



Government Office for
Technology Transfer

Knowledge Asset Management Strategies:

What to include and where to
start



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How to use the checklist

This guidance is intended to help organisations develop a Knowledge Asset Management Strategy (KAMS), a recommendation in the Rose Book¹ and Managing Public Money², and to consider what is required to put this into practice. A KAMS can form a guide for staff and support the Knowledge Asset (KA) Senior Responsible Owner (SRO) and senior staff to ensure effective KA management, supporting delivery of organisational priorities, align to central government guidance and deliver value for money.

There is no ‘one size fits all’ for KAMS and the structure, length and detail will depend on your organisational needs. For example, your KAMS might be contained in a single document or be a collection of linked policy documents.

The approach you take and level of detail you set out for the structures, policies and processes required within each section will depend on your organisation and the number and type of KAs you own.

The checklist is split into sections, covering the core components of a KAMS recommended for an effective KAMS. Under the ‘content to include’ section are some points and questions to consider and under ‘where to start’ there are some actions to help you begin. The content and actions are not compulsory or exhaustive but designed to help start and guide your KAMS development.

If after reading the checklist you would like further guidance on development of your organisational KAMS please [contact the GOTT team](#).

Overview of KAMS checklist



¹ [The Rose book](#)

² See Annex 4.15 Managing Public Money for more details on asset management. '[Managing Public Money](#)', HM Treasury, 2023

KAMS Checklist

1. Strategic Context and Getting Started

| The role of KA management in achieving your organisation's strategic objectives | |
|---|--|
| Outcome | Content to include |
| <p>This will help your organisation to:</p> <ul style="list-style-type: none"> • Understand how an organisation can generate value from KA management • Identify the most important KAs held by the organisation • Provide a context against how priorities for management of KAs will be decided upon • Inform the approach taken to managing those assets | <ul style="list-style-type: none"> • Articulate your organisation's strategic objectives • Consider the strategic role of KAs in achieving your objectives • Consider the external environment (economical, policy) and explain what opportunities this provides for your organisation with respect to KAs • State who owns the KAs generated by your organisation <p>Points to consider</p> <p>It might be beneficial to consider the types of KAs your organisation owns to help understand their role in meeting your strategic objectives and the benefit to your organisation from protecting and exploiting them.</p> |

| Where to start |
|--|
| <ol style="list-style-type: none"> 1. Review the principles set out in chapter 2 of the Rose Book 2. Review and set out organisational strategic objectives which will inform the approach taken to managing KAs 3. Consider how the external environment may be changing to offer new opportunities and risks in how KAs are used 4. Check if the organisation has an asset management strategy integrated into corporate and business planning 5. Map and prioritise potential impacts from KA management against organisational objectives |

Scope and Ownership of the KAMS

| Outcome | Content to include |
|--|---|
| <p>This will provide clear ownership of the KAMS</p> <p>A regular review will help your organisation understand whether the priorities remain relevant</p> | <ul style="list-style-type: none"> • Who has developed the KAMS • Why has the KAMS been developed • Who will be accountable for the KAMS <ul style="list-style-type: none"> • It is likely that your SRO will be accountable for your KAMS • Who will manage the day to day implementation of the KAMS <ul style="list-style-type: none"> • The KA officer may be accountable for the day-to-day implementation of the KAMS • The date of implementation • Who will review the KAMS and how often <ul style="list-style-type: none"> • The review period will likely depend on the number of KAs in your organisation and could vary from every 1-3 years • It may be that some individual policies need to be reviewed and updated more or less regularly and these should be recorded separately |

Where to start

1. Decide who will own the KAMS and be responsible for updating the document
2. Review [SRO checklist](#) to find guidance on the role of SRO and KA officer

Roles and responsibilities of KA management

| Outcome | Content to include |
|---|--|
| <p>Clear roles, responsibilities and interfaces help ensure all organisation staff understand their and colleagues' parts in managing KAs</p> | <p>What are the roles and responsibilities of:</p> <ul style="list-style-type: none">• Your SRO• Your KA officer<ul style="list-style-type: none">• The KA officer may be a full time role or a part of someone's role• Your wider organisational staff<ul style="list-style-type: none">• As a minimum, organisational staff have a responsibility to identify and record KAs• Your KA management committee or other steering groups <p>Points to Consider</p> <p>The amount of responsibility within the roles will vary depending on the number of KAs your organisation manages, however the responsibilities will likely be same regardless of the number of KAs in your organisation</p> |

Where to start

1. Appoint SRO if not already appointed and review GOTT [SRO checklist](#)
2. Identify your organisation's specific need for a KA officer (e.g. full time or part of a role) and appoint if needed
3. Review chapter 7 of the Rose Book to see an example of roles and responsibilities

How your organisation will encourage and support organisational staff to implement the KAMS

| Outcome | Content to include |
|---|--|
| <p>Supporting and encouraging individuals will help to drive the culture change required to improve KA management</p> <p>Individuals' understanding of their role in KA management and familiarity with relevant elements of the KAMS is key to empowering them</p> | <ul style="list-style-type: none"> • How will the KAMS (including updates) be communicated to the wider organisation and who will be responsible for this? • Where will the KAMS and additional policies be accessible on your intranet? • How will staff be made aware of KA management responsibilities? • How will KAs feature in L&D and training options for staff? <p>Points to consider</p> <p>How will management of knowledge assets be integrated into existing processes, such as procurement, contracts and project and programme management? See Annex D of the Rose Book for guidance on managing knowledge assets in procurement.</p> <p>Will KA management be part of performance assessment?</p> |

Where to start

1. Contact GOTT to enquire about training and engagement on KAs
2. Consider whether there will be any mandatory learning for organisational staff to support them with their roles and responsibilities as set out in the KAMS

2. Putting KA management into practice

| How your organisation will identify and record KAs | |
|--|--|
| Outcome | Content to include |
| <p>This will ensure that your organisation has an understanding of its KAs to:</p> <ul style="list-style-type: none"> • Inform asset-type specific considerations • Be able to make judgements on the role of these assets in meeting your organisation’s priorities and the implications for their acquisition, use, maintenance, renewal, upgrade and disposal | <ul style="list-style-type: none"> • How will existing and future KAs be identified? • How will future KAs be recorded as they are generated and how will the records be kept up to date? • Who is responsible for identifying and recording KAs? • How will staff be made aware of their responsibility to identify and record KAs? • Who will have access to view and edit the register? • How will your KA register work alongside other departmental asset registers? • How will personal data or classified information be handled? Depending on the type of KAs the organisation holds this may be a link to existing policies • How will information about KAs be shared and how to make use of other’s shared information? |

Where to start

- Review box 4.C in the Rose Book which provides detail on what systems to record KAs can include
- Develop a process for staff to record KAs, this could be a centrally managed spreadsheet as a starting point.
- Decide the person or people responsible for managing the register
- You may wish to conduct a one-off analysis of the types of knowledge asset held within the organisation by carrying out a review of your existing knowledge assets e.g. review existing business cases and speak to teams across your organisation to understand what KAs they may already be holding
- Perform an [IP Health Check](#), a tool for which has been created by the Intellectual Property Office
- Consider which identified KAs flow into a single centralised register

How your organisation will identify opportunities for development

| Outcome | Content to include |
|--|--|
| <p>This will ensure your organisation has an agreed approach to determine whether an identified KA should be developed further</p> | <ul style="list-style-type: none"> • How will decisions on development of a KA be made throughout the life cycle of KAs? • Who should colleagues contact when they think they have a KA with potential? • What are the KA management decision making processes and who is responsible for making the decisions? |

Where to start

1. Design a process that all colleagues within your organisation should follow if they have a new potential KA
2. Draft a decision tree (this could be simple and tell them when and how to contact a knowledge asset champion or the SRO's team)
3. Set up a mailbox or form for people to raise queries or flag knowledge assets in development

How your organisation will develop and exploit its knowledge assets

| Outcome | Content to include |
|---|---|
| <p>Once an asset is identified, it is important to consider early whether to protect it (and if so, how) and how to approach exploitation</p> | <ul style="list-style-type: none"> • How will KAs be protected, owned and managed? • Once a KA has been identified for development who will be responsible for that development • Who is responsible for protecting IP? • Are there additional considerations needed for management of registered IP rights? • What is your organisation's IP policy? <ul style="list-style-type: none"> • Ideally the IP policy is developed in parallel to the KAMS however it may be developed after the KAMS • Details IP protection process, management, costs and decision points |

Where to start

1. Review Chapter 6 of the Rose Book which provides a framework to assess options for exploiting KAs
2. Review the IPO-developed Civil Service Learning module on managing IP in the civil service
3. See [GOTT guide to managing IP and confidentiality](#) and IP policy template when available

Set out proportionate governance structures to support decision-making

| Outcome | Content to include |
|--|---|
| <p>Decision making needs to be effective, empowered and incorporate sufficient challenge, operating at the appropriate level within your organisation.</p> | <ul style="list-style-type: none"> • What will the governance structure for KA management look like? • Will new governance need to be created or will it be incorporated into existing structures? • What competencies do you need in your decision making structures • What responsibilities can be delegated? • What reporting (not decision-making) do you require to senior management and board • How will you ensure decision-making is timely and agile • If a new KA management committee is formed what will the ToR be? • How will the organisation manage risk associated with the exploitation of KAs? <p>Points to Consider</p> <p>This section should link governance structures, operational structures and decision flow charts (it is recommended that these exist in one document only, as an annex to the KAMS)</p> |

Where to start

1. Review framework in box 3A of the Rose Book, which is an example governance structure for an organisation where knowledge assets play a significant role
2. Review existing governance structures and identify whether KA management should be incorporated or requires new structures

Set out the resource requirements of the KAMS and identify how they will be put in place

| Outcome | Content to include |
|---|--|
| <p>Adequate resourcing is required to implement the KAMS and manage KAs in the organisation</p> | <ul style="list-style-type: none"> • What capabilities are required and how these will be accessed • Are there any new or additional resources required? • What are the budget implications associated with KA assessment, protection and management including further development, commercialisation? • If specialist resources aren't available internally, how will they be accessed either inside or outside of the public sector? |

Where to start

1. Assess current resources against requirements of the KAMS
2. Assess expertise, capacity and location within the organisation
3. Review chapter 8 of the Rose Book which details identified additional support available from GOTT and partners

Describe incentives for individuals to support effective knowledge asset management

| Outcome | Content to include |
|--|---|
| Suitable incentives are required to encourage behaviours which support effective KA management | <ul style="list-style-type: none">• What will the incentive scheme to reward effective KA management look like?<ul style="list-style-type: none">• Should link to a separate document which details incentives and rewards for innovators• Will rewards for KA management be financial, non-financial or both? |

Where to start

1. Review box 4.E of the Rose book which provides options for how to reward KA management
2. Review existing organisational reward structures and update to include KA management (where applicable) see GOTT template when available

3. Continuous Evaluation

| Set out how KA management will be evaluated | |
|--|---|
| Outcome | Content to include |
| <p>Periodic evaluation of KA management effectiveness is vital to ensure ongoing delivery against organisational objectives</p> <p>There needs to be a method to track progress of the KA management activities within your organisation</p> | <ul style="list-style-type: none"> • What metrics will be used to evaluate the KAMS against your strategic objectives? • How will the exploitation of KAs be monitored? <ul style="list-style-type: none"> • This will provide material for impact assessment and reporting • How often will your KA activity be evaluated against metrics for success? • Who will conduct the evaluation and implement findings? <p>Points to Consider</p> <p>consider periodic evaluation of your KA activity using an external assessor - suggest every 3-5 years</p> |

Where to start

1. Decide on metrics which best reflect the deliverables of the strategy against your strategic objectives
2. See Chapter 7 of the Rose Book for example metrics for evaluation of a KAMS