

# Peace Corps Guru

## Knowledge Management Case Study



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# Background

## Organizational Characteristics

- 3,500 Staff; 8,000 Volunteers
- High staff and Volunteer turnover
- Field staff: 60% travel, varying levels of computer literacy
- Decentralized global agency
- Strong identification to the mission

## Structural Impact on Organizational Culture

- Constant wheel reinvention
- Perpetual loss of knowledge
- Sense of missed opportunities for performance improvements



# Implementation Process

- Needs Assessment
  - *12 month needs assessment that involved focus groups, surveys, case studies and policy review*
- Procurement
  - *SaaS solution that focuses on expertise exchange*
- Pilot Test
  - *3 month pilot, 350 participants*
- Evaluation
  - *Summative with qualitative and quantitative data*
- Expansion
  - *After 15 months, expansion to entire agency. Incremental increase in usage*

**Communities**

- All Communities
- 50+
- Admin Officers
- **Domestic\_Programs**
- Food Security
- Green Team
- HIV/AIDS
- IT Support
- PC Response
- Post Admin
- Programming & Training
- Agriculture/Environment
- Education
- Health
- ICE
- ICT/Technology
- MR&E
- SED/Business
- Training
- WID/GAD
- Youth
- Staging
- PTOs
- Project Mgmt.

## Welcome to the Domestic Programs Community!

This community is your resource for information about the programs that help support Peace Corps' Third Goal of "bringing the world back home," as well as First and Second Goal activities through the Master's International (MI) program.

### What's New in ...

**Coverdell World Wise Schools:** [Online game and educational tool awarded W3 Silver Award](#)

**Fellows/USA:** [two new partner schools in 2008](#)

**Master's International:** [has grown to 62 university partners](#)

**Peace Corps Week:** [February 23–March 2, 2009](#)

**Returned Volunteer Services:** [next career event occurs October 7–10, 2008](#)

### Domestic Programs Knowledge Bank

[Discussion Forums](#)
[Files](#)
[FAQs](#)

### Domestic Programs Community Se

### Domestic Programs

**Coverdell World Wise Schools (CWWS):** The Coverdell World Wise Schools program strives to help U.S. schoolchildren better understand and appreciate the diverse cultures and issues of the world. [Click to Learn More...](#)

**Office of University Programs (OUP):** The Office of University Programs (OUP) includes Master's International (MI), Fellows/USA, and other special university initiatives. [Click to Learn More...](#)

## Programming & Training Discussions

 All Forums > **Programming & Training Discussions** [ Add to Favorites ]

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Topic	Replies	Created	Author	Last Post	Notify
Medical unit inventory system	2	Jul 31, 2007	Mamotena Phakoana	Mar 25, 2009	
Diversity training	5	Mar 21, 2007	Pinny Maphane	Mar 20, 2009	
Program and Training Processes cheat sheet 	0	Mar 14, 2009	Michael McCabe	Mar 14, 2009	
Early site announcement	1	Mar 2, 2009	Nurgyz Tuiteeva	Mar 13, 2009	
Identifying Behavior Change Strategies through Barrier Analysis 	1	Feb 12, 2009	Marko Dolan	Feb 24, 2009	


Feb 19, 2009	Siuli (Tapu)Tapulolou Tuallemafua Tuallemafua	Feb 19, 2009
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## Programming & Training Discussions

 All Forums > Programming & Training Discussions > **Thread** [ Add to Favorites ]

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Author	Subject	Rating	Date
Pinny Maphane	Diversity training I would like to know how other posts, especially in countries where homo sexuality is illegal, have done during PST to prepare the PCTs and also the kind of support systems in place whilst they are in service.  We have included all the information in the vad and also have sessions that address the issue during PST and continue the support during service but more than 50% terminate their service especially males. We also have lost more than 60% of women in their mid 40s. We have lost very talented PCVs and we would like ideas from other posts on how we can retain them		Mar 21, 2007
Shilpa Hart	Re: Diversity training Hi Pinny,  Thanks for your question. I would be interested to hear what other Posts are doing to support and retain gay and lesbian PCVs. I understand that PC Moldova does some good work in this area during PST. I've also attached a document on support strategies for gay and lesbian PCVs that may be of interest to you.  Take care, Shilpa   GLB Support Strategies in PC.doc		Mar 30, 2007
Pinny Maphane	Re: Diversity training Hello Shilpa,  Thanks a lot for sending this. I appreciate it and will sure use it during PST.		Apr 3, 2007

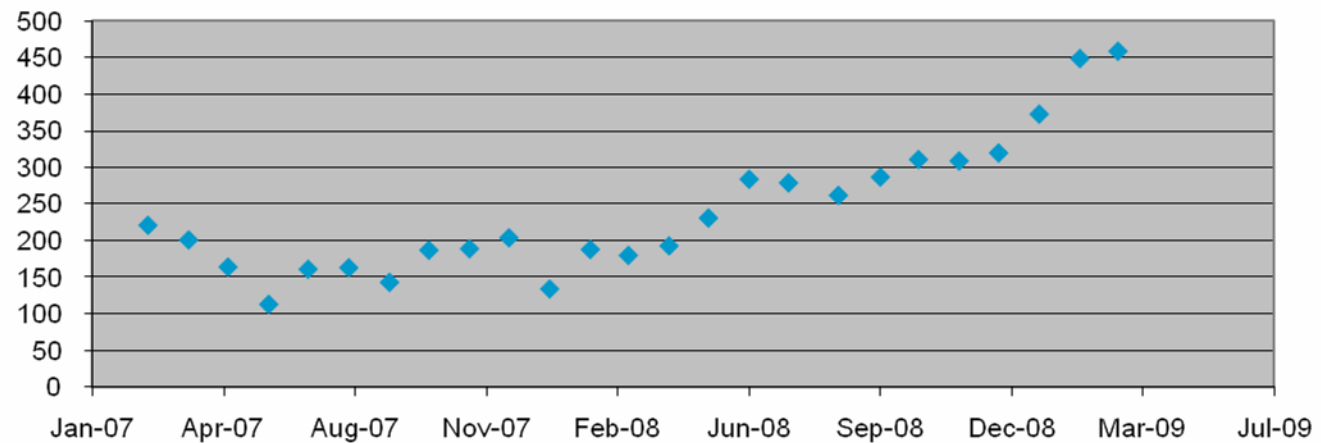
# Adoption Strategy

- Targeted online trainings
- One page reference guides
- Book ending face-to-face meetings
- One-on-one mentoring
- Integrating into business processes
- Answer all questions great and small
- Leverage email and subscriptions





## Unique Users Logging into Guru



Discussion Forum Postings	2,439
Discussion Forums Read	20,705
Documents Uploaded	3,718
Documents Read	24,059

# Challenges

## Implementation

- Staff turnover
- Balancing priorities and departmental interests
- Mixed notions of technology and its impact
- Risk aversion based on previous ideas of knowledge exchange

## Adoption

- No Volunteers
- Limited staff time and need
- Barriers to entry (e.g. separate passwords)
- Limited search capabilities and content categorization



# Opportunities

- Almost universal recognition that Volunteers need to have access
- Shift in attitudes with the “success” of the program
- Staff turnover
- New and better tools on the market; better understanding of how to use them
- Evolutionary nature of knowledge management practices in organizations



# Lessons Learned

- The KM platform must meet an immediate need for people to log on
- Attitudes will change as people become more familiar with the platform
- Capture knowledge through repeated engagements with the customers (trainings, evaluations, briefings)
- Don't overlook the value of usage stats – find out what the story is behind them
- It's not able technology or knowledge management. Focus on the platform helps fulfill the mission.





# Thank You

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