Knowledge Management

Process

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APPROVAL

ROLE	NAME	DATE
Teal Lead	Nicolas FRANCOIS	

Table of Contents

1. Introduction

1.1. Definition

The knowledge management practice is a **way of transforming information and organizational intellectual capital** into persistent **value for employees and service consumers**.

Scope and application:

The Knowledge Management practice at Syensqo has a global and cross-functional scope. It aims to support the structured management of documentation related to all practices, such as Incident Management, Change Management, and Problem Management. The objective is to ensure consistent, accessible, and sustainable knowledge across the organization.

Included in Scope

The KM practice applies to knowledge created, maintained, and shared by the following teams:

- IT Platforms and IT Domains
- Global Business Services (GBS)

It includes all documentation tools used within these teams, such as Helix, SharePoint, Confluence, and others. All types of documents are considered: knowledge base articles, technical procedures, runbooks, templates, etc.

Out of Scope

- Syensqo's Global Business Units (GBUs), which manage their own business-specific knowledge
- Convergence tool and contractual/legal documentation

1.2. Objectives, challenges & benefits

The purpose of the knowledge management practice is to ensure **efficient, timely, and accessible** use of **information across the organization** by:

- Delivering the right knowledge to the right people at the right time
- Promoting a culture of learning, unlearning, and sharing

- Strengthening decision-making and adaptability
- Supporting performance aligned with strategic goals
- Embedding data- and insight-driven approaches in all activities

This is enabled through **structured knowledge processes, interoperable systems,** and by **equipping teams** with the right tools, practices, and training and collaboration opportunities.

Benefits for the Service Provider

- Improved decision-making and reduced errors
- Enhanced innovation and cross-functional collaboration
- Better knowledge retention and streamlined training

Benefits for the Service Consumer

- Access to accurate, consistent, and self-service information
- Better onboarding/offboarding and user experience
- Personalized services based on behavior and preferences
- Deeper integration between provider and consumer knowledge

1.3. Actors

The Main actors (with standard designation and Syensqo designation) in the knowledge management process are:

The Main actors in the knowledge management process are:

1. **Delivery Lead:**

Acts as executive owner of the practice. He sets the vision, secure funding and remove organisational blockers.

He is responsible for:

- Approving major framework.
- Validating major process evolutions, KPIs, and governance models.
- Representing the process in audits and executive-level discussions

2. Knowledge Manager:

The Knowledge manager governs the day-to-day process and is accountable for the overall design, performance, and continual improvement of the knowledge Management process.

He is responsible for:

- Validating that a reported trigger truly deserves a new or updated article.
- Assigning drafting responsibility to the correct SME.
- Running the periodic review cycle.
- Monitoring article ageing.
- Driving archive/retire decisions
- Reporting KPI performance to governance forums.

ITIL role: Knowledge manager

3. Delivery Manager:

The Delivery Manager owns the compliance gate for every article, regardless of service domain. He ensures the coordination and smooth execution of operational activities related to Knowledge Management.

He is responsible for

- Checking metadata, template conformity and naming conventions after an SME (Subject Matter Expert) has drafted content.
- Ensuring accessibility settings are correct.
- Publishing the article or rolling it back if standards are not met.
- Escalating policy breaches or systemic issues to the Knowledge Manager.

ITIL role: Knowledge Publisher, Knowledge Reviewer

4. Service owner:

The Service Owner guarantees technical accuracy of knowledge tied to their service. He is accountable for the quality, performance, and continual improvement of a specific IT service.

He is responsible for:

- Performing the final technical validation before an article is released.
- Keeping lifecycle status current, updating or retiring content when SLAs, platforms or user feedback require changes.
- Ensuring that published knowledge supports incident resolution and SLA compliance for their service.

ITIL role: Subject matter expert / Knowledge Reviewer / Knowledge Publisher

5. Team Member:

Team members & SME (Subject Matter Expert) create and maintain content from the front line.

They are responsible for:

- Detecting knowledge triggers (resolved incidents, recurring issues, audits) and drafts articles with correct metadata and structure.
- Revising content when feedback flags inaccuracies or when periodic review reminds them to do so.

ITIL role: Knowledge Contributor / Subject matter expert

6. End User:

Uses the knowledge base during ticket handling or self-service. End users can rate articles, comment and flag anything that is outdated or unclear, feeding the continuous-improvement loop.

ITIL role: Reader/ Knowledge consumer

While individuals may perform multiple roles in the Knowledge Management process—based on expertise, organizational structure, or resource availability—responsibilities must remain clearly defined. Accountability is ensured through documented role definitions, responsibility matrices (RACI), and workflow tools that trace actions and enforce process steps. This flexible approach allows us to maintain clear accountability while adapting to the realities of day-to-day operations.

2. Process description

***Important Note**: This section outlines shared guidelines to ensure consistent documentation and knowledge management across teams and tools. The objective is to provide a unified structure that improves accessibility, traceability, and collaboration, while allowing teams the flexibility to adapt to their context.*

2.1. Process trigger, input and output

Triggers:
The Knowledge Management (KM) process is activated in the following situations:

- Resolution of an incident, problem, or change that generates reusable information
- Completion of a project, audit, or improvement initiative
- Detection of outdated, missing, or low-quality content
- User request or feedback identifying a knowledge gap
- Periodic review cycles defined by governance

Inputs to the process:

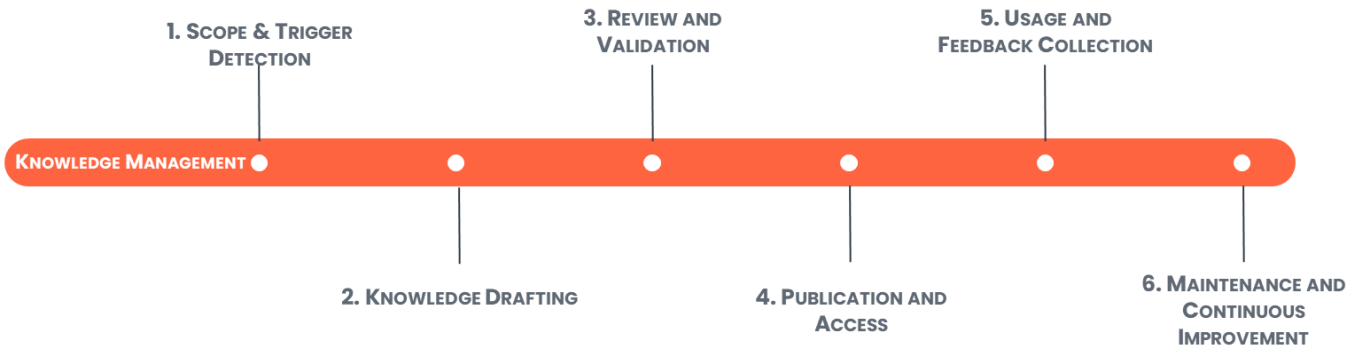
- Operational insights and documentation from ITSM practices
- Contributions from domain experts and support teams
- RACI matrix defining roles and responsibilities per repository or domain
- Access management rules defining authoring, validation, and editing rights
- KM templates, taxonomy models, and metadata structures
- User feedback, process KPIs, and audit results

Outputs from the process:

- Validated and published knowledge articles in Helix, Confluence etc.
- Updated metadata and taxonomy classification
- Archived or retired content with traceability
- Feedback reports and usage analytics
- Training material updates and knowledge dashboards

2.2. Process activities

The diagram presents the **standard lifecycle** of Knowledge management structured into six key stages:



1. Scope & Trigger Detection: Identify when knowledge should be created or updated, define its relevance, and prepare the conditions for knowledge creation.

Example: After a recurring incident a problem is triggered and the Service Owner is asked to document the workaround as a Known Error article.

2. Knowledge Drafting: Translate the identified knowledge need into a structured knowledge content using standardized templates and metadata.

Example: A team member drafts a "How-to" guide for resetting a specific system password and links it to relevant change tickets.

3. Validation: Ensure the article is technically correct, clear, properly classified, and compliant before publication.

Example: Before publishing a "How-to reset VPN access" article, the SME corrects a configuration step, the Publisher validates metadata and visibility, and the article is approved.

4. Publishing and access: Officially publish the document, manage its visibility and permissions, and ensure it's accessible to its intended audience through the appropriate platform or workflow.

Example: Once approved, the "password reset" article is published in Helix, tagged as internal, and shared with the help desk via email.

5. Knowledge Usage & Feedback: Monitor how the knowledge is consumed, gather user feedback, and identify improvement needs. This step ensures that published content is relevant and used effectively.

Example: After go-live, the article on "Printer setup" receives 120 views in two weeks and 3 comments, including a user flagging a missing driver link.

6. Maintenance and Continuous Improvement: Maintain content accuracy and usefulness over time through regular reviews, updates, or retirement. This step ensures knowledge evolves with operational reality and remains aligned with business needs.

Example: After a system upgrade, all related articles are reviewed, and deprecated procedures are archived.

While the core steps remain the same, their **implementation may vary depending on the repository**:

- ***BMC Helix*** offers a structured workflow with predefined templates, metadata fields, and automated review cycles. It is particularly suited for formal, validated ITSM knowledge used in service operations.
- ***Confluence*** provides a flexible documentation space, ideal for collaborative drafting, governance records, and cross-domain knowledge. It supports hierarchical structuring, manual validation, and taxonomy via labels.
- ***Google Drive*** serves as a flexible but informal workspace, typically used for early drafts or archived content. It relies on naming conventions, folder structure, and manual reviews to maintain governance.
- ***Jira*** Jira will be used as a BUILD tool to track, and manage application development, especially through Agile features like Scrum and Kanban, as well as Waterfall projects. It helps coordinate development teams, prioritize tasks, and monitor sprint progress and deliverables.

2.3. Link with other ITSM

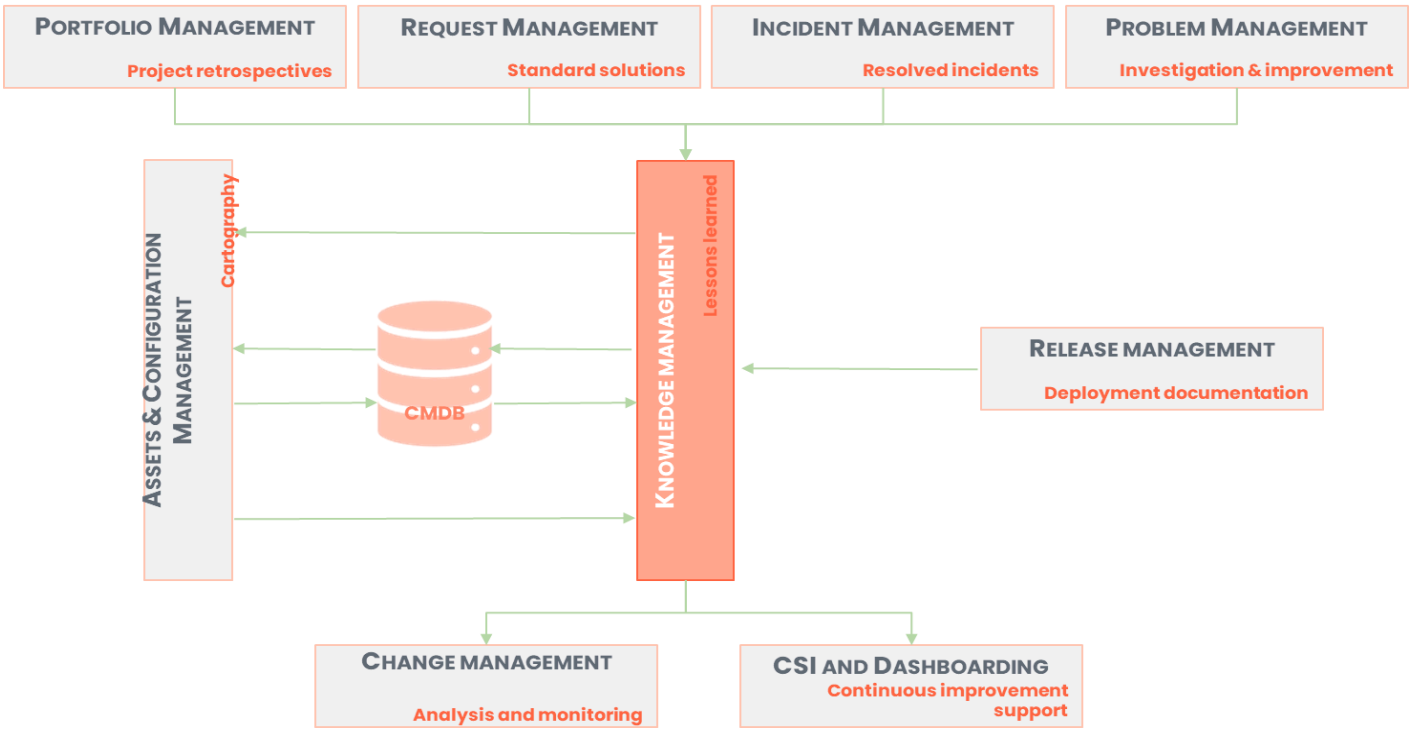
Knowledge Management is not an isolated practice, it is closely interconnected with other ITSM processes such as Incident, Problem, Change, Release, Service Request, Asset & Configuration, and Service Level Management. Understanding these interdependencies is essential to effectively manage and leverage knowledge across the organization.

- **Incident Management** feeds Knowledge Management with resolved incidents, which are used to create troubleshooting articles and document known errors.
- **Request Management** provides standard solutions that are captured in KM to enable self-service and streamline fulfillment processes.

- **Problem Management** contributes root cause analyses and permanent fixes, helping build a robust knowledge base to prevent recurrence of incidents.
- **Release Management** delivers deployment documentation that is transformed into

accessible knowledge for support teams and end users.

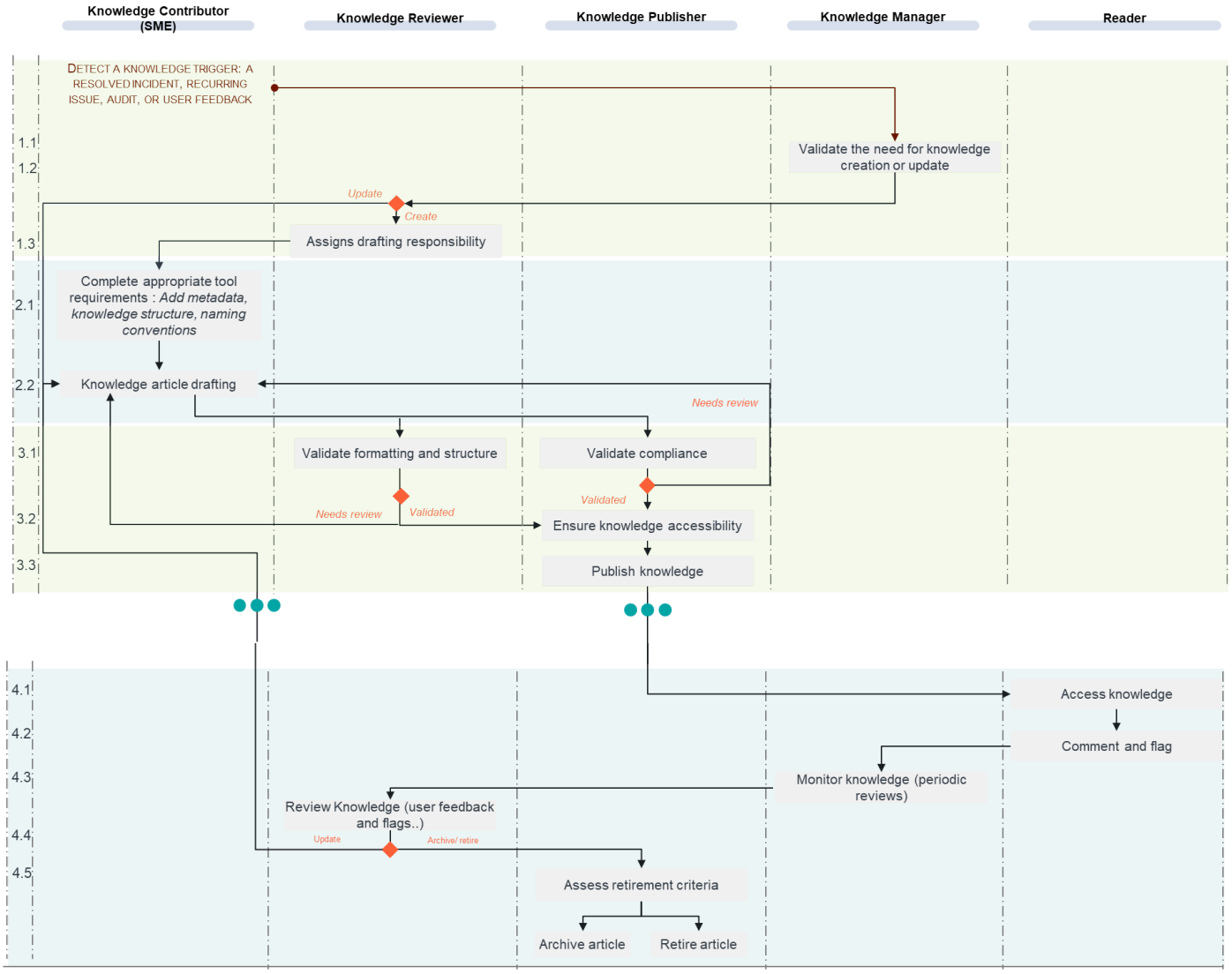
- **Portfolio Management** brings in lessons learned from project retrospectives, enriching KM with strategic insights.
- **Assets & Configuration Management** supports KM by providing contextual data from the CMDB and system cartography, ensuring technical accuracy of knowledge articles.
- **Change Management** benefits from KM by reusing documented lessons to improve impact assessments and reduce risk.
- **CSI and Dashboarding** leverage KM outputs to monitor usage trends, identify improvement areas, and drive continuous service enhancement.



Main interdependencies

3. Process Workflow

3.1. Global Knowledge Management Process



The detailed roles and responsibilities for each activity listed (e.g., 1.1, 1.2, 1.3, etc.) are provided in Section 4 – RACI Matrix, where each activity reference corresponds to its role assignment.

3.2. Specificities per tool

While the **Knowledge Management process follows a unified lifecycle**, **each documentation** tool used across the organization—BMC Helix, Confluence, Google Drive, and Jira—**comes with its own structuring logic, metadata options, and classification methods.** These differences must be understood and accounted for when applying the workflow operationally.

➔ *Tool-specific structuring elements—such as metadata, classification rules, and naming conventions—apply primarily during activities **2.1**, **2.2**, **2.3**, and **3.1** of the workflow. These steps rely directly on the capabilities and requirements of the selected repository, and may influence how knowledge is created, structured, published, and made accessible.*

Tool	Documentation Structure	Metadata Options	Classification Rules
BMC Helix	Structured knowledge articles in categorized knowledge bases	Title, product, visibility, status, KCS flags	KCS lifecycle; uses categories and visibility groups
Confluence	Pages organized in spaces and subpages	Labels, owners, update history	Hierarchical tree; space-based governance and label filtering
Google Drive	Documents stored in shared folder structures	File name, owner, last modified, shared with	Manual folder structure; rely on consistent folder naming

Jira	User stories captured as issues with fields and attachments	Summary, epic link, labels, status, sprint, components	Project-based; organized by epic, type, and workflow

4. Roles and responsibilities

Important Note**: This section describes a **proposed version (V0.1)** of the process, based on feedback and input from IT teams and key Knowledge Management interlocutors. It has not yet been validated by all stakeholders and therefore remains subject to change. The target for the finalized version (**V1.0**) is currently set for **June.

Given the cross-functional nature of the Knowledge Management process and the variation in execution across tools (Helix, Confluence, Jira, Google Drive), responsibilities must be clearly distributed and adapted to each environment. Some roles may span multiple repositories, while others may be more specific depending on content type, governance level, or technical domain.

Below is a detailed breakdown of responsibilities by role and activity to ensure clarity and accountability throughout the knowledge lifecycle.

	Contributor (SME)	Knowledge Reviewer	Knowledge Publisher	Knowledge Manager	Reader
1.1 Detect knowledge trigger	C	I		R	
1.2 Validate need for creation/update	c	A/R			
1.3 Assign drafting responsibility	I	R	C		
2.1 Complete appropriate tool requirements : *Add metadata, knowledge structure, naming conventions*	A/R	I			
2.2 Knowledge Article drafting	A/R	C			
3.1 Validate formatting, structure		R			
3.2 Validate compliance		I	A/R		
3.3 Ensure knowledge accessibility	I	I	R	I	I
3.4 Publish knowledge article		C	R/A	C	
4.1 Access knowledge					R

4.2 Comment and flag content					R
4.3 Monitor article usage and feedback				R	
4.4 Review knowledge (user feedback / flags)		R		I	
4.4 Monitor article usage (periodic review)				R/A	
4.5 Assess retirement criteria	C		A/R	R	
Retire / archive	C		A/R	R	

*Responsible (**R**), Accountable (**A**), Consulted (**C**), Informed (**I**)*

5. Metrics & KPIs

5.1. Process Success factors (KPIs)

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Metrics are used for the quantitative and periodic assessment of the Knowledge Management process. KPIs support decision-making by providing measurable insights aligned with strategic goals. Metrics and KPIs should be linked to operational performance (usage, quality, contribution) and continuous improvement objectives (accuracy, relevance, completeness, engagement).

KPIs can be categorized as follows:

Knowledge Usage KPIs:

KPI Name	KPI Definition	Frequency	Comment
Successful Search Rate	% of knowledge searches returning a useful result (determined via user action or feedback)	Monthly	Indicates how effectively users find relevant KBAs.
Unsuccessful Search Rate	% of searches yielding no or irrelevant results	Monthly	Helps detect knowledge gaps or tagging issues.
% of Incidents Resolved Using KBAs	Proportion of incidents resolved with linked KB articles	Monthly	Reflects knowledge reuse in operations.
Average Time to Find an Article	Time between search and knowledge access	Monthly	Indicates ease of access and usability of the KB.
Article Reuse Rate	Average number of times a KBA is reused	Monthly	Measures the value and lifecycle of existing knowledge.

Knowledge Quality KPIs:

KPI Name	KPI Definition	Frequency	Comment
Article Quality Index (AQI)	Composite score from user feedback, peer review, formatting, accuracy, etc.	Quarterly	Qualitative measure for continuous improvement.
Article Feedback Score	Average rating given by users (thumbs up/down or 1-5 scale)	Quarterly	Tracks perceived usefulness and relevance.
Article Lifecycle Compliance	% of articles reviewed/updated within expected timeframes	Monthly	Reflects process maturity and governance.
Broken Link/Error Reports	Number of articles with technical or functional issues reported	Monthly	Used to track and reduce knowledge friction.

Knowledge Creation & Contribution KPIs:

KPI Name	KPI Definition	Frequency	Comment
Number of Articles Created from Tickets	Articles generated from incident/request resolution	Monthly	Reflects knowledge capture from operations.
Time to Publish a New Article	Time between creation and publication of a KBA	Monthly	Efficiency metric for knowledge creation workflow.
Knowledge Contribution Rate	% of team members actively contributing to KB	Quarterly	Encourages a culture of sharing and documentation.
Peer Review Rate	% of KBAs reviewed by peers before publication	Monthly	Ensures accuracy and completeness.

6. Governance

***Important Note**: This section describes a **proposed version (V0.1)** of the process, based on feedback and input from IT teams and key Knowledge Management interlocutors. It has not yet been validated by all stakeholders and therefore remains subject to change. The target for the finalized version (**V1.0**) is currently set for **June/July at the latest**.*

The Knowledge Management governance structure is organized around three key committees : the **KM Strategic Committee**, the **KM Steering Committee**, and the **KM Operational Committee**. Each plays a distinct role in ensuring the successful implementation, adoption, and continuous improvement of Knowledge Management across the organization.

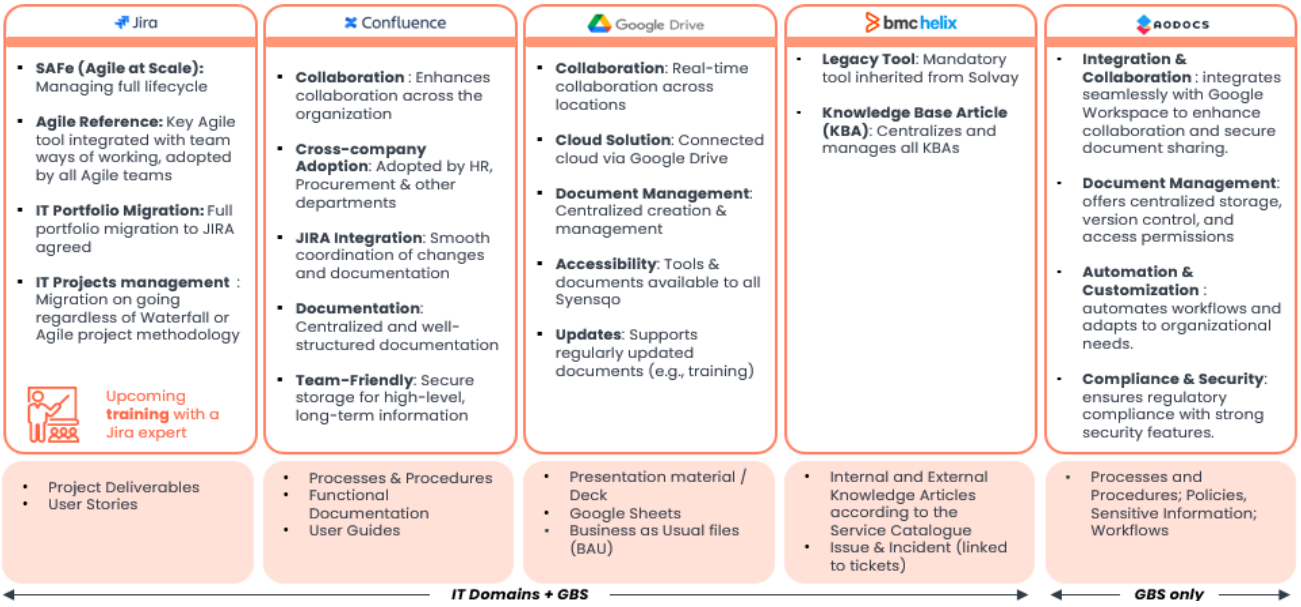
Committee	Objective	Frequency	Attendee
KM Strategic Committee *Strategic*	Sets the overall vision, strategic direction, and long-term objectives of the KM practice, ensuring alignment with Syensqo's business and IT priorities.	Quarterly (1h)	KM Lead Delivery Managers Delegated Service Owners.
KM Steering Committee *Technical*	Oversees the implementation of the KM strategy Ensures resource alignment, tracks progress toward objectives Resolves major cross-functional issues or escalations.	Monthly (1h)	KM Lead Delivery Managers Service Owners Process Leaders (e.g., Incident, Problem Management) IT Platform Leads.
KM Operational Committee *Operational*	Manages the day-to-day execution of KM processes Monitors article quality and usage, identifies improvement opportunities Drives operational adoption.	Bi-Weekly or as needed (1h)	Service Owners Team members.

These governance layers provide both **strategic oversight and operational control,** ensuring that KM remains aligned with organizational goals while remaining responsive to evolving service delivery needs. Meeting structures and rhythms are intended as general guidelines and can be adapted based on organizational maturity and priorities.

7. Tools and deliverables

This chapter gives an overview of the expected deliverable for Knowledge Management process at Syensqo to ensure consistency, alignment, and operational readiness across all domains and tools:

- **Tool, Repository & Assistant Integration Overview :** Technical document describing IT interactions between tools and repositories (Helix, Confluence, Jira, Google Drive…), including data flows, synchronization points, and chatbot/virtual assistant integrations.



- **KPIs and continuous Improvement Plan:** A set of identified KPIs and improvement actions, based on metrics analysis and user feedback, to enhance operational performance (usage, quality, contribution) and continuous improvement objectives (accuracy, relevance, completeness, engagement). These deliverables will be the basis of the committee dedicated to the review of the incident management process.

- **User Guide per Repository :** Practical guide with instructions, examples, and screenshots to support adoption and day-to-day use (available on June)

8. Appendices

8.1 Glossary

Term	Definition
Knowledge Management (KM)	A structured practice aimed at creating, maintaining, and distributing valuable knowledge across an organization to support operational efficiency and informed decision-making.
Knowledge Article (KBA)	A documented piece of reusable information, such as a “How-to” guide, procedure, or FAQ, typically created in response to incidents, problems, or operational needs.
Trigger	An event or situation that justifies the creation or update of a knowledge article (e.g., resolved incident, audit, user feedback).
Metadata	Structured information added to knowledge articles (e.g., title, owner, product, tags) to enable classification, searchability, and lifecycle tracking.
Taxonomy	The hierarchical classification model used to organize and label knowledge content (e.g., categories, tags, article types).
Periodic Review	A scheduled evaluation of existing knowledge articles to assess accuracy, relevance, and completeness, often tied to KPIs.