

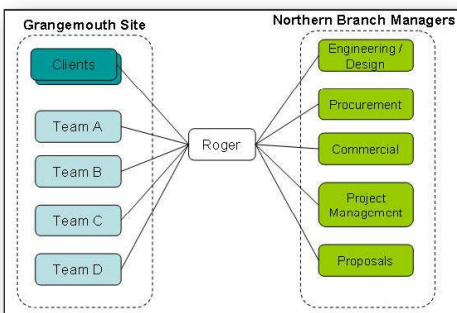
Knowledge acquisition exercise maintains *North Branch's reputation*



by Roddy Miller, Knowledge Engineer and Project Manager, North Branch

Doosan Babcock's proposal/bid process requires specialist knowledge in order to combine the key technical, engineering, commercial and risk management requirements of our business. The impending retirement of a key member of the North Branch team, none other than Roger Strachan, highlighted the opportunity to capture this specialist knowledge.

The vital know-how, critical to proposal preparation and risk mitigation, has been captured and structured in order to help the North Branch to scale up this activity in a robust way over the coming years.



In particular, Roger has been responsible for bidding for (and winning) work at the Grangemouth Petrochemical and Refining Complex, which requires specialist knowledge of the local circumstances and the client. Furthermore, Roger's retirement would mean that there would no longer be a single point of contact for the Grangemouth Complex within the branch office.

The project focused on the following outcomes:

- mitigating the risks of losing knowledge in the critical areas highlighted
- providing a framework that improves long term organisational learning and improvement

Scoping

The scoping session was designed to highlight the critical knowledge areas and recommend a way forward for capturing this knowledge using KorteQ's knowledge acquisition methods.

The selected team attended a scoping workshop to identify and prioritise Roger's specialist knowledge areas using a three stage process:

- identifying high level steps - using the information gathered from pre-scoping questionnaires, the high level steps in the bid/proposal process were identified as a starting point.
- identifying key judgements - for each step identified above, a number of key 'judgements' were identified. These were points in the process where Roger had previously made a decision based on his knowledge and experience.
- prioritising risk - initially the high level stages were prioritised. Then appropriate judgement was made, rating as high, medium or low risk.

Scoping results

The scoping process identified 16 judgement areas within 7 knowledge topics, which had a high risk of being lost.

Therefore KorteQ recommended that we use their classic 'knowledge acquisition' approach to conduct six semi-structured interviews over a nine week period, which aimed to capture key tacit knowledge relating to these high risk judgements.

The knowledge acquisition process

The process involved interviewing, analysis and validation techniques: documenting, structuring and 'visualising' the know-how and preparing the content for deliverables. KorteQ provided training to the Doosan Babcock 'knowledge engineers' in each of these areas to maximise the effectiveness of the process and to enable the exercise to be carried out in-house going forward.

The project was managed and controlled via weekly progress reports, regular gate reviews and update meetings supported by clear routes of communication.

Project deliverable

A website based on an MS Word host document was chosen as the format for the final deliverable, for several reasons:

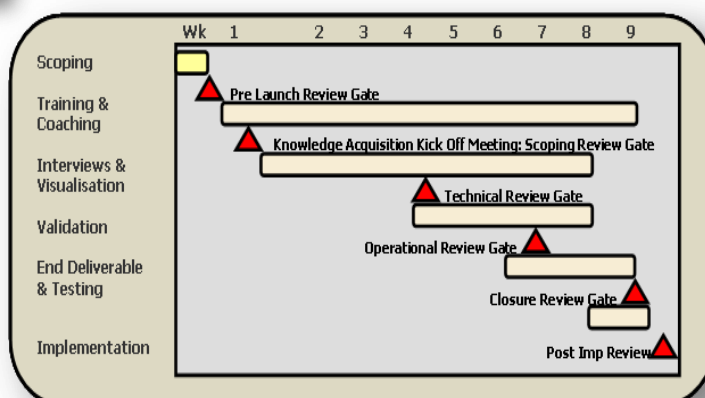
- it is 'mobile', with everyone having access to Word and to the Intranet
- it is easy to access via a workgroup for authorised users on the Intranet
- it is easy to use, in terms of navigation and structure

Benefits

The knowledge acquisition project has successfully captured the required knowledge from Roger, thus preventing a potential knowledge gap. It has been processed into a presentable and usable format that can be accessed by current users and any prospective new employee in North Branch's Proposals team.

The project has also set a benchmark for other knowledge acquisition projects and will promote the idea of capturing vital knowledge from Doosan Babcock's highly experienced staff.

The knowledge gained will have significant benefits to staff when tendering for work at Grangemouth in the future and will remain a point of reference that supports Doosan Babcock's business operating procedures.



Thank you to everyone who participated and a special thank-you to Roger Strachan for being such a good sport during the entire process.

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