A proposal for a new work item within the scope of an existing committee shall be submitted to the secretariat of that committee with a copy to the Central Secretariat and, in the case of a subcommittee, a copy to the secretariat of the parent technical committee. Proposals not within the scope of an existing committee shall be submitted to the secretariat of the ISO Technical Management Board.

The proposer of a new work item may be a member body of ISO, the secretariat itself, another technical committee or subcommittee, or organization in liaison, the Technical Management Board or one of the advisory groups, or the Secretary-General.

The proposal will be circulated to the P-members of the technical committee or subcommittee for voting, and to the O-members for information.

**IMPORTANT NOTE: Proposals without adequate justification risk rejection or referral to originator.**

Guidelines for proposing and justifying a new work item are contained in [Annex C of the ISO/IEC Directives, Part 1](#).

- The proposer has considered the guidance given in the [Annex C](#) during the preparation of the NWIP.

**Proposal** *(to be completed by the proposer)*

<table>
<thead>
<tr>
<th>Title of the proposed deliverable.</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>(in the case of an amendment, revision or a new part of an existing document, show the reference number and current title)</em></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>English title</th>
<th>KNOWLEDGE MANAGEMENT SYSTEMS - REQUIREMENTS</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>French title</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>(if available)</em></td>
</tr>
</tbody>
</table>

**Scope of the proposed deliverable.**

This Standard sets the requirements for Knowledge Management systems in organizations and deals with the establishment and maintenance of Knowledge Management systems, instilling a culture of Knowledge Management and sharing in Knowledge Management solutions and in the manner of measuring the knowledge in organizations. The Standard is applicable for all types of business, private and public organizations, independent of the field of business and their size, and also for non-profit organizations.
**Purpose and justification of the proposal.**

Knowledge is considered today as one of the most critical resources for the success of organizations, whether they are profit organizations or non-profit organizations. The management of a critical resource should be managed in an accepted manner and checked against a suitable Standard.

The need for a Standard is especially important today when the subject is in the development stages since an International Standard is both a tool for arranging the activity of knowledge management and a tool for an overall enhancement of the quality of the activity in the field. Other fields, in which Standards were incorporate, were improved and developed due to the regulations and we believe that this will also happen in this important field.

In this age of globalization, there is an advantage to International Standards and in a field that involves cooperation, how much more so. There should also be cooperation in the Standard and allow everyone to benefit from the fruits of our investment carried out in Israel. Furthermore, there is no apparent reason that the Standard's content should change from one location to another.

This Standard establishes requirements for Knowledge Management in an organization:

A. that aspires to increase its capabilities by means of leverage of personal human, social and organizational capital (hereinafter, intellectual capital).

B. that wants to prove to its customers and to the market as a whole, its advantage regarding its knowledge and its management.

Adoption of a Knowledge Management system is a strategic decision of the organization. The content and the implementation of a Knowledge Management system in an organization are influenced by various factors:

A) Characteristics of the organization including size of the organization, its structure and the stakeholders;

B) The organizational surroundings, changes in this environment and the hazards in it;

C) The organizational culture in general and the Knowledge Management culture in the organization, in particular;

D) Changing needs of the organization;

E) The unique purposes of the organization;

F) The organization's core capabilities;

G) The intellectual capital of the organization.

The process based approach means performance of an orderly process, of defined and successive stages over a period of time, for realizing the activities of Knowledge Management in an organization. This Standard encourages the adoption of the process based approach of Knowledge Management in an organization, as the basis for a quality and effective action of a Knowledge Management system in an organization over a period of time.

The purpose of this Standard is to guide its users, while maintaining freedom of management that allows conformance with the above factors.

**If a draft is attached to this proposal:**

Please select from one of the following options (note that if no option is selected, the default will be the first option):

- [ ] Draft document will be registered as new project in the committee's work programme (stage 20.00)
- [x] Draft document can be registered as a Working Draft (WD – stage 20.20)
- [ ] Draft document can be registered as a Committee Draft (CD – stage 30.00)
- [ ] Draft document can be registered as a Draft International Standard (DIS – stage 40.00)

**Is this a Management Systems Standard (MSS)?**

- [x] Yes  [ ] No

NOTE: if Yes, the NWIP along with the Justification study (see Annex SL of the Consolidated ISO Supplement) must be sent to the MSS Task Force secretariat ([tmb@iso.org](mailto:tmb@iso.org)) for approval before the NWIP ballot can be launched.

**Indication(s) of the preferred type or types of deliverable(s) to be produced under the proposal.**


**Proposed development track**

- [ ] 1 (24 months)  [x] 2 (36 months - default)  [ ] 3 (48 months)

**Known patented items** *(see ISO/IEC Directives, Part 1 for important guidance)*

- [ ] Yes  [x] No  If "Yes", provide full information as annex
A statement from the proposer as to how the proposed work may relate to or impact on existing work, especially existing ISO and IEC deliverables. The proposer should explain how the work differs from apparently similar work, or explain how duplication and conflict will be minimized.

As far as we know, there are no similar works (MSS intended to be a contractual specification) being developed.

A listing of relevant existing documents at the international, regional and national levels.

We identified two relevant guidance standards:

- AS 5037-2005: Knowledge management – a guide
- BS PAS 2001 - Knowledge management - Guide to good practice

A simple and concise statement identifying and describing relevant affected stakeholder categories (including small and medium sized enterprises) and how they will each benefit from or be impacted by the proposed deliverable(s)

The need for this MSS exists at local, national, regional and global levels, and in both developed and developing countries. The need exists for all sectors, all sizes of organizations, and is generic.

This MSS establishes requirements for Knowledge Management in an organization that:

A. Aspires to increase its capabilities by means of leverage of personal, human, social and organizational capital (hereinafter, intellectual capital). Peter Drucker, the management no. 1 guru argued that in the 21st century, organizations that will succeed, whether profit based organizations or non-profit organizations will be those who will know how to manage their knowledge and knowledge workers.

B. Wants to prove to its customers and to the market as a whole, its advantage regarding its knowledge and its management

As such, among the potential needs of this MSS are the following:

- Improve the corporate image
- Open new markets
- Enhance your brand and gain a reputation as a reliable business
- Attract the best employees through your enhanced reputation.
- Find new business partnerships
- Improve the quality of your offers
- Optimization of processes and results
- Have your product reach markets more quickly.

Challenges existing in an organization at the business of organizational level can receive an effective response through Knowledge Management solutions, and to give a business value to the organization (such as efficiency, increasing output, increase in customer and employee satisfaction and creating a new value for the product).

In this era of global trade, the existence of a Knowledge Management System can assist in enhancing trust in the organization and thereby contribute to accessing new markets.

The intended document would be applicable to organizations of all kinds and sizes, based on developing and developed countries.

<table>
<thead>
<tr>
<th>Liaisons:</th>
</tr>
</thead>
<tbody>
<tr>
<td>A listing of relevant external international organizations or internal parties (other ISO and/or IEC committees) to be engaged as liaisons in the development of the deliverable(s).</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Joint/parallel work:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Possible joint/parallel work with:</td>
</tr>
<tr>
<td>☐ IEC (please specify committee ID)</td>
</tr>
<tr>
<td>☐ CEN (please specify committee ID)</td>
</tr>
<tr>
<td>☐ Other (please specify)</td>
</tr>
</tbody>
</table>
A listing of relevant countries which are not already P-members of the committee.

### Preparatory work (at a minimum an outline should be included with the proposal)
- [x] A draft is attached
- [ ] An outline is attached
- [ ] An existing document to serve as initial basis

The proposer or the proposer’s organization is prepared to undertake the preparatory work required  **[x] Yes**  **[ ] No**

<table>
<thead>
<tr>
<th>Proposed Project Leader (name and e-mail address)</th>
<th>Name of the Proposer (include contact information)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Moria <a href="mailto:Levi-moria@kmrom.com">Levi-moria@kmrom.com</a></td>
<td>Havi Sarel-Gore (MSc.)<a href="mailto:-sarel@sii.org.il">-sarel@sii.org.il</a></td>
</tr>
<tr>
<td>Secretariat-SII</td>
<td>Secretary- Havi Sarel-Gore (MSc.)<a href="mailto:-sarel@sii.org.il">-sarel@sii.org.il</a></td>
</tr>
</tbody>
</table>

### Supplementary information relating to the proposal
- [x] This proposal relates to a new ISO document;
- [ ] This proposal relates to the amendment of existing ISO document
- [ ] This proposal is for the revision of an existing ISO document;
- [ ] This proposal relates to the adoption as an active project of an item currently registered as a Preliminary Work Item;
- [ ] This proposal relates to the re-establishment of a cancelled project as an active project.

Other:

### Annex(es) are included with this proposal (give details)
- [ ]

---

**New work item proposal**
1. Introduction

KNOWLEDGE MANAGEMENT

The field of Knowledge Management has been evolving in Israel during the last 20 years. It was mainly developed by practitioners in businesses, companies and organizations. It was developed due to the deep understanding that knowledge in organizations is one of the most important assets. The Academy joined these efforts by research, teaching and consulting. This situation has led to well established practices, methodologies and tools.

Also, this leads to experts and implementers of forums and networks who shared their best practices and gained experience in Knowledge Management.

At the same time, the same developments and trends were observed in other countries and we have learned a great deal from the experience gathered in companies in different countries through participation in professional conferences and through direct communications.

Based on this infrastructure and lessons learned, the Standards Institute of Israel (SII) with the professional community of Knowledge Management have prepared and approved an Israeli Standard SI 25006 for Knowledge Management. This standard was well accepted by different companies in Israel, which have implemented it in the Management Systems of their companies. Some of the companies even asked for certification based on the requirements of this standard. As of today, several companies in Israel are certified to SI 25006 as part of their management system.

Based on our experience we propose that the ISO Central Committee consider a New Work Item on the issue of Knowledge Management. We are sure that today and in the future, there is a strategic importance for managing knowledge in companies. In the era of globalization, it is crucial to build your abilities based on knowledge sharing with partners. In the era of FACEBOOK, TWITTER, WIKIPEDIA and GOOGLE, there are many opportunities to learn and communicate for the benefit of your organization based on these networks through the effective principles of Knowledge Management.

This paper presents a JS for NWIP:

KNOWLEDGE MANAGEMENT SYSTEMS - REQUIREMENTS

Annex SL to the ISO/IEC Directives, Part 1, Consolidated ISO Supplement – Procedures specific to ISO; 2012 gives the following general principles to provide guidance to assess the market relevance of proposed MSS and for the preparation of a JS.

Annex SL further states that an MSS should be initiated, developed, and maintained only when all of the principles are observed.

1) Market relevance
Any MSS should meet the needs of, and add value for, the primary users and other affected parties.

2) Compatibility
Compatibility between various MSS and within an MSS family should be maintained.

3) Topic coverage
An MSS should have sufficient application coverage to eliminate or minimize the need for sector-specific variances.

4) Flexibility
An MSS should be applicable to organizations in all relevant sectors and cultures and of every size. An MSS should not
prevent organizations from competively adding to or differentiating from others, or enhancing their management systems beyond the standard.

5) Free trade
An MSS should permit the free trade of goods and services in line with the principles included in the WTO Agreement on Technical Barriers to Trade.

6) Applicability of conformity assessment
The market need for first-, second- or third-party conformity assessment, or any combination thereof, should be assessed. The resulting MSS should clearly address the suitability of use for conformity assessment in its scope. An MSS should facilitate joint audits.

7) Exclusions
An MSS should not include directly related product (including services) specifications, test methods, performance levels (i.e. setting of limits) or other forms of standardization for products produced by the implementing organization.

8) Ease of use
It should be ensured that the user can easily implement one or more MSS. An MSS should be easily understood, unambiguous, free from cultural bias, easily translatable, and applicable to businesses in general.

Appendix 1 to Annex SL gives a number of questions that are based on these principles. The answers to the questions are required to form part of the JS. The questions and answers are given in section 2 of this paper below.

2. Annex SL: Questions with answers

Basic information on the MSS proposal

<table>
<thead>
<tr>
<th>Q1</th>
<th>What is the proposed purpose and scope of the MSS? Is the document supposed to be a guidance document or a document with requirements?</th>
</tr>
</thead>
</table>
| A1 | This standard is intended to be a document with requirements.  

**Scope**  
This Standard sets the requirements for Knowledge Management systems in organizations and deals with the establishment and maintenance of Knowledge Management Systems, instilling a culture of Knowledge Management and sharing of Knowledge Management solutions. Also, it promotes measuring the knowledge in organizations. The Standard is applicable for all types of business, private and public organizations, independent of the field of business and their size, and also for non-profit organizations. |

<table>
<thead>
<tr>
<th>Q2</th>
<th>Would the proposed MSS work item result in an International Standard (IS), an ISO/IEC Guide, a Technical Specification (TS), a Technical Report (TR), a Publicly Available Specification (PAS), or an International Workshop Agreement (IWA)?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A2</td>
<td>The result of this work is intended to be an International Standard.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q3</th>
<th>Does the proposed purpose or scope include product (including service) specifications, product test methods, product performance levels, or other forms of guidance or requirements directly related to products produced or provided by the implementing organization?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A3</td>
<td>No, the standard will only focus on issues related to Knowledge Management and Knowledge Management Systems and will not include product specifications, product</td>
</tr>
</tbody>
</table>
test methods, product performance levels, or other forms of guidance or requirements directly related to products produced or provided by the implementing organization.

Q4 Is there one or more existing ISO committee or non-ISO organization that could logically have responsibility for the proposed MSS? If so, identify.

A4 No. We recommend establishing a new PC with the participation (or liaison) of representatives from the following committees: ISO TC 176, TC 46, TC 171.

Q5 Have relevant reference materials been identified, such as existing guidelines or established practices?

A5 Yes:
SI 25006 – Knowledge Management Systems – Requirements - A new Israeli Standard that is attached.
In addition we identified two relevant guidance standards:
• AS 5037-2005: Knowledge management – a guide
• BS PAS 2001 - Knowledge management – Guide to good practice

Q6 Are there technical experts available to support the standardization work? Are the technical experts direct representatives of the affected parties from the different geographical regions?

A6 We can recommend the following technical experts to support the standardization work.
Patrick Lambe (Singapore)
Steve Oest (Australia)
Arthur Shelly (Australia)
Hubert Saint-Onge (Canada)
Boris Jaegar (Germany)
Nick Milton (UK)
David Snowden (UK)
Jay Liebowitz (USA)
David Gurteen (UK)
All of the above experts are presently consultants or working in the academic field, whether or not they began their career in this region. Furthermore, Israeli experts are available to support the standardization work. We assume that International experts on Knowledge Management will join this project.

Q7 What efforts are anticipated as being necessary to develop the document in terms of experts needed and number/duration of meetings?

A7 We estimate that a PC of approximately 10-15 experts, and up to 1-2 meetings per year, each of 2-3 days duration (with electronic communication by e-mail, conference calls and webinars in the interim) for 3 years will be needed.

Q8 What is the anticipated completion date?

A8 Subject to meeting the 3 year “default” timeline for a project, the expected completion date will be in the 1st quarter of 2017.

Q9 Is the MSS intended to be a guidance document, contractual specification or regulatory specification for an organization?

A9 It is intended to be a "requirements" specification.
**Principle 1: market relevance**

1) **Market relevance**  
Any MSS should meet the needs of, and add value for, the primary users and other affected parties.

<table>
<thead>
<tr>
<th>Q10</th>
<th>Have all the affected parties been identified? For example:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>a) organizations (of various types and sizes): the decision-makers within an organization who approve work to implement and achieve conformance to the MSS;</td>
</tr>
<tr>
<td></td>
<td>b) customers/end-users, i.e. individuals or parties that pay for or use a product (including service) from an organization;</td>
</tr>
<tr>
<td></td>
<td>c) supplier organizations, e.g. producer, distributor, retailer or vendor of a product, or a provider of a service or information;</td>
</tr>
<tr>
<td></td>
<td>d) MSS service provider, e.g. MSS certification bodies, accreditation bodies or consultants;</td>
</tr>
<tr>
<td></td>
<td>e) regulatory bodies;</td>
</tr>
<tr>
<td></td>
<td>f) Non-governmental organizations.</td>
</tr>
</tbody>
</table>

| A10 | Knowledge Management has the potential of assisting in the achievement of almost every organizational and business target. Thus, for different types of organizations, whether profit or non-profit based, and in different countries. Attached are specific examples showing the variety of business benefits and organizations who reported such benefits: |

<table>
<thead>
<tr>
<th>Business benefit</th>
<th>Sample of relevant KM solution</th>
<th>Sample of organization/sector</th>
<th>Country</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve the corporate image</td>
<td>Set of personal and professionals blogs</td>
<td>Microsoft / high-tech</td>
<td>Global</td>
<td>Naked Conversations, R. Scoble &amp; S. Israel, John Wiley &amp; Sons, 2006, NJ</td>
</tr>
<tr>
<td>Improve patient health</td>
<td>Knowledgebase</td>
<td>INET International/ medical</td>
<td>Canada</td>
<td>Making Cents out of Knowledge Management, J. Liebowitz, Scarecrow Press, 2008, UK</td>
</tr>
<tr>
<td>Optimization of processes and results</td>
<td>Portal; Document Management; Experts Map</td>
<td>EDC- Export Development Canada/ finance</td>
<td>Canada</td>
<td>Making Cents out of Knowledge Management, J. Liebowitz, Scarecrow Press, 2008, UK</td>
</tr>
<tr>
<td>Improve the quality of offers</td>
<td>Learning Lessons; Shared workspaces</td>
<td>GSA PBS General Services Administration Public Building Service/ public</td>
<td>US</td>
<td>Making Cents out of Knowledge Management, J. Liebowitz, Scarecrow Press, 2008, UK</td>
</tr>
<tr>
<td>Optimization of processes and results</td>
<td>Communities of Practice</td>
<td>Anglo American Corporation/ mining</td>
<td>Italy</td>
<td>Case Studies in Knowledge Management, K. A. Grant, 2012, Canada</td>
</tr>
</tbody>
</table>
Optimization of processes and results  | Debriefing  | French Air Force/military  | France  | Case Studies in Knowledge Management, K. A. Grant, 2012, Canada
---|---|---|---|---
Improve business partnerships  | Knowledge Sharing and Learning  | Polyethylene Malaysia/industry  | Malaysia  | Case Studies in Knowledge Management, K. A. Grant, 2012, Canada

* The indicated organizations have implemented the listed Knowledge Management solutions and reported that they have achieved the listed benefits.

KM MSS can serve the following roles in the organization:

<table>
<thead>
<tr>
<th>Role</th>
<th>Advantages</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO / Executive management</td>
<td>Knowledge Management aligned to support business</td>
</tr>
<tr>
<td>KM Sponsor (executive manager)</td>
<td>Control KM resources, Monitor KM implemented with excellence</td>
</tr>
<tr>
<td>Knowledge Manager</td>
<td>Justify investments</td>
</tr>
<tr>
<td>Knowledge worker / facilitator</td>
<td>Advantages: Guide in effective knowledge work, knowledge management guidelines and requirements to achieve better results. Help to assure knowledge projects success Explanation: with the big ambiguity and lack of sound guidelines, that is the result of knowledge management being a recently emerging practice and the result of marketing hypes, end users and knowledge workers will greatly benefit from an authoritative standard with clear and comprehensive guidelines Note: ambiguity means unclear or having multiple interpretations. Fields such as economics have various theories and concepts, but are also well-established and have a clear description of key terms. The relatively new field of knowledge management is still vague to the public and therefore the standard will fulfill a unique and important role in creating a solid base.</td>
</tr>
</tbody>
</table>

Q11 What is the need for this MSS? Does the need exist at a local, national, regional or global level? Does the need apply to developing countries? Does it apply to developed countries? What is the added value of having an ISO document (e.g. facilitating communication between organizations in different countries)?

A11 The need for this MSS exists at local, national, regional and global levels, and in both developed and developing countries.

The following are examples for substantiation of the need taken from international sources regarding the importance and value of KM and the reasons for this need (all these references are links):

- Chris Collison - What is Knowledge Management and why is it important?
- Dr. David Griffits - Why should you be interested in Knowledge Management today?
- Knowledge and Performance in an environment of continuous operational improvement
- Nick Milton - Time, cost, quality - and knowledge
- Timothy K. Perkins - Knowledge: The Core Problem of Project Failure
Below are examples that show two main reasons for the need for a KM standard:

1 Ambiguity in the understanding of what KM is:
   - Tom Davenport - Does "Management" (in Knowledge Management) Mean "Command and Control"?
   - David Skyrme - Fact or Fad? Ten Shifts in Knowledge Management
   - Tom Davenport - Knowledge Management: Broadening and Narrowing
   - KM and CRM: Is the line blurring?
   - The rights and wrongs of Knowledge Management
   - Knowledge Management - Architectures beyond technology

2 Examples of project failure due to incomplete approach - the KM standard can guide organizations to minimize failures:
   - Patrick Lambe and Edgar Tan - Knowledge Management Implementation Challenges: Case Studies from Singapore Organizations
   - Anatomy of a Failed Knowledge Management Initiative: Lessons from PharmaCorp’s Experiences
   - Exploring Failure-Factors Of Implementing Knowledge Management Systems In Organizations
   - Success and Failure Criteria for Knowledge Management Systems
   - What are the biggest barriers to Knowledge Management?

Below is a quote of a particular example taken from the medical industry:

**Knowledge Management in the Medical Industry – Binding and Mandatory**

The full scope and life cycle of medical products and services – devices and pharma - are subject to legally mandated requirements in essentially all countries / jurisdictions. These span the entire range of existence from initial concept through R&D, laboratory and field (clinical trials) testing, proof of fitness for use (verification and validation), manufacturing (processes and production), sales and installation when appropriate, through post sales monitoring (vigilance) and beyond. Manufacturers, regulatory agencies, professional users (health care providers) are all required to gather and analyze data, convert the data to knowledge, utilize it as an ongoing activity, and retain the derived information for extended, often unlimited periods.

Detailed legal requirements are prescribed in USFDA regulations (Federal law in the US), EU Directives, and specific legislation in most countries. They are supported and augmented by a host of ISO standards and a plethora of guidance and explanatory documents published by regulatory agencies, Notified Bodies, and professional organizations and societies; just to mention the most widely recognized.

The point is that Knowledge Management is a controlled, structured methodology germane to and applied by a significant component of industrial, governmental and non-governmental agencies and entities worldwide. An extensive list of references supporting this point can be supplied without detracting from the fact that essentially all practitioners in the field are not only aware but also fully compliant. As such they can all benefit from a Standard.

In general, having a MSS can assist in leveraging the quality of Knowledge Management in the organizations in which it takes place, and if implemented in enough organizations, in leveraging the discipline as a whole. In a discipline that is only 20 years old, this leveraging is very meaningful.

<p>| Q12 | Does the need exist for a number of sectors and is thus generic? If so, which ones? Does the need exist for small, medium or large organizations? |</p>
<table>
<thead>
<tr>
<th>Q13</th>
<th>Is the need important? Will the need continue? If yes, will the target date of completion for the proposed MSS satisfy this need? Are viable alternatives identified?</th>
</tr>
</thead>
</table>
| A13 | An important question to be answered when deciding to approve a new MSS is whether the said discipline is to be regarded as a management tool and not only serving as a passing trend. This issue has been researched regarding the discipline of Knowledge Management. The researcher, Kenneth A. Grant, has published his research "Knowledge Management, an Enduring Fashion" on this issue in "Case Studies in Knowledge Management Research", in 2011. The research, based on Theory of Diffusion of Innovations, investigates both academic scholars as well as business journals. His main findings are as following:  
   a. Sound evidence has been found encouraging the assumption that Knowledge Management has been penetrated in organizations as expected in the theory (of innovations diffusion). The move was led in organizations, mainly by management and consultants.  
   b. For most of the KM terms, upon which the research was based on, consistent growth in use has been found, according to the required defining graphs.  
   c. The findings were based both in academic scholars as well as in business journals.  
The need is important and will continue to be important as we progress in an era of knowledge.  
The issue of timing has been discussed in some research papers, that concluded that knowledge management is not a trend and is here to stay.  
The target date for the completion of this proposed MSS is satisfactory (1st quarter of 2017.). |
| Q14 | Describe how the need and importance were determined. List the affected parties consulted and the major geographical or economical regions in which they are located. |
| A14 | a. Our answers in this annex are based on our familiarity with the subject and on our involvement in this field for approximately 15 years, on academic research papers, business articles and books published on KM. Where relevant, they have been quoted (see A10, A11).  
b. Many additional resources and references can be added from the extensive literature. |
| Q15 | Is there known or expected support for the proposed MSS? List those bodies that have indicated support. Is there known or expected opposition to the proposed MSS? List those bodies that have indicated opposition. |
| A15 | Those societies that deal with knowledge are expected to support the standard. Also large organizations which promote Knowledge Management as a strategic issue may support the proposed standard. Also International organizations showed interest and requested to receive the Israeli Standard. |
| Q16 | What are the expected benefits and costs to organizations, differentiated for small, medium and large organizations if applicable?  
Describe how the benefits and the costs were determined. Provide available information on geographic or economic focus, industry sector and size of the organization. Provide information on the sources consulted and their basis (e.g. proven practices), premises, assumptions and conditions (e.g. speculative or theoretical), and other pertinent information. |
There is a variety of benefits (as mentioned above in A11) to organizations in using this kind of standard, including:

- A combination of processes, actions, methodologies and solutions that allow maintaining, sharing, accessibility and development of object-oriented knowledge, whose objective is ongoing improvement of organizational capabilities and performance, and the ability of personnel to contribute business value by providing effective responses to problems in Knowledge Management. See the range of solutions suggested in chapter 6 of the attached proposal. The list grows as implementation and technologies advance.

- Increased performance
  - Improves corporate image
  - Opens new markets
  - Enhances your brand and gains a reputation as a reliable business
  - Attracts the best employees through your enhanced reputation.
  - Finds new business partnerships
  - Improves the quality of your offers
  - Optimizes processes and results
  - Gets your product to markets more quickly.

- The use of data as a business management tool.

Costs have been defined in most organizations, where measured, by two main parameters:

a. Cost of enabling software platforms.

b. Cost of labor: Knowledge Management roles; time of employees.

These benefits and costs are applicable to all sizes of organizations. It is considered that the benefits considerably outweigh the costs to an organization in the long run.

What are the expected benefits and costs to other affected parties (including developing countries)?
Describe how the benefits and the costs were determined. Provide any information regarding the affected parties indicated.

The costs that other affected parties experience are lower using this standard rather than developing and implementing their own standards, which would add additional development, implementation, coordination between organizations and training costs. This is in addition to the costs their industries would pay for not complying with a major international standard. It was demonstrated that to manage knowledge in a systemic way saves costs as the organization is not losing knowledge by preserving it, reusing knowledge and developing its needed knowledge in an effective way.

What will be the expected value to society?

a. There is a connection between performance and management standards. Having a knowledge management standard is expected to leverage the overall level of knowledge management worldwide.

The expected value to society is improvement in the capability to transfer information, to expand the application of knowledge and information and reduction of costs in the transfer of knowledge and information.

b. Facilitating collaborative efforts, increasing the use and value of human knowledge and shared wisdom that will greatly contribute especially to more remote or less wealthy societies by providing them with better access to collaboration, know-how and best practices.
<table>
<thead>
<tr>
<th>Q19</th>
<th>Have any other risks been identified (e.g. timeliness or unintended consequences to a specific business)?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A19</td>
<td>No risks were identified, yet it is expected that the standard will be completed within three years, as it is believed that such a standard is essential.</td>
</tr>
<tr>
<td></td>
<td>The first step of organizations in implementing this proposed MSS is understanding the gaps in Knowledge Management. This is not a common practice in all organizations. In these companies, we have a cultural gap.</td>
</tr>
</tbody>
</table>
### Principle 2: compatibility

#### 2) Compatibility

Compatibility between various MSS and within an MSS family should be maintained.

<table>
<thead>
<tr>
<th>Q20</th>
<th>Is there potential overlap or conflict with other existing or planned ISO or non-ISO international standards, or those at the national or regional level? Are there other public or private actions, guidance, requirements and regulations that seek to address the identified need, such as technical papers, proven practices, academic or professional studies, or any other body of knowledge?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A20</td>
<td>Not as far as we know. The standard was written as process based (relying upon the ISO 9001 model in accordance with PDCA principles) to assure its compatibility with and incorporation in management systems existing in an organization.</td>
</tr>
<tr>
<td>Q21</td>
<td>Is the MSS or the related conformity assessment activities (e.g. audits, certifications) likely to add to, replace all or parts of, harmonize and simplify, duplicate or repeat, conflict with, or detract from the existing activities identified above? What steps are being considered to ensure compatibility, resolve conflict or avoid duplication?</td>
</tr>
<tr>
<td>A21</td>
<td>This proposal will not conflict with previous existing conformity assessment initiatives.</td>
</tr>
<tr>
<td>Q22</td>
<td>Is the proposed MSS likely to promote or stem proliferation of MSS at the national or regional level, or by industry sectors?</td>
</tr>
<tr>
<td>A22</td>
<td>No, at least not in the coming 5 years after it is published... The intent is to bring together the existing knowledge and best practices into one document so the standard when published will help stem the proliferation of MSSs at the national or regional level, or by industry sectors.</td>
</tr>
</tbody>
</table>
### Principle 3: topic coverage

3) **Topic coverage**

An MSS should have sufficient application coverage to eliminate or minimize the need for sector-specific variances.

<table>
<thead>
<tr>
<th>Q23</th>
<th>Is the MSS for a single specific sector?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A23</td>
<td>No, the standard will be generic, addressing all sectors.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q24</th>
<th>Will the MSS reference or incorporate an existing, non-industry-specific ISO MSS (e.g. from the ISO 9000 series of quality management standards)? If yes, will the development of the MSS conform to the ISO/IEC Sector Policy (see 6.8.2 of ISO/IEC Directives, Part 2), and any other relevant policy and guidance procedures (e.g. those that may be made available by a relevant ISO committee)?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A24</td>
<td>The management system in this proposal is based on the ISO 9001 structure but not according to the draft format of the first version of ISO Guide 83 published while this standard was in preparation.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q25</th>
<th>What steps have been taken to remove or minimize the need for particular sector-specific deviations from a generic MSS?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A25</td>
<td>The theme itself is generic enabling an approach that does not need to have specific content, and the sector conformances are only at the application level.</td>
</tr>
</tbody>
</table>
Principle 4: flexibility

4) Flexibility  An MSS should be applicable to organizations in all relevant sectors and cultures and of every size. An MSS should not prevent organizations from competitively adding to or differentiating from others, or enhancing their management systems beyond the standard.

<table>
<thead>
<tr>
<th>Q26</th>
<th>Will the MSS allow an organization competitively to add to, differentiate or encourage innovation of its management system beyond the standard?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A26</td>
<td>It is intended that this standard will remain generic and encourage organizations to competitively add to, or differentiate, or innovate their management systems beyond its requirements. Of course, any organization in which the knowledge is a very important asset may do much more beyond this standard, but this standard will function as the base document for Knowledge Management.</td>
</tr>
</tbody>
</table>
**Principle 5: free trade**

5) Free trade An MSS should permit the free trade of goods and services in line with the principles included in the WTO Agreement on Technical Barriers to Trade.

<table>
<thead>
<tr>
<th>Q27</th>
<th>How would the MSS facilitate or impact global trade? Could the MSS create or prevent a technical barrier to trade?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A27</td>
<td>The MSS could facilitate or impact global trade by encouraging organizations to improve their Knowledge Management and consequently, enable a competitive edge and cooperative efforts that would facilitate global trade. This MSS cannot create a technical barrier to trade.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q28</th>
<th>Could the MSS create or prevent a technical barrier to trade for small, medium or large organizations?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A28</td>
<td>No. This MSS cannot create a technical barrier to trade for organizations, regardless of their size.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q29</th>
<th>Could the MSS create or prevent a technical barrier to trade for developing or developed countries?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A29</td>
<td>No. This MSS cannot create a technical barrier to trade for both developing and developed countries.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q30</th>
<th>If the proposed MSS is intended to be used in government regulations, is it likely to add to, duplicate, replace, enhance or support existing governmental regulations?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A30</td>
<td>The MSS is not intended to be used in government regulations, and its development may even support, but not duplicate, replace or even conflict with governmental regulations.</td>
</tr>
</tbody>
</table>
Principle 6: applicability of conformity

6) Applicability of conformity assessment

The market need for first-, second- or third-party conformity assessment, or any combination thereof, should be assessed. The resulting MSS should clearly address the suitability of use for conformity assessment in its scope. An MSS should facilitate joint audits.

Q31 If the intended use is for contractual or regulatory purposes, what are the potential methods to demonstrate conformance (e.g. first party, second party or third party)? Does the MSS enable organizations to be flexible in choosing the method of demonstrating conformance, and to accommodate for changes in its operations, management, physical locations and equipment?

A31 Conformity to this standard may be demonstrated either through first, second or third party assessment systems, such as audits or self-assessment programmes.

As far as it is a MSS, and allows conformity assessment, it is flexible enough to allow organizations to choose their method of demonstration, as well as accommodate any necessary changes.

Q32 If third-party registration/certification is a potential option, what are the anticipated benefits and costs to the organization? Will the MSS facilitate joint audits with other management system standards or promote parallel assessments?

A32 Certification is one of the potential options of this proposal.

For this standard the primary benefits of third party certification include:

- Creating a knowledge management culture in organizations that will facilitate establishing a common language (i.e., improving inter-organization communications at the global level), expanding as more organizations in various countries adopt the standard
- Increased customer confidence by the evidence of third party recognition of its management and advantages
- Improved efficiency as the global ISO Knowledge Management infrastructure expands, e.g. through the provision of standardized auditor training courses, the availability of knowledgeable and experienced consultants, a diversity of certification bodies, etc.

The costs of third-party registration/certification include:

- employee training
- audit preparation costs
- audit costs
- registration fees.

Our position is that if a company adopts and implements this MSS in an effective way it will add no additional costs for third party certification except the registration fees.

Regarding joint audits, it will definitely assist in having joint audits on the various subjects of management such as quality, safety, environment and to integrate in them the subject of KM as part of the management concept of the organization / company provided that the auditing team includes an auditor with expertise in KM in accordance with the proposed standard, 25006.
**Principle 7: exclusions**

**7) Exclusions**

An MSS should not include directly related product (including services) specifications, test methods, performance levels (i.e. setting of limits) or other forms of standardization for products produced by the implementing organization.

<table>
<thead>
<tr>
<th>Q33</th>
<th>Does the proposed purpose or scope include product (including service) specifications, product test methods, product performance levels, or other forms of guidance or requirements directly related to products produced or provided by the implementing organization?</th>
</tr>
</thead>
</table>
| A33 | The MSS is not based, nor related, to any specific methodology, platform, product or service.  
The MSS was not designed to serve any specific sector or group of organizations and applies both to profit and non-profit organizations.  
The MSS provides a general approach, including the establishment of goals for continuous improvement in managing the organizational knowledge that could be attained through a variety of means, methodologies and technology platforms. The requirements of the management system would apply within the scope as defined by the implementing organization. Every organization may define specific exclusions to the system taking into consideration the direct and indirect Knowledge Management systems. This justification of exclusions would support the flexible nature of the MSS. |
Principle 8: ease of use

8) Ease of use  It should be ensured that the user can easily implement one or more MSS. An MSS should be easily understood, unambiguous, free from cultural bias, easily translatable, and applicable to businesses in general.

One of the primary objectives of this standard was that the standard would be applicable to businesses in general, and that it should be easy to understand and apply.