

## **KNOWLEDGE MANAGEMENT HAS BECOME A PRIORITY IN MOST ORGANISATIONS**

In addition to societal changes, recent organisational changes that have complex effects on KM:

- decentralisation of authority
- opening up of bureaucratic divisions
- increased internal and external mobility
- more flexible employment rules
- performance based management
- increased number of staff leaving on retirement

**KM has become one of the top five management priorities**

## Difficulties and limitations

- **Narrow focus on KM practices: ICTs, personnel development, specific organisational arrangement**
- **Difficulties of implementation**
- **Negative side effects**
- **KM practices have not fulfilled all expectation**
- **With some exceptions, ageing policies in OECD member countries remain limited to cost containment measures.**

## Conclusions

- **KM has to be thought through the lenses of all incentives analysis for government employees**
- **KM only makes sense when mainstreamed in all government organisational reforms**
- **Internal versus external focus: a serious matter**
- **Ageing will require more than KM and cost containment measures: structural employment and management reforms.**