

systems, local storage capacity affects speed of access and has security implications. For example, storing all information in a local database makes the entire KM system more vulnerable to accidental loss due to hardware failure, fire, or flood.

There are also software issues, such as the performance and version of the computer's operating system and network; the functionality, ease of use, performance, and cost of other software tools used in an automated KM system; and the availability of software updates, an area especially relevant in long-term archiving and maintenance of information.

Management

Management has a role throughout the KM life cycle. The key managerial issues are quality control, including the degree to which quality control standards are established and followed, and process stability, which includes the stability of each phase of the KM life cycle as well as that of the overall life cycle. Management exerts control first by naming a librarian, who is in charge of the overall KM process and of the day-to-day upkeep of information in the system. Management also exerts control through sign-off or formal acceptance of the work involved in each phase of the KM life cycle.

Support Mechanisms

Just as the key issues apply variably to each phase of the KM life cycle, the support mechanisms are more relevant to some phases than others. The primary support mechanisms or methods in the life cycle include technology, standards, knowledge workers, and management.

Technology

The technologies involved in the KM life cycle, described in depth in Chapter 5, include communications and collaborative systems, such as the