

10 March 1999  
Orlando, Florida

# A Roadmap for the Convergence of Human Resource Management & Knowledge Management



**Buckman**  
LABORATORIES

Mark S. Koskiniemi  
Vice President, Human Resources  
Buckman Laboratories International

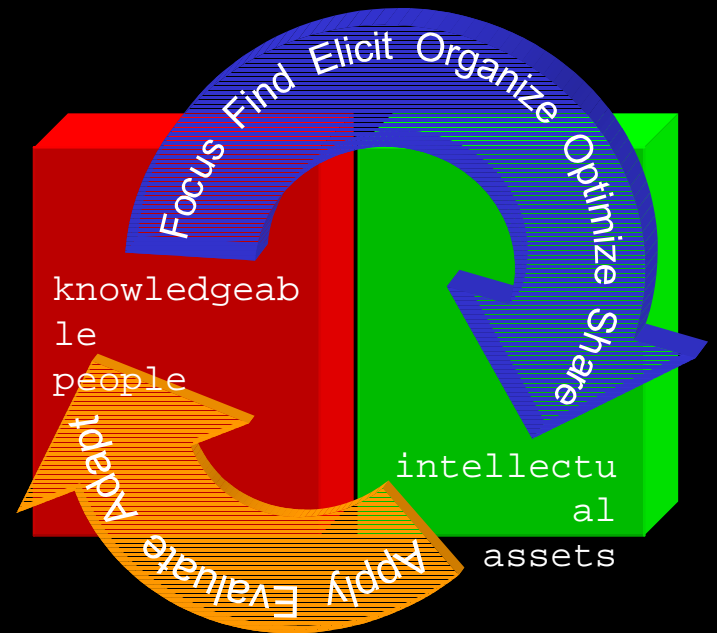
LearnerFirst

Larry T. Wilson  
President,  
LearnerFirst

# Introduction

- What is human resource management?
- What is knowledge management?
- What is corporate memory management?

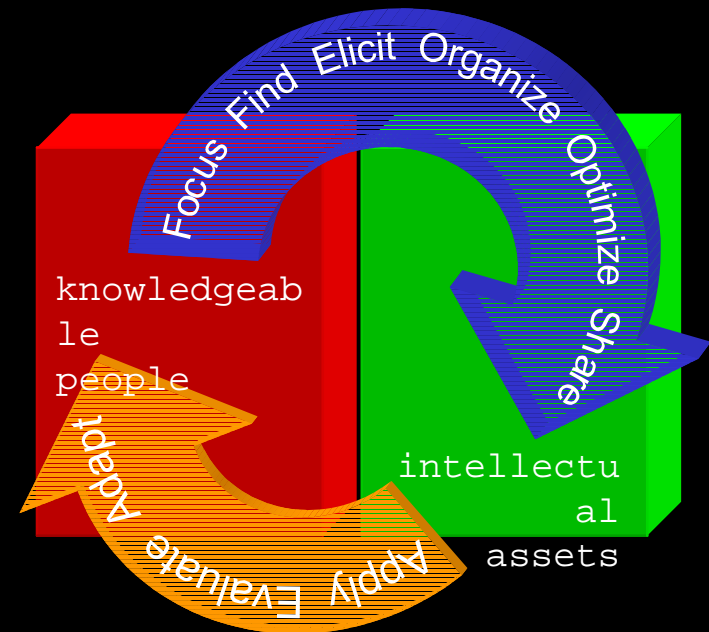
*The convergence of HRM and KM will result in corporate memory management.*



# HRM

## What elements of HRM serve as a foundation for CMM?

- Instructional Design
- Deploying Corporate Systems
- IT Partnership



## Instructional Design

- Assess & analyze needs.
- Create audience profile.
- Write objectives.
- Outline the content.
- Storyboard the course.
- Produce the course.
- Evaluate the course.

## Deploying Corporate Systems

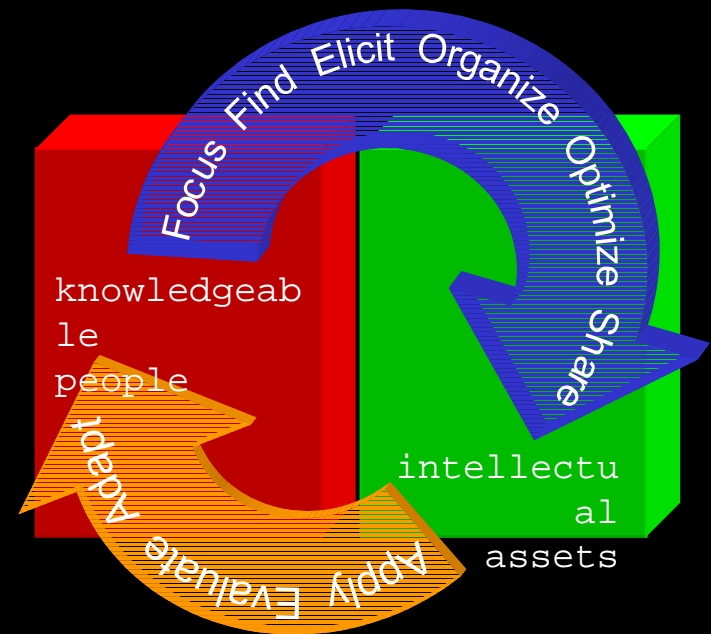
- TQM, BPR, Reengineering
- Personnel Policies
- Benefits Enrollment
- Culture Change/enforcement
- Rewards & Recognition

## IT Partnership

- Recognize complementary roles in knowledge management.
- HRIS/HRMS
- Collaborative Technologies
- Distance Learning

# What elements of KM serve as a foundation for CMM?

- Developing an appreciation for intangibles
- Surveying and mapping sources of expertise
- Acquiring key knowledge
- Exploiting the value of intellectual property
- Improving information retrieval



HRM

KM

CMM

## Checkpoints

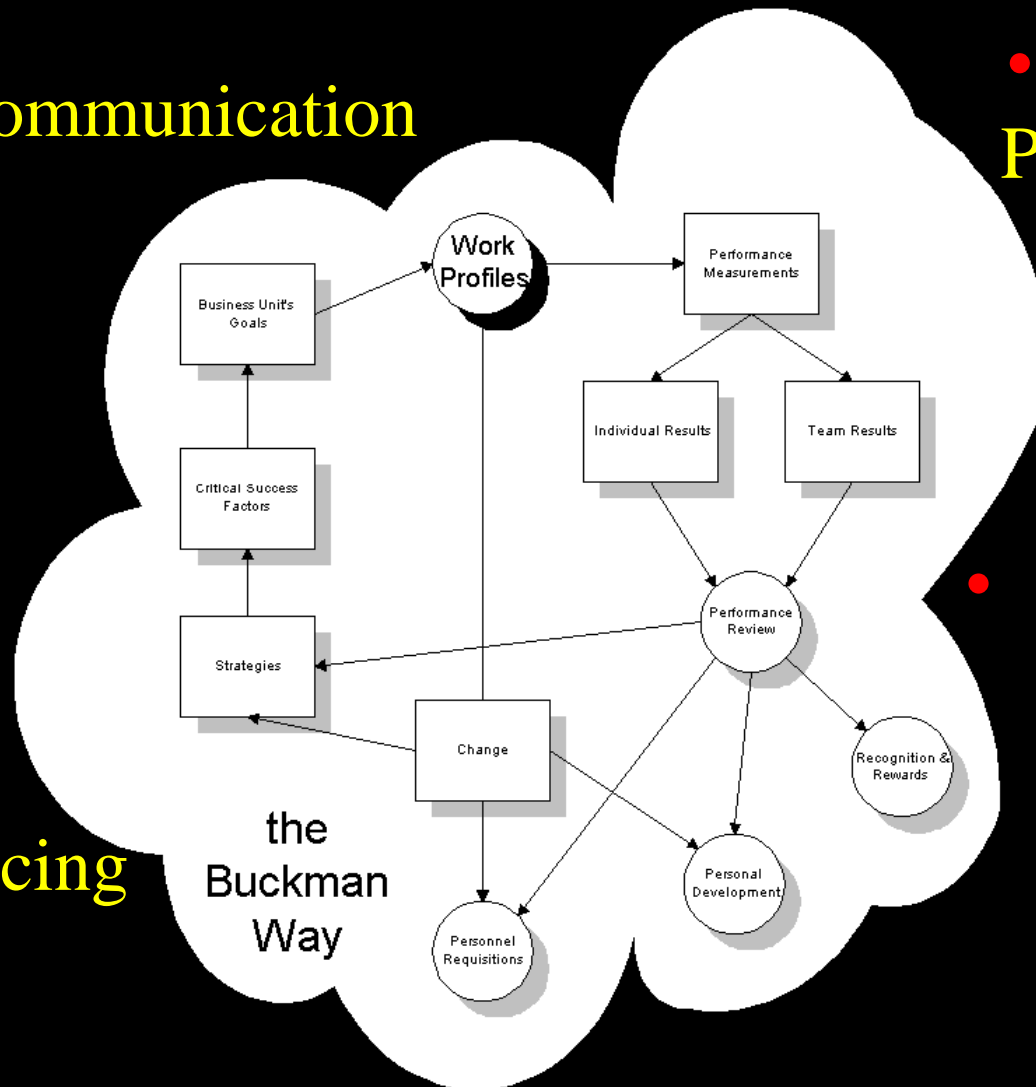
- Achieve top management support.
- Create necessary alliances.
- Recognize the roles of each partner.
- Start with high impact.
- If it is invisible, it does not exist.
- Commit!

## CMM Building Blocks

- Strategy/Communication

- Planning

- E-conferencing



- Managing Performance

- Results

- Knowledge Sharing

- Distance Learning

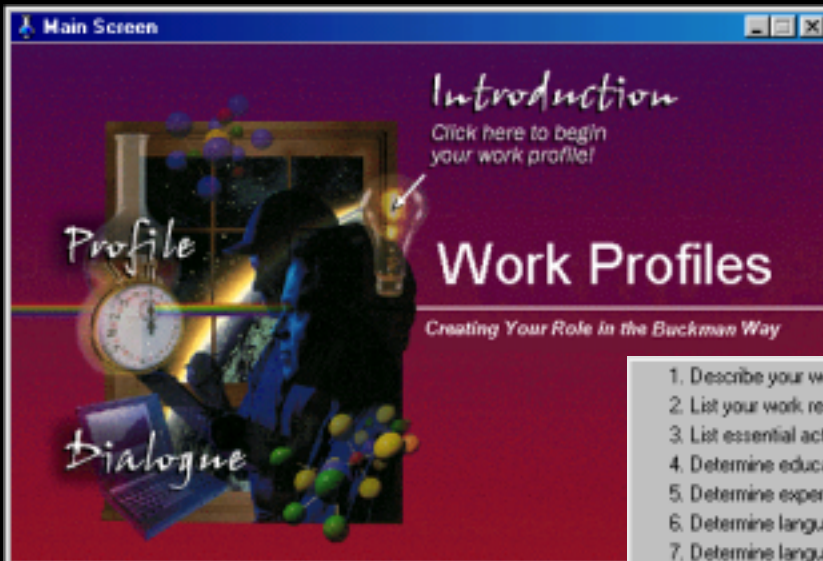
## Why Work Profiles?

- Buckman Labs was entering a period of significant change.
- CEO wanted to be sure everyone was on the same page.
- We needed it.
- We could move globally.
- Technology infrastructure was there.

## Why Work Profiles? (for CMM)

- It's an ideal way to start.
- It institutionalizes the critical concepts of “results” and “actions.”
- It creates the foundation of a taxonomy/structure for the corporate memory.

## The Profiling Process



### Profile

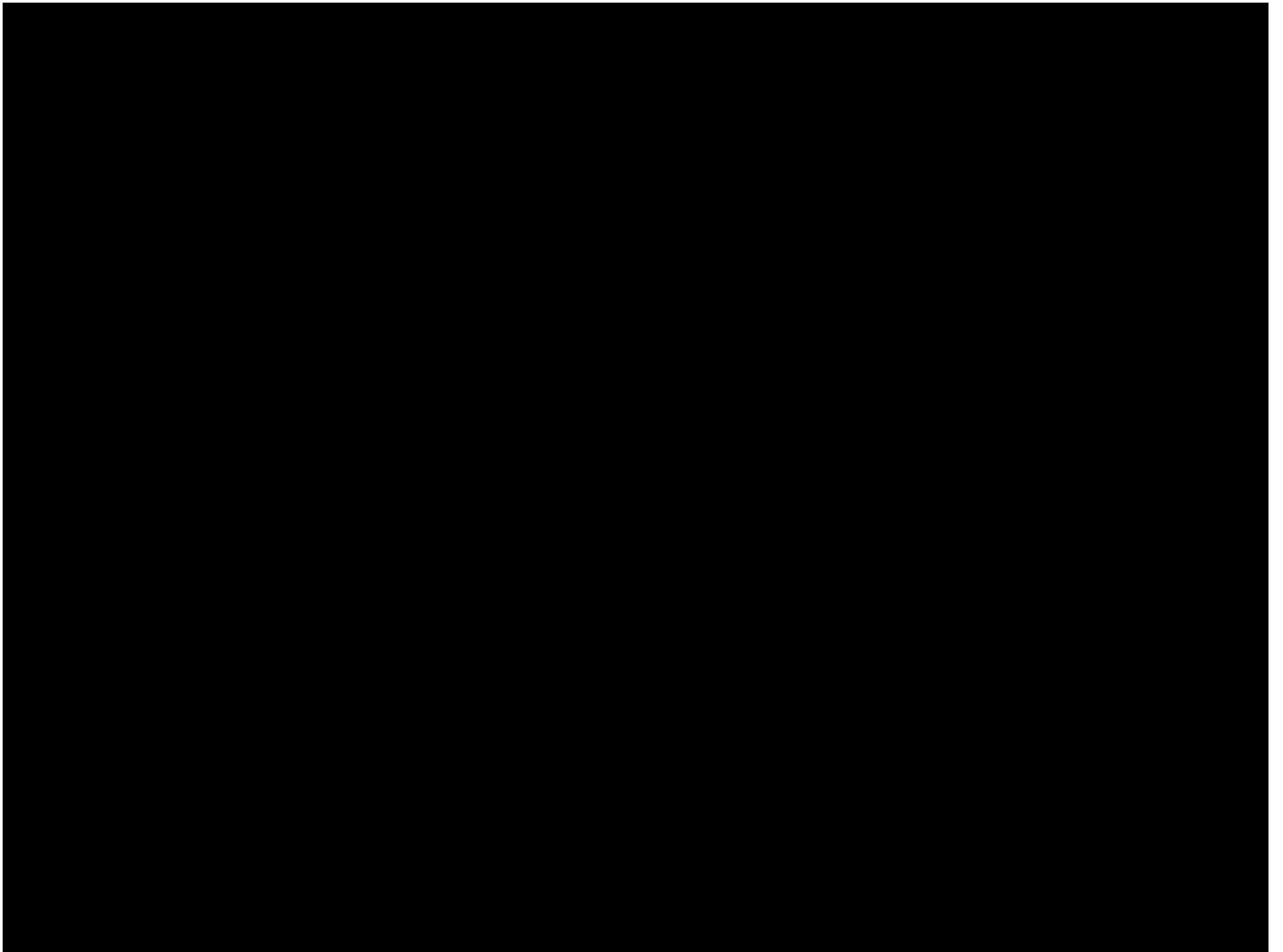
1. Describe your work.
2. List your work results.
3. List essential actions for each work result.
4. Determine education requirements.
5. Determine experience requirements.
6. Determine language skill requirements. (Part 1)
7. Determine language skill requirements. (Part 2)
8. Determine mathematical skill requirements.
9. Determine reasoning ability requirements.
10. Determine requirements for certificates, licenses, or registrations.
11. Determine requirements for travel.
12. Determine requirements for physical activities.
13. Determine requirements for physical lifting.
14. Determine special vision requirements.
15. Determine work environment/exposure requirements. (Part 1)
16. Determine work environment/exposure requirements. (Part 2)
17. Identify work characteristics and associated traits. (Part 1)
18. Identify work characteristics and associated traits. (Part 2)
19. Identify work characteristics and associated traits. (Part 3)
20. Identify work characteristics and associated traits. (Part 4)
21. Create a purpose statement.

### Introduction

1. Name/Date
3. Enter company information.
2. Why Work Profiles?
4. What is a work profile? (Part 1)
5. What is a work profile? (Part 2)
6. What is a work profile? (Part 3)
7. What is a work profile? (Part 4)
8. What is a work profile? (Part 5)
9. How are work profiles created? (Part 1)
10. How are work profiles created? (Part 2)
11. How are work profiles created? (Part 3)

### Dialogue

1. Review the rules. (Part 1)
2. Review the rules. (Part 2)
3. Plan a meeting.
4. Review and print worksheets.
5. Enter your notes from discussion.
6. Send HR your updated profile.



## What was the outcome of the Buckman initiative?

**Improved Effectiveness** - Have we increased the intellectual specialization within the organization?

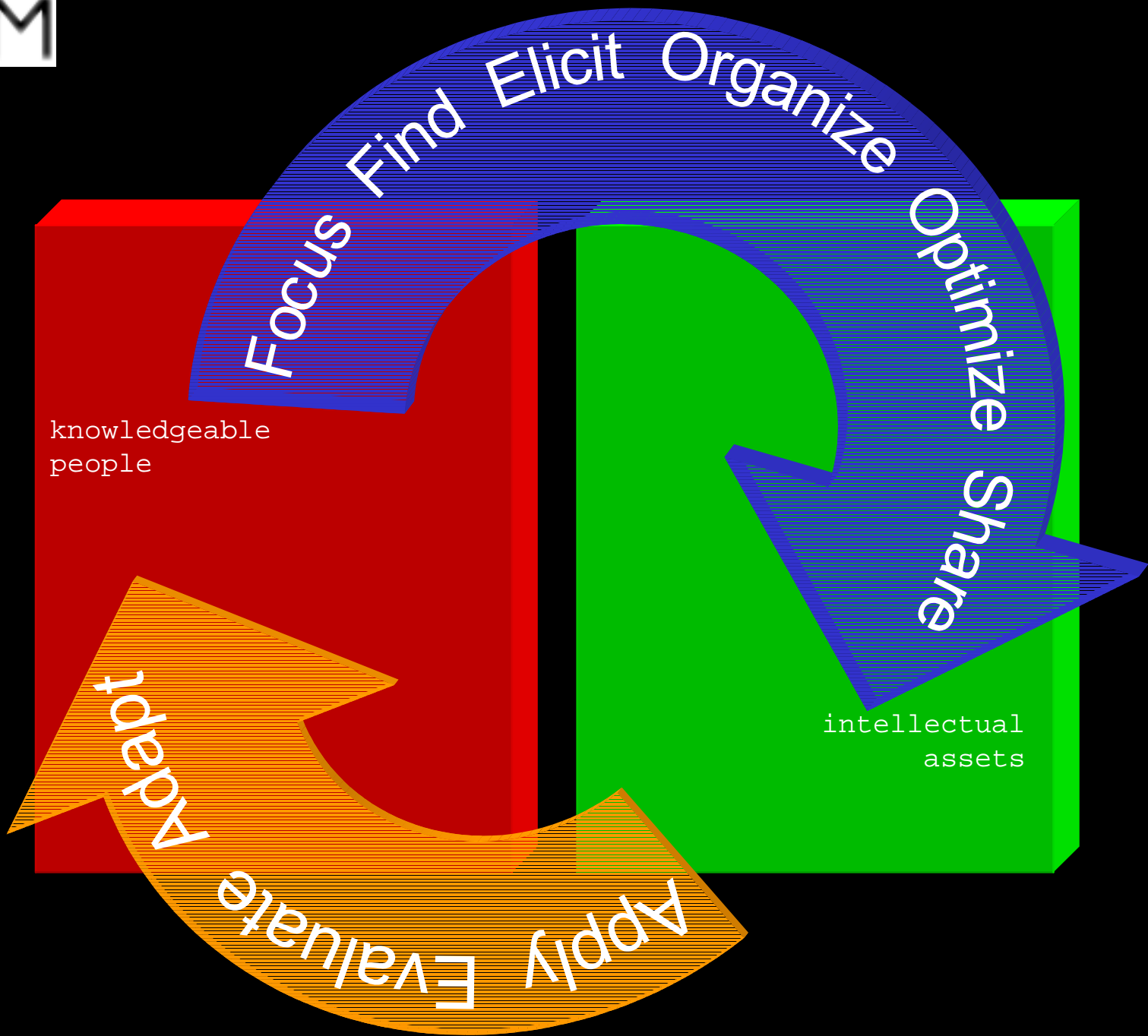
**Reduced Rework** - Have we decreased the amount of work that must be redone due to error?

**Improved Efficiency** - Is the work accomplished in less time?

**Improved Focus** - Is more time available for the primary mission or function of the workgroup, rather than tangential activities such as profile creation?

**Work Elimination** - Have we eliminated the need for some tasks or accomplished them automatically?

# CMM



knowledgeable  
people

intellectual  
assets

[mkoskiniemi@buckman.com](mailto:mkoskiniemi@buckman.com)

Mark S. Koskiniemi

Vice President, Human Resources

Buckman Laboratories International

[larry.wilson@knowledgeharvesting.com](mailto:larry.wilson@knowledgeharvesting.com)

Larry T. Wilson

President,

LearnerFirst