

improvements, contingencies for problem management, slips in time lines, and disaster recovery. Perhaps the most important issue during this phase of implementation is expectation management, as expressed in return on investment and customer service. In this regard, a clear definition of the metrics for success is key to helping direct the flow of resources over the implementation of the KM system.

Implement

The fourth phase of the implementation process involves taking action and actually doing the work defined in the implementation plan. Working the plan normally involves vendor selection and negotiating contractual agreements, such as legally binding agreements between vendors and the corporation. If external vendors are involved in development, such as information system infrastructure development, a variety of service-level agreements may be involved as well. The human resources department typically is intimately involved in this phase of implementation, especially if extensive downsizing, training, and recruiting of employees are in store.

Evaluate

The fifth major phase of the implementation process is evaluating the results of the efforts in the first four phases. A component of the evaluation phase is problem management, in that there are inevitably problems in timing, cost overruns, and the way resources are managed. For example, service-level agreements may have to be modified to reflect the reality of what vendors actually can deliver.

Evaluation is a continuous process that involves reexamining internally monitored metrics as well as service-level agreements with outside service providers at regular intervals and adjusting the implementation processes accordingly. Rarely can a KM system be established on the first attempt. For example, a pilot program may be evaluated and the