Implementation of National and Statewide Transportation Knowledge Management Initiatives

The Role of KM Professionals
Presenters and Contributors

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The Challenges

National RTAP

• When transit agencies lose employees due to turnover, there is a significant subsequent impact of knowledge loss on the operations of the agency.

• There is a need for a comprehensive repository to transfer knowledge from long-standing managers to new ones.

Oklahoma DOT

• Some may be wary in sharing their knowledge.

• Many may be unfamiliar with KM concepts and unsure how it would benefit them.

• Generational divides in familiarity with certain technologies are problematic. Finding a one size fits all solution may be difficult.

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• Systems contained ROT (redundant, obsolete, transitory). 85% of SharePoint was ROT at migration.

• Systems siloed and hidden.

• Finding materials was difficult and time consuming
National RTAP developed and continuously updates a comprehensive Transit Manager’s Toolkit to provide an ongoing tool for succession of knowledge for new rural transit managers entering the workforce.

- Collected gaps in knowledge through large-scale formal surveys of transit managers nationwide every other year

- Resource Center Manager tracks information requests from transit managers through a customer relationship management portal to identify gaps in knowledge.

- National RTAP Review Board (transit agency and State DOT managers) serve as experts to supply best practices.
The Oklahoma Transportation Library in coordination with the ODOT KM team confronted these issues by working person-to-person, finding out what their needs were and allaying uncertainties about KM adoption.

- Conducted interviews with division leaders to explore pain points in relation to KM.
- Avoided using the term “knowledge management” and focused on more familiar terms.
- Stressed how implementing KM would reduce time employees spent looking for information.
Idaho Transportation Department

- Explain the “Why.” How can we expect compliance if we don’t explain the purpose of Information Management? We held training opportunities and marketed concepts via posters and videos.

- We developed an extensive Community of Practice for collaboration and sharing. We learned about each other and discussed best practices.

- Information Management created many policies and standards to help business users understand how to manage its content.
Results

• National RTAP was able to train significantly more new managers through the self-service tool and effectively answer a much larger number of research requests through their Resource Center using the Toolkit.

• The ODOT KM team was able to increase awareness and support of KM best practices among agency leadership and began introducing key KM concepts to new employees to identify areas of focus for subsequent work. The team also began using an information platform to store and share KM-related information for the agency.

• Massive deletions from ITD file shares and systems based around revised retention schedules and standards. Sharing of “one deep” siloed knowledge.
Lessons Learned

- KM efforts involve reaching out to the individuals who will be impacted most, and convincing them of the importance of KM.
- Resistance could develop from employees who are not convinced that KM can benefit them or those around them.
- Long tenured workers may hold knowledge without realizing that it is important to share.
- Many employees could view the adoption of a new policy or routine in support of KM to be problematic.
- The term “knowledge management” may appear unfamiliar for many, and overwhelming and unnecessary to others.
- Generational divides can play a role in developing a KM strategy.
- Maintaining support at the highest levels of the project is critical.
- The project needs to align with the organization’s goals.
- Technical barriers can include legacy systems, data migration, and digital object creation.
Next Steps

National RTAP

• Align the Toolkit content to respond to evolving laws, regulations, and business processes.

• Guide the knowledge transfer process to retrieve “hidden” knowledge that can also translate to other knowledge projects and endeavors.

Oklahoma DOT

• Continue fostering a culture of KM by expanding KM technology platform use among new employees.

• Create a draft of a project completion summary for use as ODOT projects are completed.

• Continue identifying and documenting critical knowledge in various divisions.

• Conduct interviews with DOT employees to identify and document gaps in knowledge between retiring employees and new hires.

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• Using the application inventory to rationalize redundant systems.

• Migrate content to newly defined systems of record.

• Digitization standard in order to define image standards for digitized content.
About National Transportation Knowledge Network (NTKN)

https://transportation.libguides.com/ntkn

- Supports a network of transportation information professionals, who collaborate to expand, improve access to, and preserve the domain of transportation knowledge.

- Coordinates with transportation research centers, libraries, information providers, and technical assistance centers to develop a comprehensive transportation information.

- Creates value for member institutions and their individual communities, which include State Departments of Transportation, national technical assistance organizations, transportation research organizations, and other transportation knowledge and thought leaders.
The Transportation Technical Assistance Coordination Library (TACL) provides a sustainable methodology and platform for access and findability of coordination resources across a diverse range of transportation technical assistance centers and the Federal Transit Administration (FTA).

The FTA-funded technical assistance centers participating in this ongoing work with links to their coordination resources are:

- National Aging and Disability Transportation Center (NADTC)
- National Center for Applied Transit Technology (N-CATT)
- National Center for Mobility Management (NCMM)
- National Rural Transit Assistance Program (National RTAP)
- Shared-Use Mobility Center (SUMC)

http://transportation-tacl.org
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