

► Strategic approach

► e. Knowledge management

RATIONALE

The road towards excellence in service provision requires the right transmission of knowledge within our organisations. They must learn - but not simply by obtaining information, rather by increasing their ability to take the initiative and achieve improvement based on performance. Thus, the way in which an organisation understands and facilitates learning and innovation, the way in which the staff transmit and receive knowledge, must always include a dynamics based on knowledge management.

Knowledge, therefore, has become a crucial element in the creation of value in organisations, which increasingly depend on the use and distribution of that knowledge, both explicit and tacit:

- Tacit knowledge is in people and is the fruit of experience, wisdom and creativity.
- Explicit knowledge is supported knowledge and is found in documents, books, writings, audiovisuals etc.

In this respect the Madrid City Council, immersed in the dynamics of permanent change and adaptation to the new challenges posed in its organisation, continues to promote dynamism amongst its own staff and set up the necessary mechanisms to favour an appropriate policy for managing knowledge and continuous learning in working methods.

For these reasons we are promoting action orientated towards facilitating and promoting the flow and general exchange of knowledge in the entire organisation; using and disseminating knowledge and information of added value; motivating and sensitising people to the transferral of best practices, connecting those who know with those who want to know and, in any event, integrating these new and improved practices within daily practice.

The actions contained in this Strategic Approach are directed at providing the tools needed to ensure adequate management of knowledge within the City Council departments and between public servants, in order to facilitate the implementation of the new Management Culture defined for Madrid City Council.



▼ Knowledge management

1. Promoting and improving the municipal Intranet: ayre.
2. ayre 3: the new municipal Intranet.
3. Training the professionals in Madrid City Council.
4. Best practices and exchanging experiences in Quality, Modernisation and Innovation.



▶ 1

Promoting and improving the municipal Intranet: ayre

Objectives	<ul style="list-style-type: none"> To support municipal employees in management processes, motivate internal communication, facilitate processing of personal information, and increase City Council-employee interaction by implementing improvements in the municipal Intranet - <i>ayre</i> - and the progressive involvement of municipal services in content management.
Time scale	<ul style="list-style-type: none"> June 2004 – March 2007.
Target audience	<ul style="list-style-type: none"> Madrid City Council public servants. All the administration units of the municipal departments (government departments, district and regional government departments).
Drivers	<ul style="list-style-type: none"> Directorate General of Quality and Citizens' Advice Bureau. Madrid City Council Computing (IAM).
Benefits	<ul style="list-style-type: none"> Develops a more accessible Intranet, usable for all its users. Promotes <i>ayre</i> as a tool of internal communication in government departments, district councils and regional government departments. Increases the efficiency of municipal management, linking work processes and publication in <i>ayre</i>. Facilitates the coordination between municipal services which share common objectives and work for the same sectors of population. Strengthens the involvement of the municipal staff and their identification with the municipal departments. Speeds up the processing of personal matters.

MAIN ACHIEVEMENTS

- Publication of:
 - Cross-sectional content and management applications (queries and reports on Regional Coordination, manuals and models for maintaining the Staff Register, tax instructions, the Geographical Information System, the Citizens Advice Bureau, Plenary Sessions and Committees, Quality, interesting links, electronic applications to the Technical Library, etc.).
 - Sectorial contents and management applications (Courses and Conferences, Tax Office Documentation Centre, Town Planning and Environment, Social Services, Health, International Relations, etc.).
- Documentation on municipal projects (SAP, Padrón, Data Protection, Service Charters, etc.).
- Web hosting and personal services: implementation of 7 social assistance measures (applications, monitoring and management); Pension Plan; application for training courses to the Municipal Training School (application, monitoring and management); viewing of courses run at the EMF from 1996 and those applied for but not yet run; electronic applications to update banking details; open competitions for job transfers and free appointments of autonomous government bodies; trade union information; reconciliation of work and home life, etc; personal file, which contains personal data on employees and their beneficiaries, financial information (current payroll, payrolls for current year and all payrolls for last five years, a summary of income over the last ten years, banking information or information on accumulated long service) and professional data (characteristics of the current post and permits and licences granted); open competitions for job transfers for public servants (information on the competition and its phases).
- 12 opinion forums organised, 5 opinion polls and municipal directory data updated with the involvement of all the Areas, District Boards and Regional government departments.
- 3 workshops run for heads of Information Units in municipal services and 11 for publicists from Information Units in municipal services.
- Creation of 30 Management Units.
- A notable increase in the level of use of the Intranet and processes using it.

2

ayre 3: the new municipal Intranet

Objectives	<ul style="list-style-type: none"> To implement the new municipal Intranet ayre 3 developing the strategic model defined for development and growth, starting from the needs and expectations of the users and within the framework of a global and integrated approach for the City Council as a whole and municipal technology specifically.
Time scale	<ul style="list-style-type: none"> December 2004 – May 2007.
Target audience	<ul style="list-style-type: none"> Madrid City Council public servants. All the administration units of the municipal departments (government departments, district and regional government departments).
Drivers	<ul style="list-style-type: none"> Directorate General of Quality and Citizens' Advice Bureau. Directorate General of IT Development. Madrid City Council Computing (IAM).
Benefits	<ul style="list-style-type: none"> Responds through Intranet to the needs and expectations of its users. Supports the strategic objectives of the Madrid City Council. Enables greater integration in the municipal information system, especially using the <i>munimadrid</i> Web portal and e-administration. Makes Intranet the main tool for information and knowledge within Madrid City Council, improving its usability, accessibility and contents with added value for different groups. Integrates <i>ayre</i> with working processes to improve the quality of services provided to the public, starting from a content-based management model, the result of the activities and tasks which give it content. Motivates corporate knowledge management by integrating collaboration tools and working communities. Improves the autonomy and joint responsibility of the municipal services in managing its information.

MAIN ACHIEVEMENTS

- Definition of the 14 strategic objectives matching up with the general objectives which place *ayre* fully within the municipal information system.
- The creation of a functional, decentralised organisational model detailed in the Decree of 8th November 2006 by the Councillor for Public Finance and Public Administration, which regulates the management model of the Municipal Web Portal (*munimadrid.es*) and the Madrid City Council Intranet (*ayre*).
- A study run on satisfaction and expectations, the design of a new procedure for suggestions and complaints, and the production of an accessibility guide with recommendations applicable to the whole City Council Web environment.
- Introduction of improvements in the following elements for the Intranet portal; structure, design, usability, consistency and standardisation, presentation, formats and searches.
- Development of a new information architecture with three different spheres of publication: *general ayre*, *sectorial ayres* and *my ayre*.
- Definition of types of content (5 types) and management models applicable to each one.
- A table of indicators produced to measure, monitor and assess the portal.
- Definition of types of specific content for *ayre*, shared with *munimadrid* and to be implemented in the content manager for publication.
- Design of subject taxonomies and content type needed for the search and retrieval of contents in *ayre 3*.
- Production of a table of equivalences for importing contents from *ayre 2* to *ayre 3* in *ayre general*, *ayre health* and *ayre technologies*.
- Development of an action plan to manage the changes in phase 3 of *ayre*, as well as production of materials for internal communication and training.
- Design of the Document Management System.
- Enumeration of the requirements for creating and opening a sectorial Intranet, as well as defining the Sectorial Intranets: *ayre Town Planning*, *Ayre Social Services*, *ayre Education and Youth* and *Ayre Emergencies*, with their information structure, management models, their table for importing contents and their publishing requirements.

3

Training the professionals in Madrid City Council

Objectives	<ul style="list-style-type: none"> To qualify the professionals of Madrid City Council to successfully implement the new Management Culture by designing and running the necessary training events.
Time scale	<ul style="list-style-type: none"> May 2003 – May 2007.
Target audience	<ul style="list-style-type: none"> Madrid City Council public servants. All the administration units of the municipal departments (government departments, district and regional government departments).
Drivers	<ul style="list-style-type: none"> Directorate General of Quality and Citizens' Advice Bureau. Directorate General of IT Development. Madrid City Council Computing (IAM).
Benefits	<ul style="list-style-type: none"> Involves the staff of Madrid City Council in the process of consolidating the new Management Culture in its departments, transmitting to them the necessary knowledge to face this new challenge. Creates a shared culture (principles, beliefs, behaviour and attitudes) and a common language in the whole organisation. Matches workers' current personal and professional profiles in Madrid City Council with the professional and technical profiles required to undertake the actions planned in the area of modernisation, improvement and innovation. Motivates, commits and integrates all Madrid City Council employees jointly, guaranteeing their involvement and participation in the process of improving municipal management.



4

Best Practices and Exchanging Experiences in Quality, Modernisation and Innovation

Objectives	<ul style="list-style-type: none"> To share the knowledge on modernisation, innovation and quality, benefiting from both internal experiences and best practices, as well as those of other organisations.
Time scale	<ul style="list-style-type: none"> May 2003 – May 2007.
Target audience	<ul style="list-style-type: none"> All the administration units of the municipal departments (government departments, district and regional government departments). Madrid City Council public servants. Other Public Administration departments. Residents (physical and legal persons and other organisations which receive municipal services).
Drivers	<ul style="list-style-type: none"> Directorate General of Quality and Citizens' Advice Bureau. Directorate General of IT Development. Madrid City Council Computing (IAM).
Benefits	<ul style="list-style-type: none"> Acquires methodologies which specifically and systematically describe action plans which have been followed in implementing best practices, in such a way that any unit may apply these and adapt them to their own particular situation. Creates an innovating Administration, attentive to the changes in its environment and able to adapt to the new challenges by applying dynamic solutions. Awareness of the actions and initiatives on quality undertaken by other administrative units and organisations in order to adapt them to the specific circumstances of the Madrid City Council unit which is implementing them. Increases the motivation of the staff of those units who, on seeing the results obtained, are rewarded for the efforts made to improve municipal management.



Madrid, capital del Estado y sede de las instituciones generales, es la ciudad más poblada de España, en la que residen tres millones largos de personas, y el centro de una extensa área metropolitana, origen, diariamente, de un millón y medio de usuarios de la urbe.

En el ámbito nacional, europeo e iberoamericano, entre otros, Madrid aparece como uno de los núcleos primordiales de prosperidad económica y bienestar, oferta educativa y científica, así como de riqueza cultural y vocación solidaria.

La ciudad de Madrid goza de autonomía para la gestión de sus intereses. El Ayuntamiento es la Corporación integrada por el Alcalde y los concejales, elegidos por sufragio universal por un mandato de cuatro años, para el gobierno y la administración de los intereses del municipio.

Puede consultarse información adicional sobre los asuntos públicos y actividades que desarrolla el Ayuntamiento de Madrid en: www.munimadrid.es

Madrid, the capital of Spain and seat of the main institutions, has the highest population of any Spanish city, with over three million residents. The city lies at the centre of a large metropolitan area and provides the focal point for one and a half million commuters on a daily basis.

At national, European, and Latin American levels, and elsewhere in the world, Madrid is seen as being synonymous with economic prosperity and well-being, educational and scientific excellence, cultural richness and a strong sense of solidarity.

The city of Madrid possesses autonomy for the management of its interests. The City Hall is a Corporation made up of the Mayor and the councillors who are elected via universal suffrage for a four-year term of office in order to govern and manage the interests of the municipality.

As a supplement to this publication, further information is available on public affairs and the activities of the City Hall of Madrid at: www.munimadrid.es

Madrid, capitale de l'État et siège de ses institutions centrales, est la ville la plus peuplée d'Espagne avec plus de trois millions d'habitants. En outre, se trouvant au centre d'une vaste agglomération urbaine, un million et demi de personnes y convergent chaque jour.

A l'échelle nationale, européenne et latino-américaine entre autres, Madrid constitue l'un des principaux foyers de prospérité économique et bien-être, d'offre académique et scientifique, sans oublier sa richesse culturelle et sa vocation solidaire.

La ville de Madrid jouit d'une large autonomie quant à la gestion de ses intérêts. Le Maire et les Conseillers municipaux, élus au suffrage universel pour un mandat de quatre ans, forment le Conseil municipal chargé de la gestion et de l'administration de la ville.

De plus amples informations sur la vie publique et les activités de la ville, sont disponibles sur le site Internet de la Mairie de Madrid: www.munimadrid.es