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**Canadian Safety
and Security Program**

Conditions for Successful Knowledge Transfer in Cross- Organizational Collaboration

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Canada

Outline

- Challenges to successful knowledge transfer
- The knowledge management angle
- Case studies from whole-of-government experiences
 - Olympic Marine Operations Centre
 - S&T advice as a result of Fukushima incident
- Conditions for success

Challenges to Successful Knowledge Transfer Between Organizations

- Incompatible information management systems
- Sensitivity or classification of information
- Data without context
- Different languages or terminology
- Lack of trust between organizations, e.g., military – civilian, law enforcement-consequence management, intelligence-intelligence, regulators-licensees, etc.
- Lack of information exchange agreements
- Trust that the recipient will understand and use the information in appropriate ways
- Loss of ownership
- Regulations

The knowledge management angle

Definition:

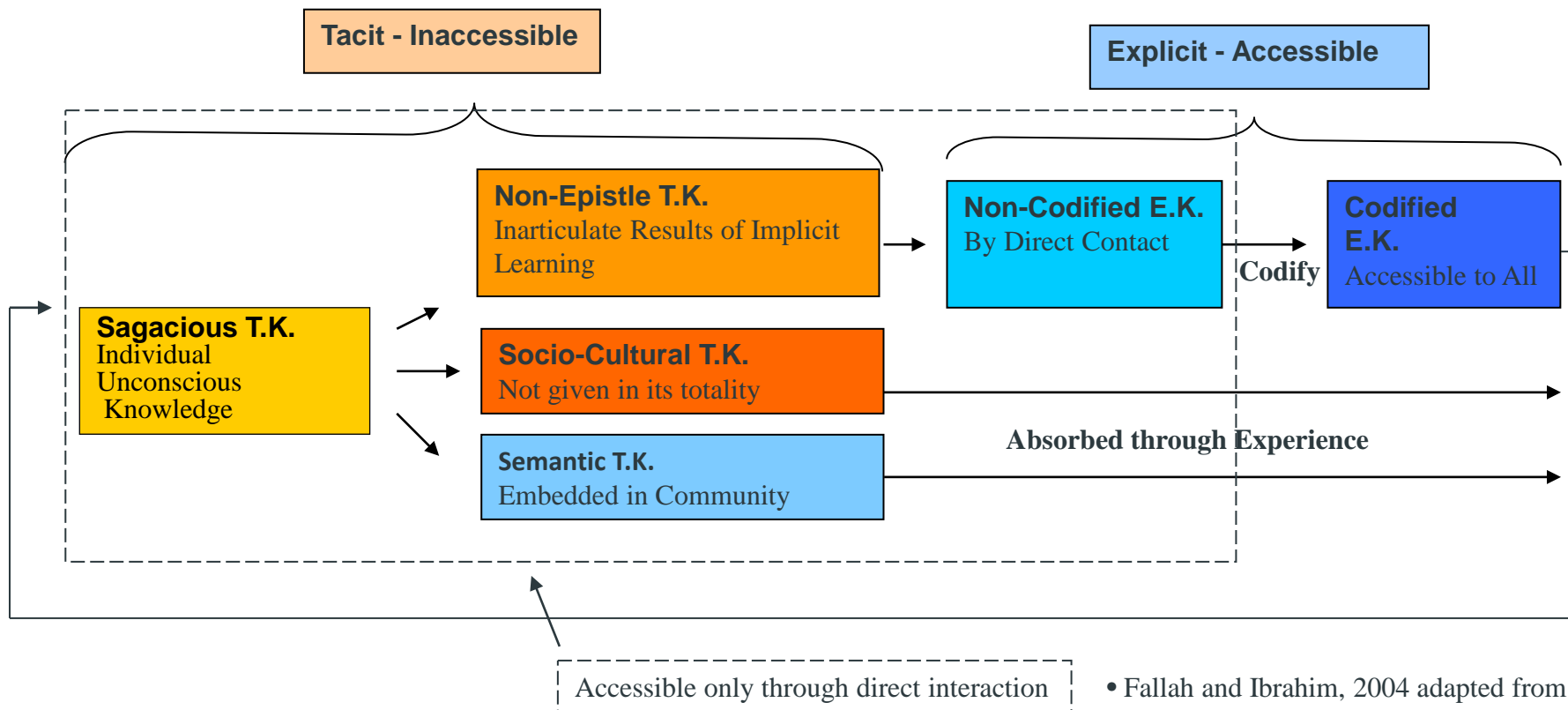
Knowledge Management involves a strategic and holistic approach to creating, capturing, sharing, using and exploiting knowledge for improved results and value.

Challenge:

KM in a cross-organizational context.

Reality: Knowledge is primarily tacit and uncodified

Knowledge Taxonomy*



How do we make knowledge usable?

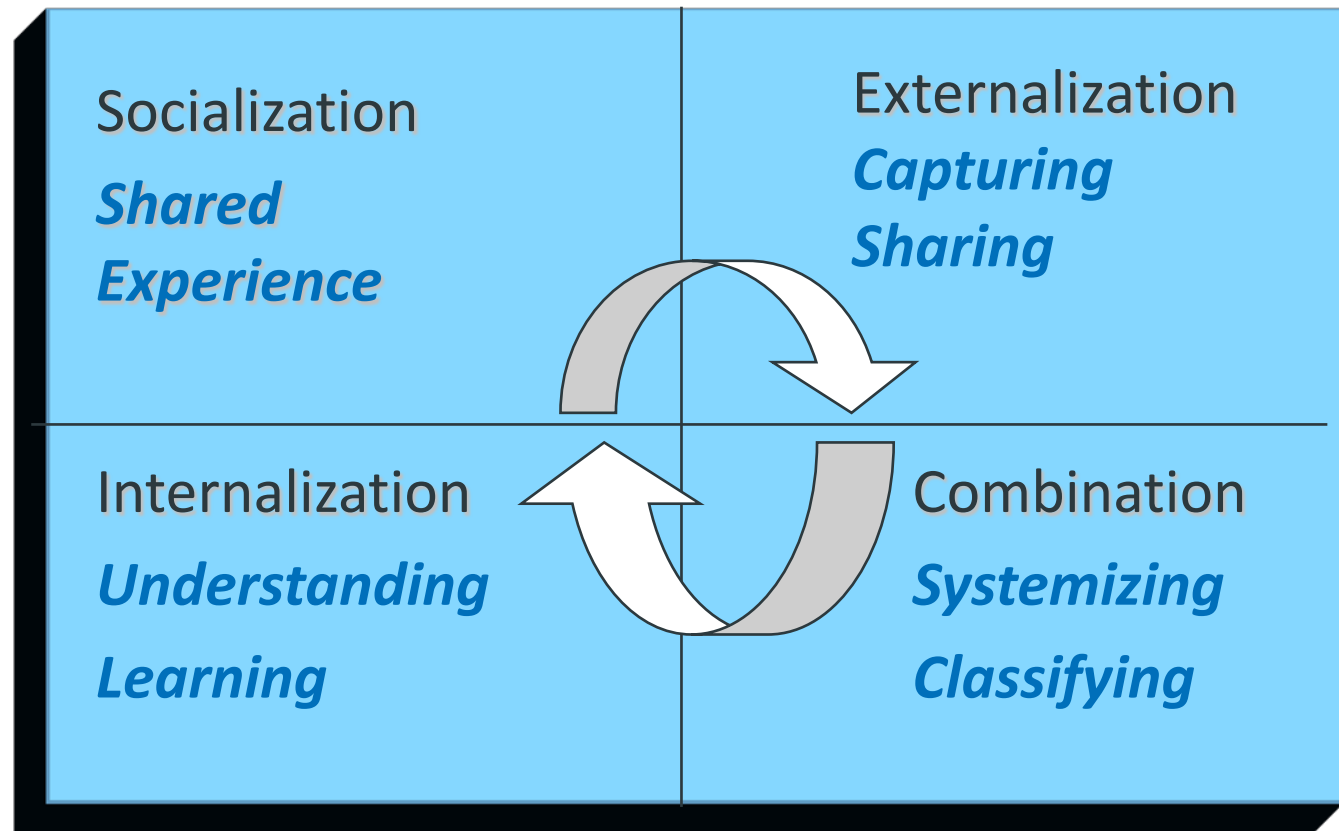
The Knowledge Spiral*

Tacit

Explicit

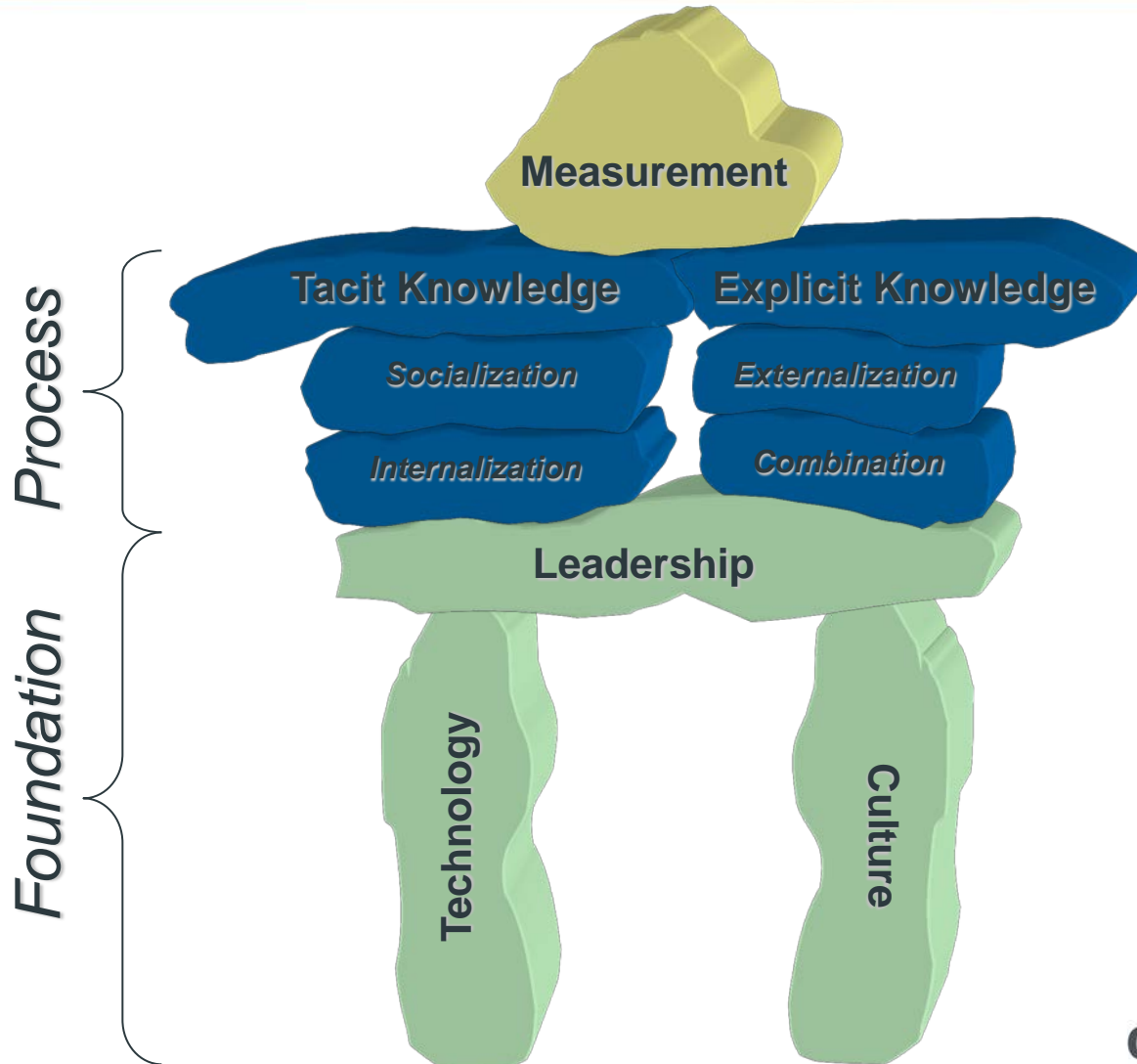
Tacit

Explicit



*Nonaka, I. and H. Takeuchi. The Knowledge Creating Company. New York: Oxford, 1995.

Do existing KM models have what it takes for multi-organizational knowledge transfer?



*Inukshuk KM Model
Conceptualized by Dr. John Girard

The Case of the Olympic Marine Operations Centre



Photo credit: MCpl Tom Trainor, Imagery Section, 8 Wing Trenton, Canadian Forces

OMOC Context

- V2010 Winter Games
- Sub-HQ of Integrated Security Unit
- Responsible for Olympic Marine Security Zones
- No single authority for all safety and security within Canadian domestic waters
- Marine Security Operations Centre, Esquimalt, did not include all key V2010 partners and was not set up to be tactical or operational

OMOC Partners

- On-location: RCMP, Canadian Navy, Vancouver Police Department, Canadian Coast Guard, Vancouver Fraser Port Authority, CBSA, Transport Canada, US Coast Guard.
- Off-Site: MSOC RCMP, DND, & JRCC; DND, JTFP and Vessels; USCG and Vessels, CBSA and Vessels; TC (regional and national), JRXC, Shiprider, VPD Vessels; RCMP BIPOC; CCG Vessels and more...

Observations

- Governance: Federal Marine-Surface Steering Committee co-chaired by RCMP and Transport Canada
- Integrated Planning: V2010 Integrated Marine Safety and Security Plan
- Exercise Program: Integrated Marine Safety and Security Matrix Games, functional and full-scale exercises

“Best” Practices from the OMOC



Photo credit: Sgt Paz Quillé, Canadian Forces Combat Camera

- Integrated Planning
- Matrix Games
- Exercise Program
- Common Operating Picture
- Standard Operating Procedures

Case: S&T Advice as a result of Fukushima



Fukushima Context

- Earthquake in East Japan, 11 March 2011
- Impacted Fukushima I Nuclear Power Plant
- Immediate impact on Japan
- Potential request for Canadian assets and impact on Canada
- Health Canada led Canadian response via the Federal Nuclear Emergency Plan and convened the Technical Advisory Group of radiological-nuclear experts to provide advice and deploy monitoring equipment

Observations

- Trusted relationships: TAG drew upon the RN community (primarily from RN Community of practice) which was solidified by mutual experience, exercise program, and joint decisions on equipment acquisition
- Standard Operating Procedures: through the community of practice model, they had devised “science town” and related concepts of operation
- Governance: outside of the scope of the RN community of practice, this remains a challenge

Summary: Conditions for successful knowledge transfer

- Engaged and invested governance
(leadership and common intent)
- Shared experience to secure relationships and trusted knowledge
(planning, exercises, operations)
- Common Operating Picture
(shared tools and information)
- Standard Operating Procedures
(common protocols)

Questions?