeline.</i>
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Development of Formal Knowledge

Step 1:	For new or first-time process owners (never completed a KMS): KMS project team member accesses toolkit on the KMS site (click here) to retrieve the KMS script, KMS process narrative template, KMS process flowchart and an example of an already existing process. If not a new or first-time process owner then skip to Step 3.
Step 2:	KMS project team member contacts process owner for key process steps (<i>a meeting is setup for an initial discussion to review toolkit items if needed</i>).
Step 3:	KMS project team member request process owner develop a step-by-step process in narrative form <i>as if for a new worker</i> if not already available (see KMS process narrative template). A timeline is established to complete the narrative, develop the flowchart, beta test and finalize documents to post on KMS site; necessary links and forms are identified.
Step 4:	Process owner completes the step-by-step guide in narrative form and forwards to KMS Coordinator.
Step 5:	KMS Coordinator develops an initial flowchart (in Microsoft Visio) using the narrative form and forwards to the process owner for review. If there are changes proceed to Step 6. If there are no changes proceed to Step 7.
Step 6:	Process owner forwards changes for the flowchart and narrative to the KMS Coordinator to update. KMS Coordinator corrects the flowchart and narrative and resends both documents to the process owner for review. If further changes are needed, repeat step. If there are no additional changes, proceed to Step 7.
Step 7:	KMS Coordinator posts the drafted flowchart and narrative to the KMS site for beta testing. KMS Coordinator alerts the process owner when the draft documents have been posted to the KMS site (<i>Note: all documents are posted on the KMS site as draft until beta tested and approved by process owner</i>).
Step 8:	KMS Coordinator or KMS project team member has a discussion with the process owner to determine what is needed for a beta test, e.g. what is a beta test, criteria for tester(s), and review timeline for completion of beta test.
Step 9:	Process owner and/or identified tester(s) access the flowchart and narrative on the KMS site, conducts the beta test and collects information if there are updates to

Knowledge Management System Process Narrative

	the flowchart and narrative. If there are no updates then skip to Step 13. If there are changes proceed to Step 10.
Step 10:	Process owner forwards changes for the flowchart and narrative to the KMS Coordinator to update.
Step 11:	KMS Coordinator updates the flowchart and narrative and re-posts draft documents to the KMS site. KMS Coordinator contacts process owner to alert them when the revised draft documents have been posted.
Step 12:	Process owner and/or identified tester(s) access the revised flowchart and narrative on the KMS site, conducts another beta test and collects information for updates, if needed, to the flowchart and narrative. If there are no updates then proceed to Step 13. If there are changes repeat Step 10.
Step 13:	The final process flowchart and narrative are approved and posted on the KMS site as final. The KMS timeline is updated to indicate completion of process.
Step 14:	The process is reviewed for updates on an annual basis per the KMS timeline. Changes may include, but are not limited to, changes in key position, change in the process such as new form or statue. If there are no changes during the review process then the flowchart and narrative remain unchanged and the KMS timeline is updated to indicate completion of review. If there are changes to the narrative and flowchart then go to Step 10.

Informal Knowledge

Step 1:	Click here to access the KMS Informal Knowledge site.
Step 2:	Click on 'New' to add your "A-ha" moment and complete all required information on the screen. When done, click 'OK'.
Step 3:	On the main KMS Informal Knowledge site, click on the item you just entered and select 'Workflows' at the top of the screen.
Step 4:	Click on the icon  to start a workflow.
Step 5:	In the 'Approvers' box select or type in the name of your immediate supervisor (<i>this is the person that will review and approve your informal knowledge item</i>).
Step 6:	When done, Click 'Start'
Step 7:	The tacit information is reviewed annually. The KMS Coordinator will develop a report by unit to forward to the unit manager. The unit manager will review all tacit information posted and confirm (in consultation with staff as needed) that the

Knowledge Management System Process Narrative

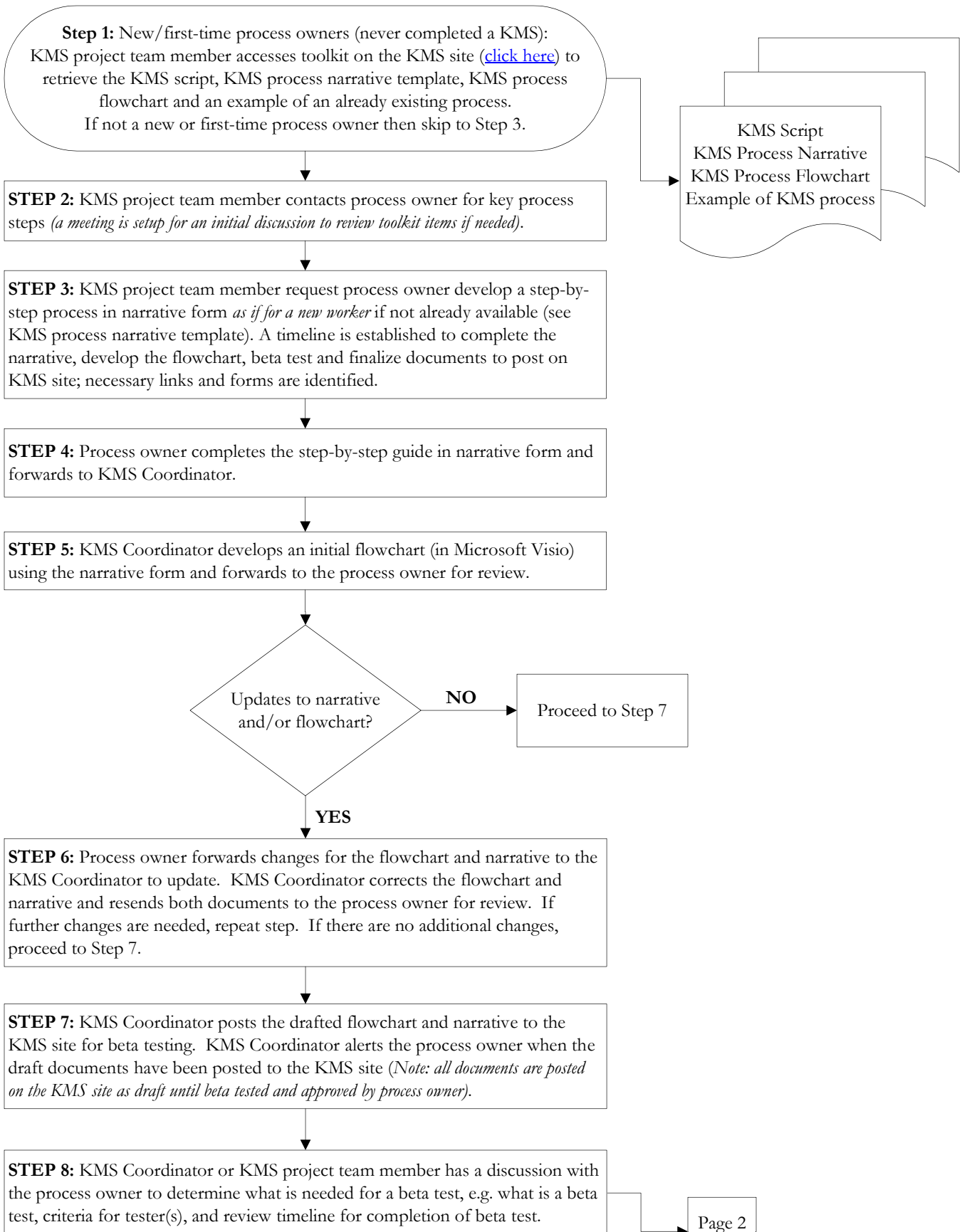
	<p>information is still current. If there are changes or if posted information needs to be removed then the unit manager (or a designated person by the unit manager) is responsible for making updates to the KMS informal site. The unit manager confirms with the KMS Coordinator when the review (including any updates) is completed.</p>
	<p><i>Note: all tacit information can be found using the search feature for the Informal Knowledge Management site OR the entire Knowledge Management site.</i></p>
<p><u>KNOWLEDGE MANAGEMENT PROCESS FLOWCHART</u></p>	

Updated: August 4, 2010

Knowledge Management System Process

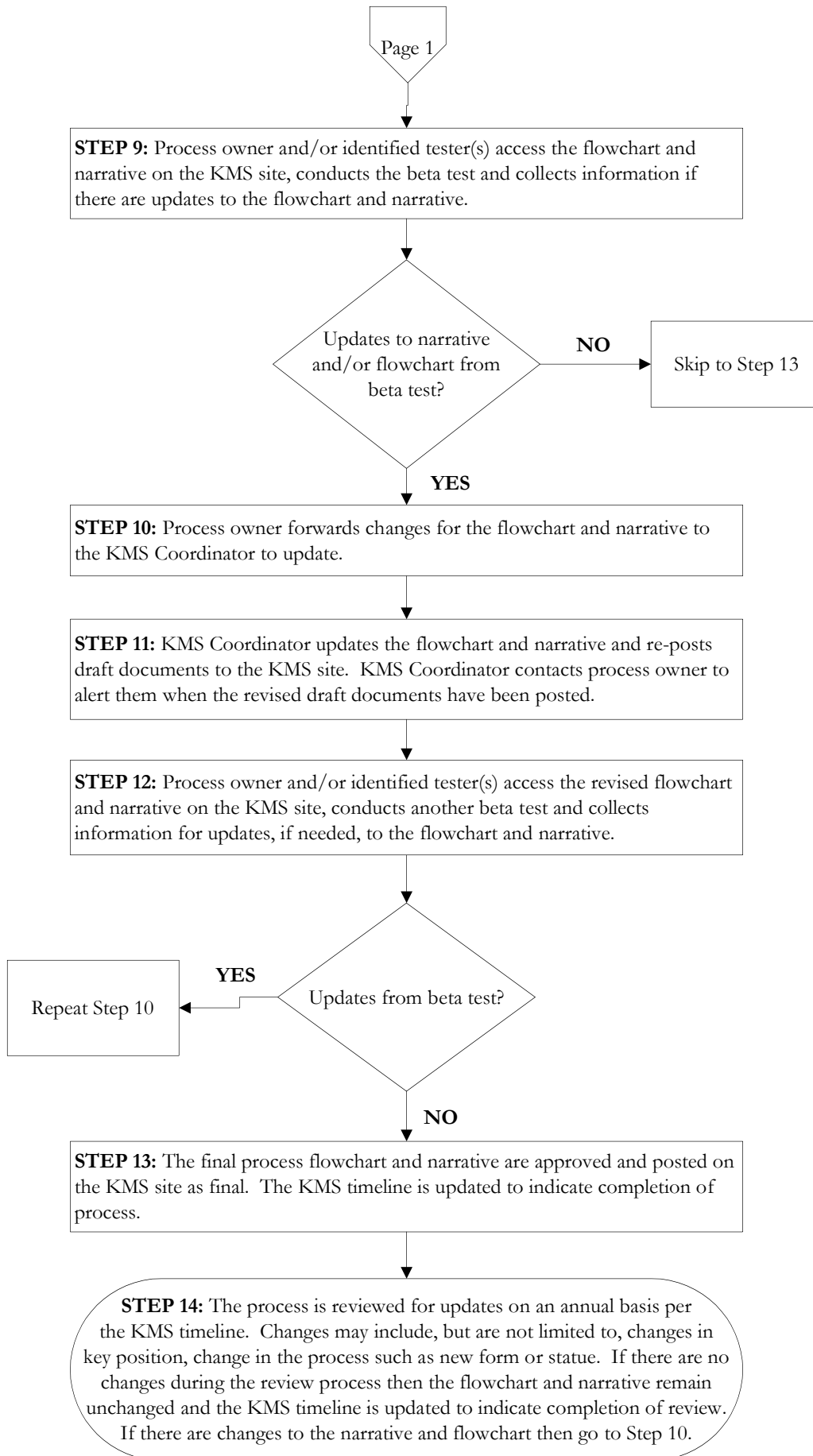
Formal Process

Identification of Key Processes: Key processes and process owner are identified and prioritized by Leadership Team (LT). Knowledge Management System (KMS) Project Team is chartered to work with process owners to develop, beta test and finalize processes for posting to the KMS site. [Key processes and process owners are identified in KMS Timeline.](#)



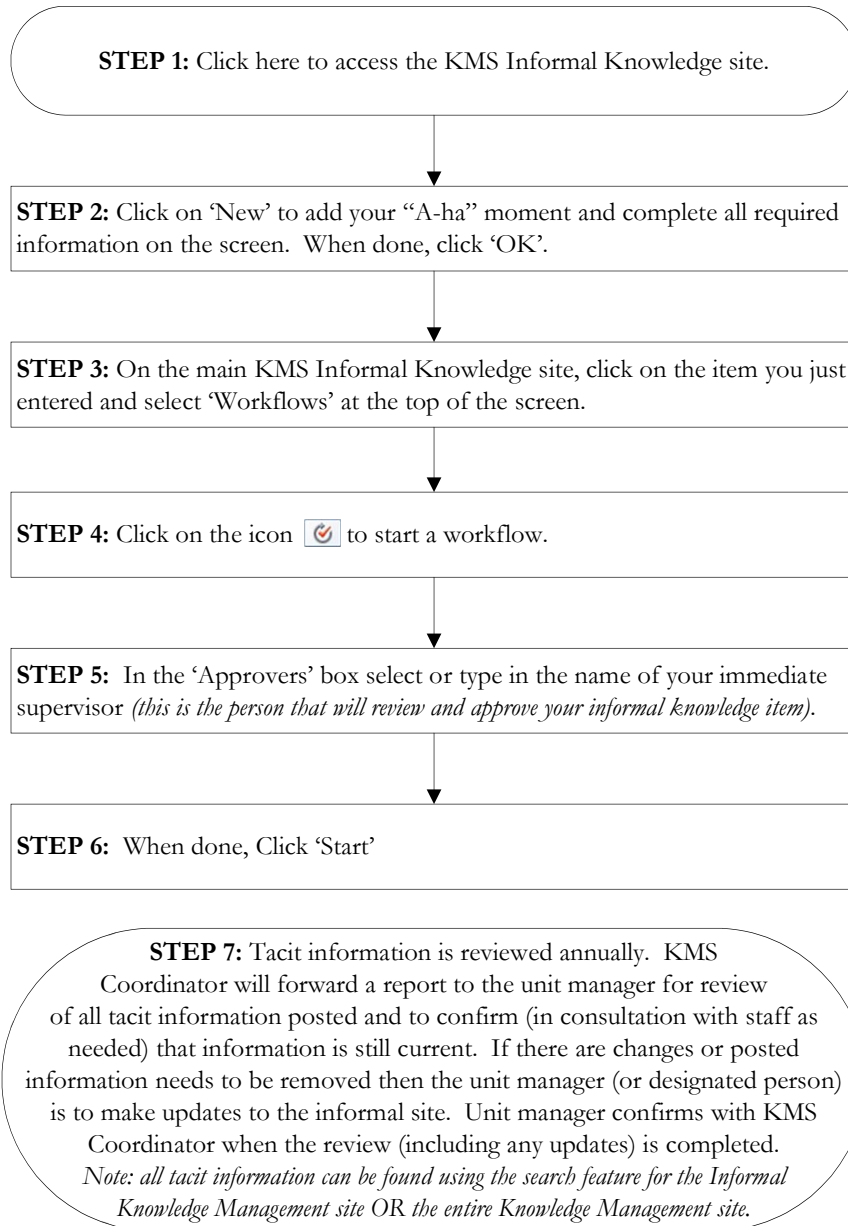
Knowledge Management System Process

Formal Process



Knowledge Management System Process

Informal Process



Foster Care Placement Process Narrative

Intake for children coming into care on abuse/neglect

Step 1:	Senior Worker (SW) receives foster care transition summary from CPS worker.
Step 2:	SW reads information provided by CPS worker and asks follow up questions to ensure necessary information is available on children in question.
Step 3:	SW notifies foster care supervisor that a referral for foster care has been made so that she can start thinking about case assignment to a foster care worker.
Step 4:	SW makes referrals to placement agencies, beginning with the least restrictive options first. (TAFF, therapeutic fostering agencies, group homes, then residential facilities).
Step 5:	Once SW has obtained placement for children entering care, SW informs supervisor.
Step 6:	Once a foster care worker is assigned, SW meets with that worker and relays information available on the children in question and facilitates coordination between the FC worker, CPS worker, and placement providers to ensure seamless service delivery. This includes ensuring workers are present in Court and prepared to place the children in their foster placement.
Step 7:	Depending on whether the case has been assigned to a foster care worker before the Court date, either this SW or the assigned SW will attend the Court hearing.
FOSTER CARE PLACEMENT PROCESS FLOWCHART (PDF)	

Intake for children coming into care on delinquency or CHINSupervision

Step 1:	Senior Worker (SW) receives phone call from probation officer or Court clerk requesting ACDSS presence at Court for child possibly coming into foster care.
Step 2:	SW gathers as much information as possible by contacting the probation officer, therapist, or Court clerk about the child within given timeframe.
Step 3:	SW notifies foster care supervisor that a referral for foster care has been made so that she can start thinking about case assignment to a foster care worker.
Step 4:	If there is no time between request/referral, SW attends Court hearing immediately and requests permission to obtain information from the Court/Probation's records as well as requests a continuance until placement can be located.
Step 5:	If there is time between initial request/referral, SW makes referrals to placement agencies, beginning with the least restrictive options first. (TAFF, therapeutic fostering agencies, group homes, then residential facilities).
Step 6:	Once SW has obtained placement for children entering care, SW informs supervisor.
Step 7:	Once a foster care worker is assigned, SW meets with that worker and relays information available on the children in question and facilitates coordination between the FC worker, CPS worker, and placement providers to ensure seamless service delivery. This includes ensuring workers are present in Court and prepared to place the children in their foster placement.
Step 8:	Depending on whether the case has been assigned to a foster care worker before the Court date, either this SW or the assigned SW will attend the Court hearing.
FOSTER CARE PLACEMENT PROCESS FLOWCHART (PDF)	

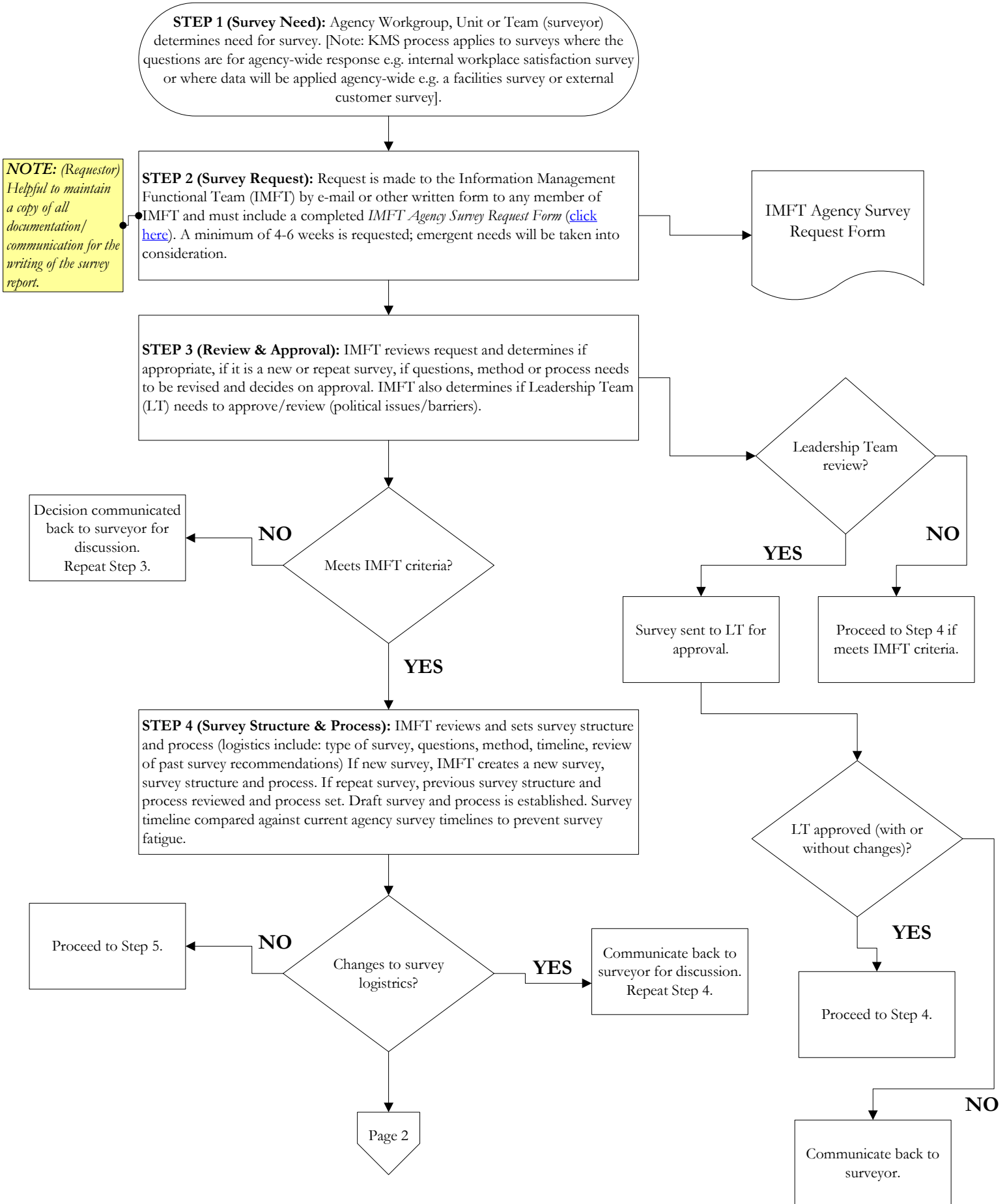
Foster Care Placement Process Narrative

Intake for children coming into care through relinquishment of custody

Step 1:	Senior Worker (SW) receives a copy of a relinquishment petition from the Court and/or receives a phone call from a parent or another worker who is inquiring about filing for relinquishment of custody.
Step 2:	SW gathers as much information as possible by contacting collaterals involved with the family and the child within given timeframe.
Step 3:	SW notifies foster care supervisor that a relinquishment petition has been filed and/or received or that a parent has inquired about filing for relinquishment.
Step 4:	SW makes referrals to placement agencies, beginning with the least restrictive options first. (TAFF, therapeutic fostering agencies, group homes, then residential facilities).
Step 5:	Once SW has obtained placement for children entering care, SW informs supervisor so that she can start thinking about case assignment to a foster care worker.
Step 6:	Once a foster care worker is assigned, SW meets with that worker and relays information available on the children in question and facilitates coordination between the FC worker, CPS worker, and placement providers to ensure seamless service delivery. This includes ensuring workers are present in Court and prepared to place the children in their foster placement.
Step 7:	Depending on whether the case has been assigned to a foster care worker before the Court date, either this SW or the assigned SW will attend the Court hearing.
<u>FOSTER CARE PLACEMENT PROCESS FLOWCHART (PDF)</u>	

Updated: April 15, 2009

Survey Process



Survey Process

