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Evaluation indicators of knowledge management in the state service

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**Аннотация:**

The research results based on data from a survey conducted in 2016 among civil servants, representing the municipal, regional and federal levels of public administration in Russia. The survey involved 500 civil servants. The survey showed that civil servants use a limited set of tools when working with knowledge at the individual and organizational levels. The KM process is unregulated in public administration in general. KM process involves the general organizational approach that promotes learning and information sharing as well as the implementation of specific methods and tools aimed at addressing KM tasks. This includes responsibility at the organizational and individual levels, and to be reflected within the KM indicators. Since KM is an information process, the IT approach to evaluating the information process effectiveness is taken too. The scientific novelty consists of the proposed the indicators and evaluation tool for identification the KM level at state service. There are the goals of KM system: The integration of the collective knowledge of civil servants so that they are constantly learning, feel their belonging to the development and success of the public administration; the short and effective way to tackle new professional challenges. The practical significance of the research lies in the fact that the obtained results demonstrate the weaknesses in the KM process at the public administration. The developed system aims to serve as a basis for the building of dashboard for KM monitoring. The competence management is the part of a KM system, which ensures timely assessment and training of civil servants to the task. For the successful creation and implementation of a monitor system for civil servant competences it takes a lot of work connected with changes of organizational culture and creation of new organizational structures as a learning organization. Key indicators to measure the KM level of the civil service needs to assess the levels of competency, continuity of learning, intellectual activity.

**Ключевые слова:**

Digital divide, Information society, Knowledge management, State civil servants