**DG REGIO:**

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| **Executive summary:** In 2013, DG Regio launched a knowledge management programme to structure and rationalize the access to information. With a team of up to three knowledge managers and the support of an external consultant, DG Regio developed, in less than two years, a knowledge management infrastructure including collaboration sites, document storage and especially a “regiowiki” providing access to crucial knowledge for the DG.  DG Regio developed this infrastructure in parallel with a strong change management programme, involving the active support of the Director general, the inclusion of knowledge management processes into business processes and a creative communication campaign.  In 2014, 30% of DG Regio staff connected to regiowiki at least once a week. In total, regiowiki counted 25,000 views. Some guidance notes were accessed more than 100 times. |

# Strategy

One of the main goals of DG Region knowledge management strategy is to structure and rationalize the access to information. For example, DG Regio estimated that, out of the three million of documents stored on their server, two millions are duplicates.

DG REGIO identified the following challenges related to knowledge management:

* Higher requirements for reporting and justifications as the result of new legislation;
* Higher value of REGIO’s contribution expected as the result of new macro-economic governance (European Semester);
* Higher understanding expected from Country-intelligence and EU2020 thematics as the result of new period of negotiation;
* The ambition of DG REGIO to become the “Competence Centre” for “Country & Regional knowledge” within the European Commission;
* Need for retention of knowledge within the organisation;
* Higher need for efficiency, given the current economic circumstances;
* Need for productivity improvement.

The following IT components are part of the knowledge management infrastructure:

* People directory: **eCV** in Sysper, not open yet to all staff in read mode. In the future, other solutions (e.g. Microsoft) will be developed;
* Collaboration and tacit knowledge management: **Sharepoint sites** can be created but still need to be improved in terms of user experience. Communities networks will be created;
* Document storage: Ares is used for official documents. **regioshelves** have been developed for “unofficial” documents but are still work-in-progress;
* Collaboration on content: **regiowiki** has been created.

The knowledge management team interviewed approximately 15 units to identify the type of knowledge that is produced and how it is produced. The team assessed that approximately 60% of the knowledge was created in collaboration with other units. It made an inventory of 220 different types of knowledge that it summarized afterwards in 117 types, ranked by order of importance. The following step was to create a taxonomy based on content type, activity or process, but not on the organisation chart.

The knowledge management team also conducted a survey directed to all staff. On average, every staff member spends 15% of his/ her time looking for information (from 10-15% for managers to 20% for staff members). It also performed a maturity assessment with key stakeholders: It included five axes with approximately 10 questions for each axis.

# Organisation

DG REGIO counts approximately 750 staff members spread over 45 units.

When the knowledge team was set up, it consists in only one staff member, who received support from the external consultant Deloitte for the initial steps of the implementation of the knowledge management strategy. The knowledge management team now counts three FTEs.

# Processes

DG REGIO tries to embed knowledge management processes in business or administrative processes. For example, a mission report needs to be written so that a staff member can get his/ her expenses reimbursed. Briefings for the new Commissioner have also been prepared using collaborative tools (see part 5).

# IT infrastructure

Five pillars have been defined in regiowiki: Geography, Theme, Internal management, Regulatory framework and Policy development (evaluations, audits, analysis). At the date of the interview (March 2015), the two latters were operational. No documents can be downloaded; the information is already summarized and linked to the relevant sources, just like Wikipedia.

For example, for the pillar regulatory framework: All the relevant regulation for DG Regio has been converted in .xml files and uploaded by an external consultant (it took approximately three weeks of one FTE).

When a user searches with key words, suggestions are automatically proposed in the search field. The results returned include all directives, regulations, guidance notes, etc. where the key words are found. In a matter of seconds, a user has access to all relevant articles. Therefore, the tool provides the user with the certainty that s/he did not overlook an important regulatory document.

# Culture/ Change management process

The Director General actively supported the whole process.

The knowledge management team took the opportunity of having to deliver a briefing for the new Commissioner to kick-off the change management process. 144 staff members from 44 units had to deliver in total 87 chapters of briefing. Instead of using the traditional MS Word documents and emails, these staff members had to collaborate via the collaborative tool Confluence. This first use case, embedded in a business process, showed the power of collaboration to all staff involved: The staff saw the utility of such tool for future usage and discover that the tool was user-friendly. Moreover, all staff had access to the data and could therefore benefit from the global picture prepared for the Commissioner.

The knowledge management team started communicating about regiowiki one year before the full implementation (November 2013, i.e. 3 months before the briefing of the Commissioner). It also used funny videos[[1]](#footnote-1) just before the launch of regiowiki (1st teaser: “DG Regio has a dream”. 2nd teaser: “Imagine… Having your knowledge at hand”; 3rd teaser: parody of Hacker Anonymous featuring the Secretary General).

It took 6 months to develop the concept, 6 months to set up a pilot and 9 months for the full implementation.

In 2014, 30% of DG Regio staff connected to regiowiki at least once a week. 40% of all staff connected at least once. In total, regiowiki counted 25,000 views. Some guidance notes were accessed more than 100 times.

# Contacts

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# Sources

Knowledge management in REGIO – Presentation to ECA (12 March 2015)

1. Won three prizes at the Internal Communication Awards [↑](#footnote-ref-1)