

Cultural Change through technology – an unintended consequence

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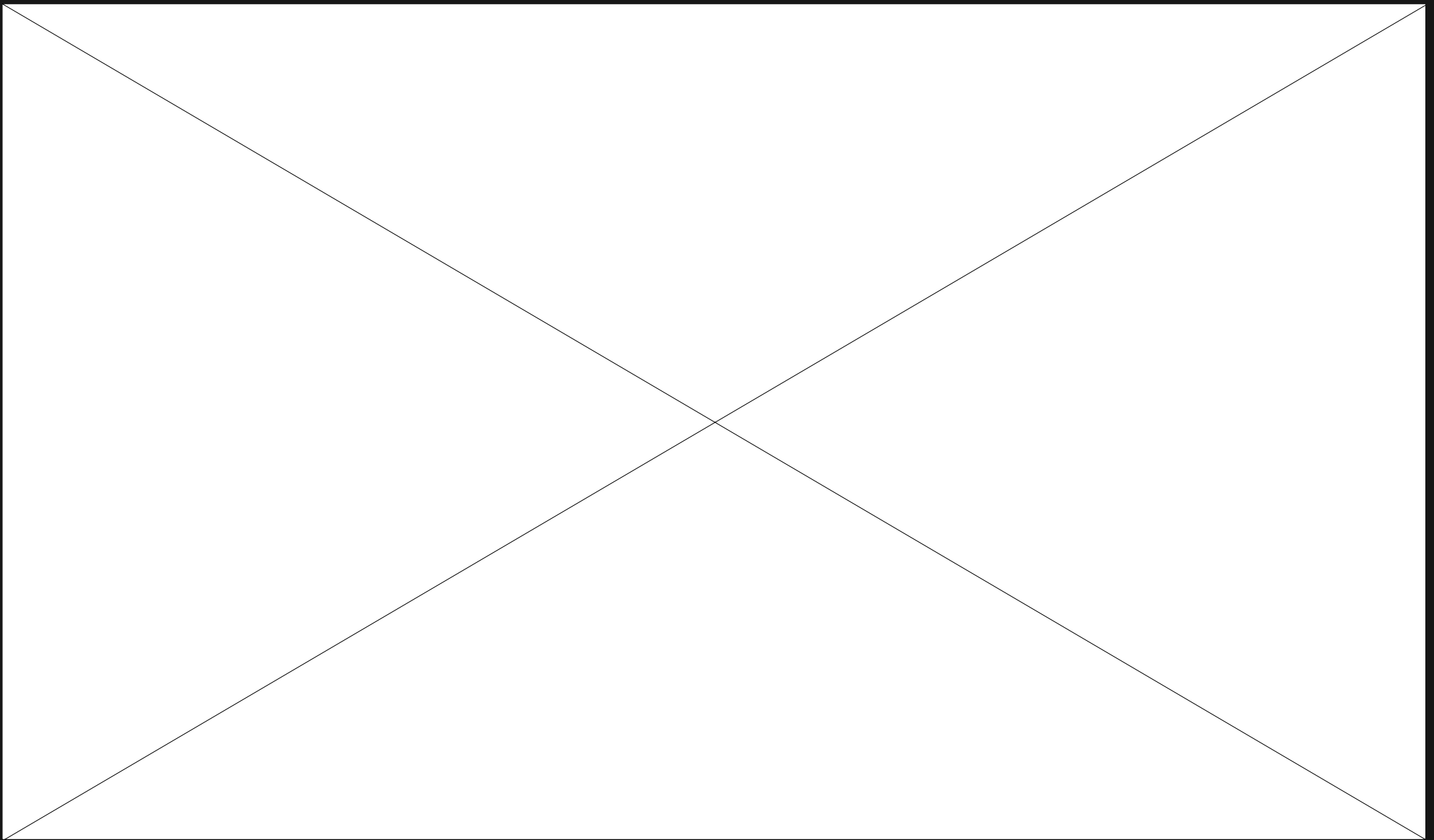
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Overview

- ◆ Vision and knowledge management
- ◆ SharePoint - implementation, limitations and benefits
- ◆ Change process
- ◆ Consequences



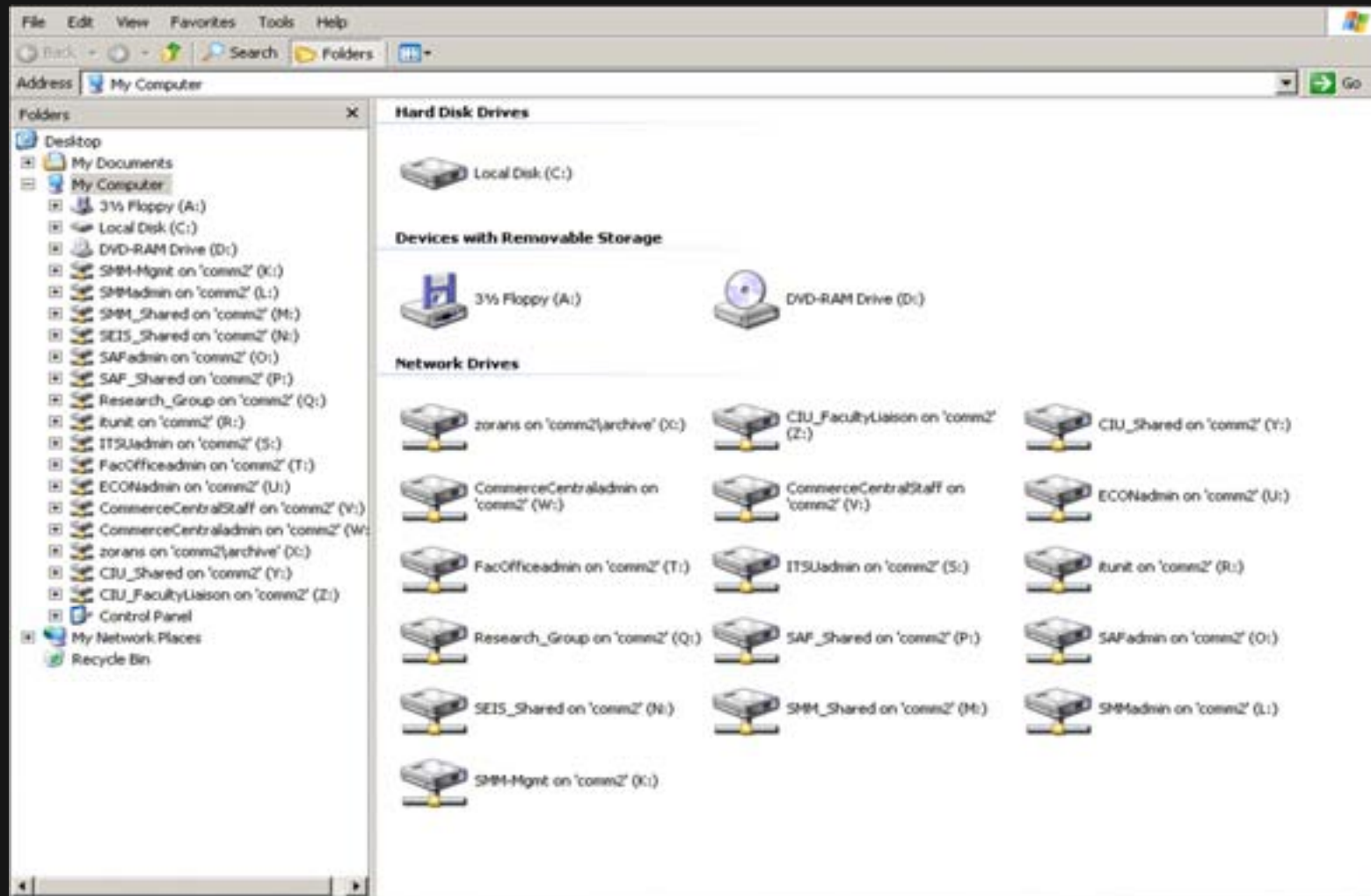


Source: Discover What You Know (YouTube)
Porterken's Channel
http://www.youtube.com/watch?v=f_x78XLBBVM&feature=player_embedded

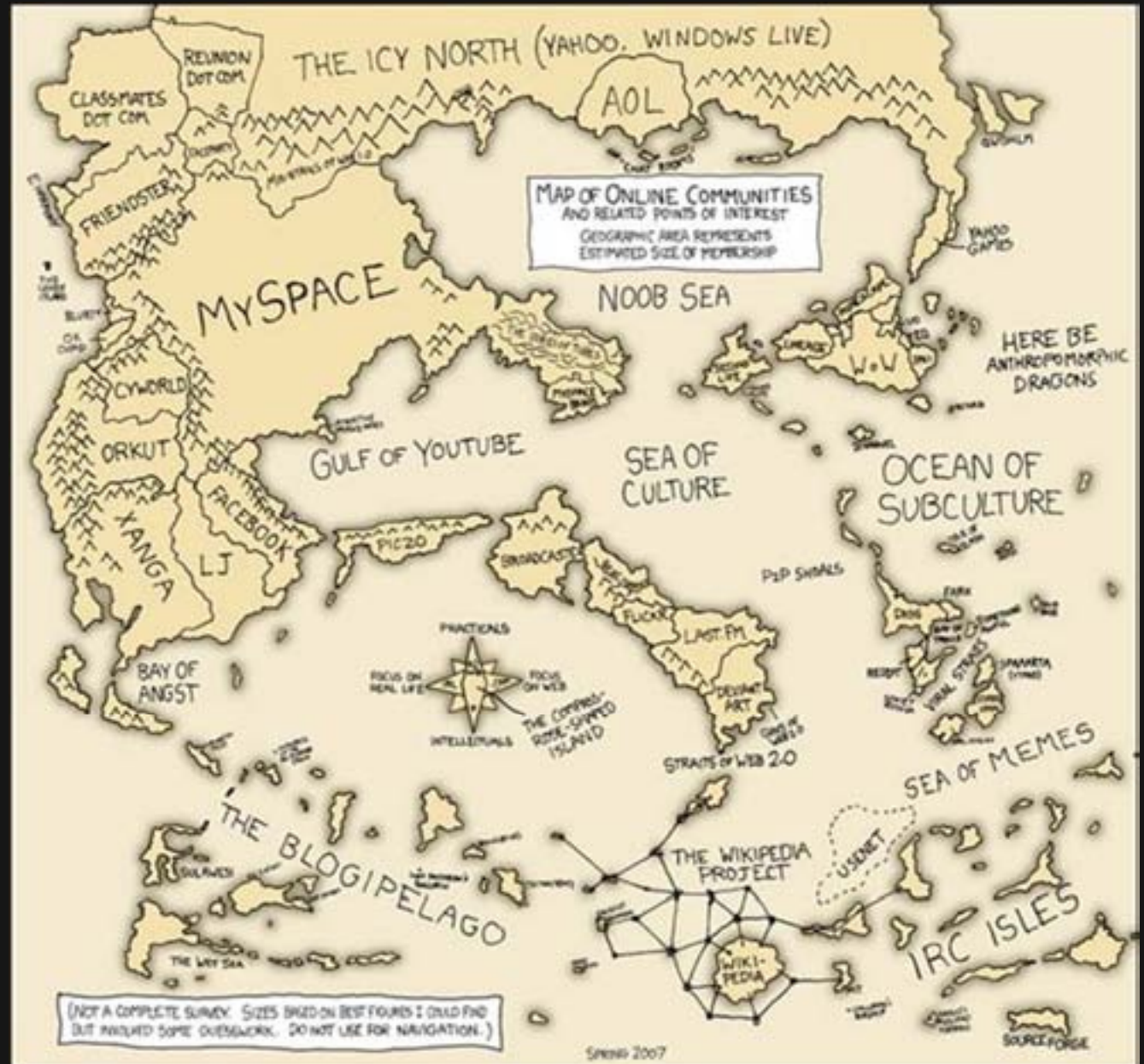
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Share Drive Network



Context



Knowledge Management for Commerce

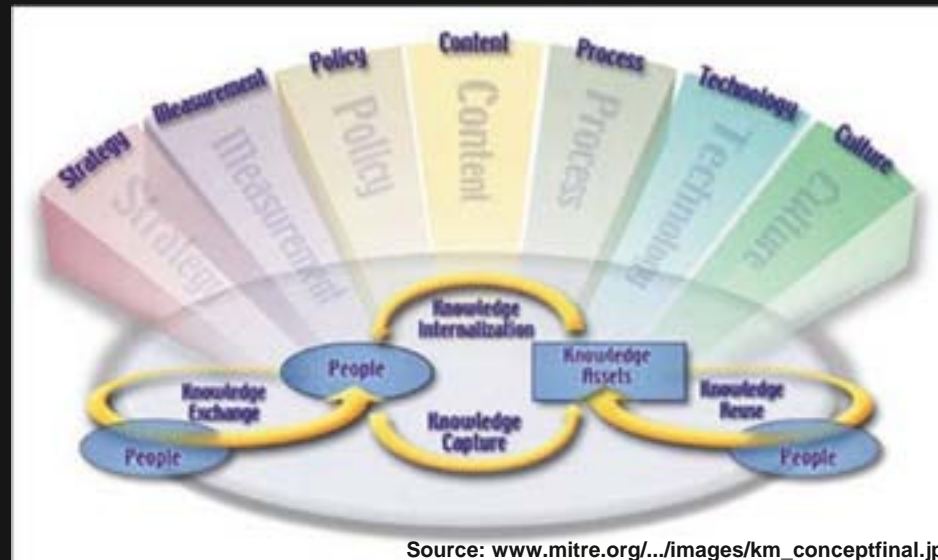
- ◆ To create a “Learning Organisation”
- ◆ Solution to help create an environment where knowledge is exchanged to support the development of better practice and improve staff performance in a way that aligns with the business objectives, Faculty purpose and challenges.

What is Knowledge Management

- ◆ KM is a process that helps organisations find, select, organise, disseminate, and transfer important information and expertise necessary for activities.

- ◆ It is about the:

- ❖ People
- ❖ Process
- ❖ Technology
- ❖ Content



Source: www.mitre.org/.../images/km_conceptfinal.jpg

- ◆ Each of these need to be addressed if knowledge management is to succeed.

What we wanted to achieve from Knowledge Management

Critically manage knowledge to meet existing needs, to identify and exploit existing and acquired knowledge assets and to develop new opportunities.

Employees understanding that knowledge management will improve their own knowledge and working environment, and that their potential for success as well as the organisations potential for success is greatly enhanced by Knowledge Management.

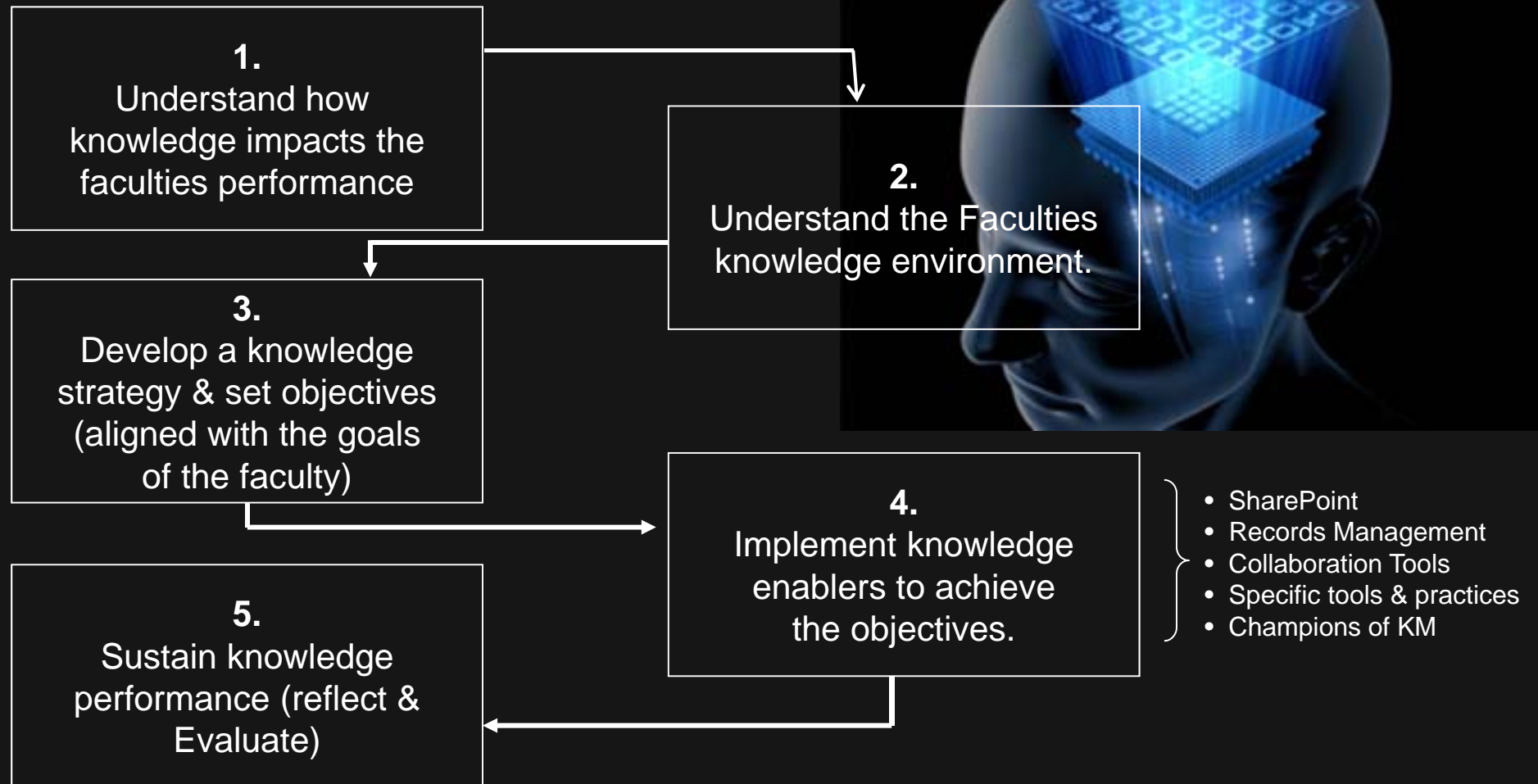


What we wanted to achieve from Knowledge Management

- ◆ Faculty based central information repository
- ◆ Reduce duplication
- ◆ Generate a culture of information sharing – capture tacit information
- ◆ Collegiality amongst schools and units
- ◆ Foster innovation
- ◆ Educate & inform
- ◆ Retain intellectual property
- ◆ Streamline workflow processes
- ◆ Capture & share vital information - (General staff & Academics)



Our Knowledge Management Process



Change Management Process

- ◆ Took a step back from the Technology
- ◆ Met with staff to discuss KM, their vision, what they considered to work or not to work
- ◆ Staff were consulted and included in the process, empowered to work together
- ◆ Staff were educated on the benefits
- ◆ Staff started to see the benefits for themselves and the organisation
- ◆ Staff knew they had a voice during the process and moving forward



What we needed in a system

- ◆ Collaborative tool to connect people
- ◆ Enabling users to receive, create and organise
- ◆ Tool which would enable staff to get the job done
- ◆ Tool to support staff in meeting the Faculty purpose and attributes



The Project – Birth of SharePoint

- ◆ Meetings held with professional and academic staff
- ◆ SharePoint usage
- ◆ Engaged with staff
- ◆ SharePoint “Boot Camp” training in Sydney
- ◆ Meetings scheduled with other SharePoint users in the community
- ◆ Mapped out active share drives
- ◆ KM (SharePoint) working party established



Development & Implementation

- ◆ Development area established
- ◆ Established a pilot site for feedback and testing by staff (Executive Unit & One School)
- ◆ Developed training documents and a dedicated training workspace
- ◆ Training provided to all staff

Roll-Out of SharePoint

- ◆ Phased approach
- ◆ Only current content was migrated across
- ◆ Met with each area as to their requirements and security needs
- ◆ Redundant or old content i.e. greater than 2 years was archived
- ◆ Network drives were turned off
- ◆ Training now moved towards drop in sessions once a month
- ◆ Reviewed issues as they arose – example v:\drive
- ◆ Remote access to content



Commerce Home

All Sites Advanced Search

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Site Actions

View All Site Content

Document Centre

- Meeting Workspaces
- Projects & Research Groups
- RASC Faculty Challenges
- Undergraduate Course Review
- Digital Storytelling
- PendO Research Centre
- Faculty Planning Day 2009
- Indigenous Working Party
- Green Jobs project
- TPS review project
- Vietnam Conscription
- Acknowledgement of Country
- AUQA 2011
- Centre for Human and Social Capital Research
- Hardship by Age
- Postgraduate Specialised Masters Coursework review
- Program For Preparing Early Leaders (PROPEL)
- Records Management System
- Social Media

Schools of Commerce

- Accounting and Finance
- Economics
- Management and Marketing

Commerce Units

Commerce Home



Our Vision

Inspiring socially innovative commerce through research and education
'creating better futures'

OUR MISSION

The Faculty of Commerce aims to become the best place in Australia to teach, learn and research Commerce and, therefore, has a strong commitment to providing high quality services for both staff and students.

FEATURE DIGITAL STORY

[Click here](#) to view Theresa's digital story on Socially Responsible Commerce, titled "From Little Things Big Things Grow"

FACULTY PLAN 2010

[Click here](#) to view the Faculty Plan FOR 2010.

Announcements

School of Management & Marketing - Schedule of Meetings 2010
by System Account
Meetings dates click here

Office Inspections by Workplace Advisory Committee
by System Account
The WAC office inspections for 2010 are:

- Tuesday 9 February 2010 - GBS and Research Wing
- Tuesday 13 April 2010 - Level 3
- Tuesday 6 July 2010 - Ground Floor and Level 1
- Tuesday 2 November 2010 - Level 2

Further information on the Faculty WAC....

[Add new announcement](#)

Events

24/09/2010 9:00 AM TAPE Corp Golf Day - Sponsored by Commerce

29/09/2010 9:00 AM Early Entry Staff Assistance 29th or 30 September
EARLY ENTRY STAFF ASSISTANCE - 29th and 30th September 2010 - RSVP by Friday 20 August

As previous years, we NEED your assistance to interview and/or assist on registration desk. Lunch is provided.
Two schedules are attached - one for interview...

8/10/2010 6:00 PM Early Entry Celebratory Event
Come and welcome the students who have been successful in gaining an early entry offer.

[Add new event](#)

Employee Lookup

Links

- Page Size: URL
- UCW website
 - UCW Staff Intranet
 - Web Kiosk
 - Kronos
 - Subject Outline Template system
 - Faculty of Commerce OH&S Listing
 - Tutorial Room Booking (on-site access only)
 - Consultation Booking System

Local intranet

The Technical bits

- ◆ Two separate servers
- ◆ Back up and disaster recovery system in place
- ◆ Customisation of SharePoint requires no technical expertise
- ◆ We have a customised style sheet
- ◆ User profiles are set up in Server administration area
- ◆ Uses active directory (Integrates and queries)
- ◆ Layered security structure – we have hidden sites



The UOW Community

- ◆ Interest raised in what we are doing
- ◆ Various presentations have been given to other areas of the University including, Administration, Vice-Principal Administration, Academic Registrar
- ◆ Traditionally Universities have not used collaborative space very well. SharePoint now being used by our central IT services division for their project management office.



Who else is using SharePoint?

- ◆ Wollongong City Council
- ◆ Anglicare
- ◆ AHM
- ◆ Tasmanian Government
- ◆ Australian Passport Office
- ◆ University of South Australia and other Australian Universities
- ◆ Yale University
- ◆ Peoplecare
- ◆ American Bar Association
- ◆ Catholic Education Office, Brisbane



SharePoint - Benefits

Benefits	Benefits
Integration with Microsoft Office Products	Document security
Searching Function for documents & staff	Extensive collaborative features
Document and Content Management	Set alerts
Workflow	View RSS feeds
Fully customizable	Open with access
Ability to create variety of team spaces	Export to spreadsheet
Edit data in datasheet	Connect calendars to outlook
Document Version Control	Document Roll back capabilities
My site – create your own sites	Personal and Shared document storage areas

SharePoint - Limitations

Limitations	Limitations
Manual process to update staff accounts	Entry level Wiki and blog
Manual process for document security settings	More an intranet system – though you can put content out
Basic survey functions	

Not a top end collaborative, wiki or blog tool. We didn't need that what we needed was a tool that would do a variety of things well, not necessarily the best in each.

Where to from here

- ◆ Continual review and development of SharePoint
- ◆ Currently meeting with stakeholders to see what is and what isn't working
- ◆ Implement new features i.e. Workflow
- ◆ Monitor, evaluate, develop further
- ◆ Continue on the path of a learning organisation and maintain KM functions
- ◆ We are supporting the Universities central IT services division in knowledge management and transferring of knowledge.

Unintended Consequences

- ◆ Culture change

- Partnerships
- Thought leaders
- Communities of practice
- Collaboration
- Team work



- ◆ Organisational learning

- ◆ Knowledge sharing

- ◆ Document management

Thank You

- ◆ Faculty of Commerce SharePoint Demonstration
- ◆ Questions?

