

A case study of a Cuban government institution.

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The aim of this contribution is to present a case study on the partial implementation of a knowledge management system in an institution. In this case the knowledge management has been directed toward the best performance of the organization. This organization is a non profit one and its functions are the promotion, support and supervision of issues related to science, technology and environment for the economic development of a region.

This case study can be implemented at any institution, including institutions of nuclear or radiological profiles. Many nuclear and radiological facilities have as a purpose the promotion, support and supervision of the nuclear applications for the biggest economic development. And this should be oriented to the implementation of best practices.

The main author (see 2) designed the methodology employed

The attention was centered in the objectives to be achieved for an efficient organization and the competence that should be possessed, were also identified.

This study was developed with an expert group. Directive personnel, the total of advisory of institution and some selected workers formed it. 12 members integrated the overall group. They pondered the incidence of each one of the competencies in the functional objectives of the organization. The approach of the beneficiaries to this issue was also considered.

In a second place a study was carried out about the competencies possessed by all the workers of the organization, and according to this the convergence-divergence matrix was created. The utility indexes for the necessary competence and for the possessed competence were calculated, as well as the satisfaction ratio between them. This ratio identifies how were the necessary competencies satisfied by the possessed competencies.

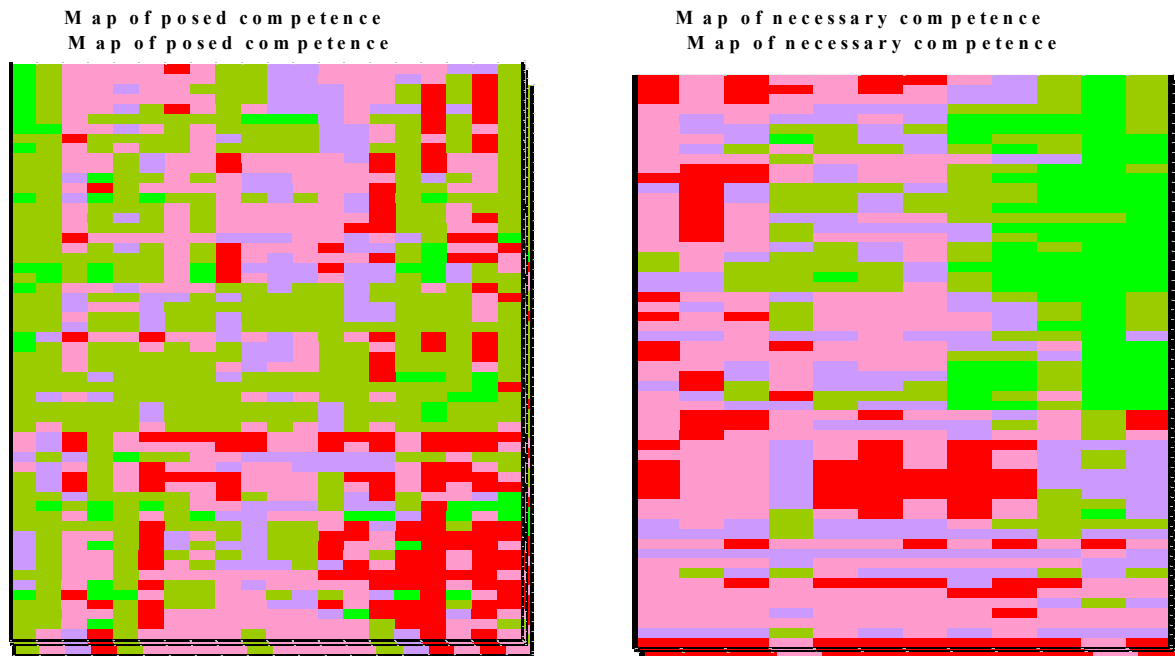
It was determined in the study that the key competencies of the organization are No. 1, 2, 35, 37, 38, 39, 40, 41, 42, 43, 44, 45, 48, 50, 52, 53, 54, 55, 56 and 58. In general there are no difficulties for a correct functioning of the organization. Only competence No.35 was not satisfied not satisfied and No. 37, 40, 44, 45 and 53 were partially .This allows to observe that only 5% of the key competencies is not satisfied and that 25% of these were acceptably satisfied. From the total of competencies only 8,6% is not satisfied and 20.6% acceptably satisfied, the rest of the competencies is completely satisfied. This situation gives an idea of an organization that can work acceptable form and that it possesses some human resources with wide potentialities to generate new or more capital.

In the map of necessary competencies you can see that the competencies are necessary in a strong form and uniformly distributed. Checking it with the map of the existing competencies you can detect that the strength of the competency is fairly not equally distributed within the personnel. For this reason it was decided to carry out a special

training. This course was arranged by personal of the organization itself, in order to use the tacit knowledge of the organization (its own culture).

The first version of the course was concluded and good results were obtained. At this moment it is being worked on an improved version of the course with the advice of a center of university studies.

Competences maps guided toward to functional objectives



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