

# Transforming the Boundaries Across Financial Regulatory Enterprises



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# Overview

- Organizational Info
- Business Need and Approach
- Strategy
- Lessons Learned

# Knowledge Management Support Office (KMSO)

- Launched January 2011
- Purpose
  - To provide robust and high quality support to all S&R employees and leadership to promote consistency, demonstrate business value and embed collaboration into workflows, to become an effective and efficient regulatory agency
- Current Activities
  - InterAgency Collaboration Project
  - Social Collaboration Platform Transition
  - User Adoption and Engagement
- Accolades
  - 2011 Most Admired Knowledge Enterprise for North America and Global Independent Operating Unit
  - 2011 APQC Best Practice Partner for Engagement and Participation



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## District Liaisons:

Carlos Garcia – Chicago  
Nawsheen Rabbani – SF  
Frank Mongiello – Board  
Miriam Motely – Richmond  
Stephanie Zech – Kansas City

Joe Totherow – St. Louis  
Ed Maldonado – Boston  
Maggie Brush, Denise Goodstein – NY  
Katherine Starnes – Dallas

# Business Need and Approach



# Financial System Stability

- The aftermath of the financial crisis highlighted the need to better understand risks within financial institutions and the financial system more broadly
- Better connections across agencies can:
  - Broaden understanding and perspectives
  - increase the speed of knowledge sharing and communication of emerging risks and trends
  - accelerate decision making
  - enhance ability to coordinate across agencies

# Project and Statement of Work

- InterAgency Collaboration Project (IACP)
- Phased Approach:
  - **Phase I:** Build relationships with partners from banking regulatory organizations
  - **Phase II:** Release an external collaboration environment and host an InterAgency collaboration roundtable event
  - **Phase III:** Solve business problems jointly

# Project Background

## Statement of Work

- Create an environment that allows for knowledge sharing and transfer with other regulatory organizations on various supervisory topics
- Allow for open dialogue on business problems and issues
- Lay the foundation for building an interagency knowledge sharing environment
- Respond to the increased need to openly communicate with other organizations beyond financial data

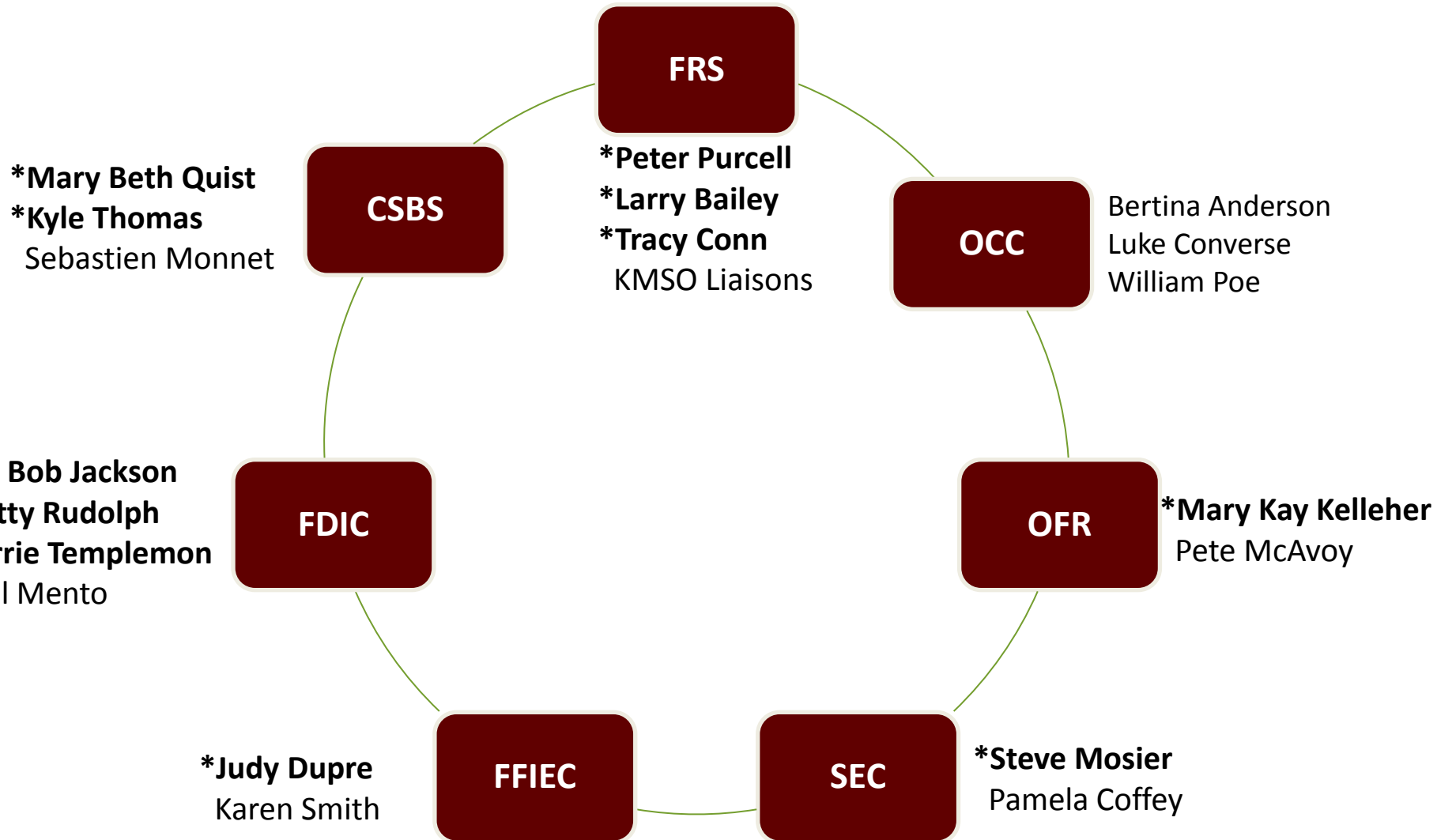
## Mission

- To build an environment for openly communicating with banking regulatory agencies beyond financial data

## Vision

- A knowledge sharing culture, where participants from regulatory agencies are comfortable collaborating in a secure environment to network with subject matter experts, identify regulatory gaps, facilitate the exchange of information, and ultimately promote financial stability

# Steering Group and Key Players



*\*Steering Group Members*



# Inputs

Strawman meetings



Operation Connect survey



ICSG feedback



# Priority Needs

Share work products more broadly to get input or reaction

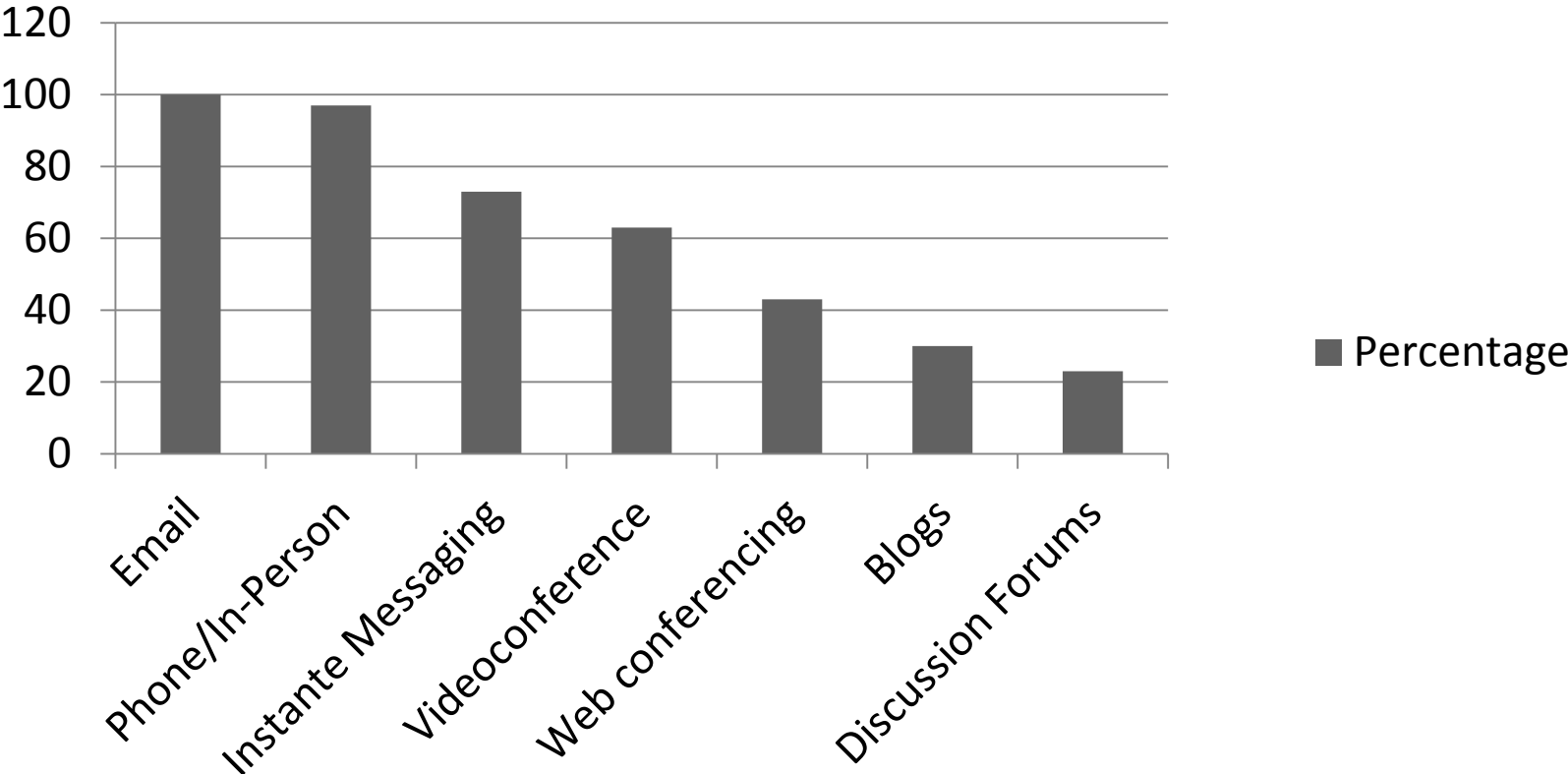
Better enable the sharing of experiences and perspectives

Ability to find experts when questions arise on regulation, policy, etc.

# Operation Connect Survey

- Assess current state of collaboration within each organization
- December 2011 – January 2012
- Five organizations represented
  - FRS, FDIC, CSBS, FFIEC, State Banking Departments
- Nine business lines
- Greatest needs and challenges identified

# What current technologies or capabilities are used to connect people enabling them to share information within/inside your organization?



# What business processes exist to share information/knowledge more broadly within your organization?

## – Top responses:

- Informal methods (email, phone calls, etc.) – 83%
- Coaching and mentoring – 70%
- Lessons learned – 63%

## – Lowest responses:

- Expertise location – 7%
- Career shadowing – 20%
- Onboarding of new hires with KM techniques – 23%

# Where do you find the knowledge and expertise that you need to do your job?

## – Top responses:

- Referrals from colleagues – 73%
- Subject matter experts – 70%
- Supervisor/manager – 50%

## – Lowest responses:

- Online profiles – 3%
- Communities of practice – 10%
- Administrative or officers group – 13%

# What are the needs of the people in your organization regarding cross-organization collaboration?

- Ability to find experts when questions arise on policy, regulation, etc. – 90%
- Better enable the sharing of experiences and perspectives – 77%
- Share work products more broadly to get input or reaction – 67%
- Central location to allow for horizontal viewpoints perspective on the risks, operations, issues relative to the supervisory environment (nerve center approach) – 63%
- Work together on cross-organization projects – 53%

# Knowledge Central (KC)

- Secure Internet-based networking service to connect individuals through online communities
- Pilot underway to determine processes, support needs, barriers, and to inform longer-term solution



**IA CP** InterAgency Collaboration Project

**Important Notice**

Knowledge Central should only contain non-sensitive information at this time

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## InterAgency Collaboration Project Community

Community

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Welcome to the Inter Agency Collaboration Project Community.

### LATEST AND GREATEST CONTENT

Filtered By | Show All Helpful | Popular | **New** 24 Hrs | 7 Days | 30 Days | All Time

0 Helpful Votes

**Weekly KC Update 11/16/11**

Document - A new community has been created, the Accounting Advisory Panel. More info to come! - Wednesday Last Week 3 PM

# InterAgency Collaboration Roundtable

## **The InterAgency Journey:**

**Building Momentum for Future Success**

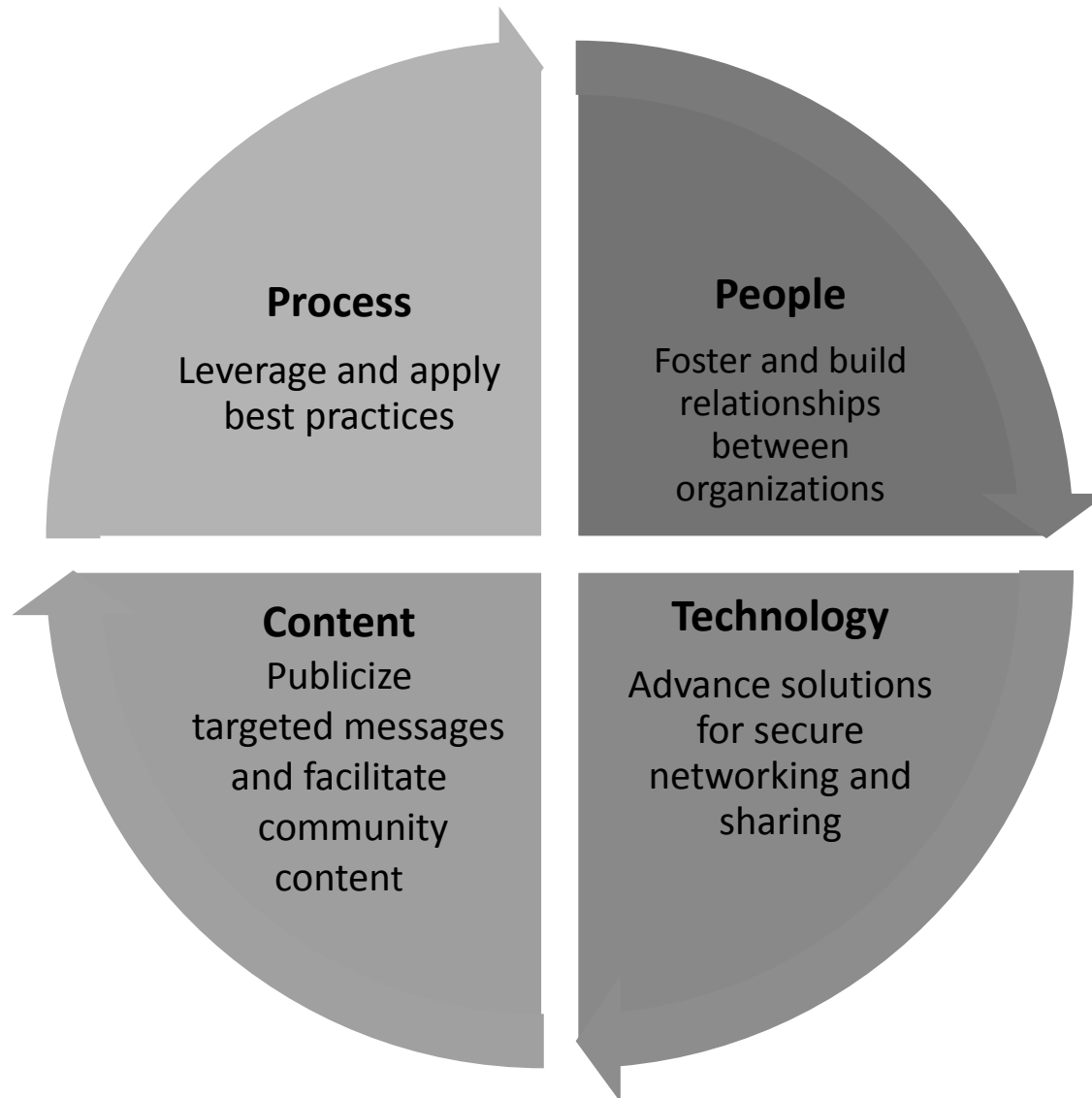
**May 21-22, 2012**



# InterAgency Collaboration Strategy



# High Priority Objectives



# Objective #1: People - *Build and maintain relationships with business line partners from other regulatory organizations to better enable the sharing of experiences and perspectives*

## Goals

## High Priority Initiatives

Define operating structure

- Identify at least one representative per organization to provide input and guidance on InterAgency decision-making as a member of the ICSG
- Establish a process to identify at least one business line individual from each participating organization to act as a liaison to the IACP
- Create an operating framework for ICSG members and IACP liaisons to guide involvement

Determine highest priority business needs for cross-organization collaboration

- Leverage the IACP liaisons to conduct focus groups and interviews with subject matter experts and supervision staff to identify business needs to address with InterAgency initiatives
- Gather feedback from each organization and build a customized adoption and engagement plan

Engage key stakeholders

- Extend invitations to specific individuals and relevant groups within the supervision business line to involve in InterAgency initiatives
- Leverage the ICSG and IACP liaisons to plan the annual InterAgency Collaboration Roundtable event
- Identify relevant events and conferences as opportunities for building relationships and sharing knowledge between targeted groups and organizations

Build network of expertise through user profiles / white pages directory

- Enhance capabilities to identify individuals and expertise across organizations and network through rich user profiles
- Ensure stakeholders update profiles regularly with valuable content
- Develop best practices for identifying expertise through user profiles

## **Objective #2: Technology - *Expand external capabilities and technology solutions to enhance processes for locating subject matter experts and counterparts at various organizations quickly and efficiently***

### Goals

### High Priority Initiatives

Develop methods to evaluate stakeholder needs

- Develop the primary use cases for cross-organization use of the technology platform
- Develop standardized metrics and reports to assess business value of the collaboration tool
- Ensure needs of the stakeholders are met with the technology product offered

Expand network of communities

- Identify and implement at least four strategic supervisory communities
- Assess communities to identify technology components needed for model community structure
- Partner with IACP liaisons to facilitate a community for sharing best practices for examiner training
- Establish a requirement for each organization to lead, co-lead, or sponsor at least one community

Measure collaboration effectiveness

- Assess and leverage Knowledge Central pre and post-survey, and Operation Connect survey results, to develop benchmark data
- Map cross-organization relationships to demonstrate current collaboration practices between groups and departments and identify opportunities to connect to stakeholders
- Build a process for collecting metrics and creating a collaboration report, providing community leaders regular updates of activity

## Objective #3: Content - *Plan and implement targeted communication initiatives to drive participation, and facilitate community content to enhance the user experience and increase value of engagement in a community forum*

### Goals

### High Priority Initiatives

Increase interest and participation in IACP initiatives

- Develop communication strategy to market the value of IACP involvement and the opportunities to network with others and share expertise
- Demonstrate value of the technology platform to the participants across organizations

Facilitate community content to ensure value and alignment

- Coordinate with community leaders to determine relevant material to include in affinity group communities of practice
- Facilitate content discussion session with community leaders to identify each community's specific needs
- Partner with management groups to identify relevant topics to include in specific business line communities

Drive increased user adoption and participation

- Encourage community participation by assessing metrics, implementing incentives for sharing, and demonstrating value to the user
- Develop initiatives to recognize new users and helpful contributors through communication materials and community content
- Publish quarterly reports, targeted to business line individuals, demonstrating value of participation

**Objective #4: Process - *Identify and incorporate internal and industry best practices in applying solutions to meet external collaboration needs for sharing work products more broadly***

**Goals**

**High Priority Initiatives**

Leverage industry experts for cross-organization collaboration

- Partner with external industry experts, such as Deloitte and Microsoft, to understand emerging trends, capabilities, and success stories for cross-organization collaboration
- Identify and evaluate case studies of organizations that have implemented cross-organization collaboration initiatives
- Leverage best practices on culture, policy, and driving participation, to incorporate into IACP initiatives

Identify and incorporate internal best practices

- Partner with the KMSO to assess past knowledge sharing initiatives within the Federal Reserve System to assess past surveys, metrics reports, and analysis of collaboration tools to identify common themes
- Publicize and share best practices with IACP liaisons and community leaders

Enhance community structure and process

- Sustain new and existing InterAgency pilot communities of practice to continue growing the network of subject matter experts
- Define cross-organization knowledge sharing guidelines for complying with company policy and culture in an external online environment
- Define model community structure for affinity group and work group-based communities

# Lessons Learned



# Lessons Learned

## Lesson

A community with a strong community leader is more likely to succeed than a community with a less active leader

A thorough understanding of the community's purpose and the members' expectations before the community is started, keeps everyone on the same page

An understanding of what information can and cannot be shared is vital for all communities, whether they are using two factor authentication or not

To locate subject matter experts within Knowledge Central, profiles must be opened up for all members to view

Knowledge Central is not as intuitive as expected



## Actions to Address Lesson

Community leaders and executive sponsors must be identified in the Knowledge Sharing Agreement and trained prior to the start of community

Community overview and all members' roles must be outlined in the Knowledge Sharing Agreement prior to the start of community

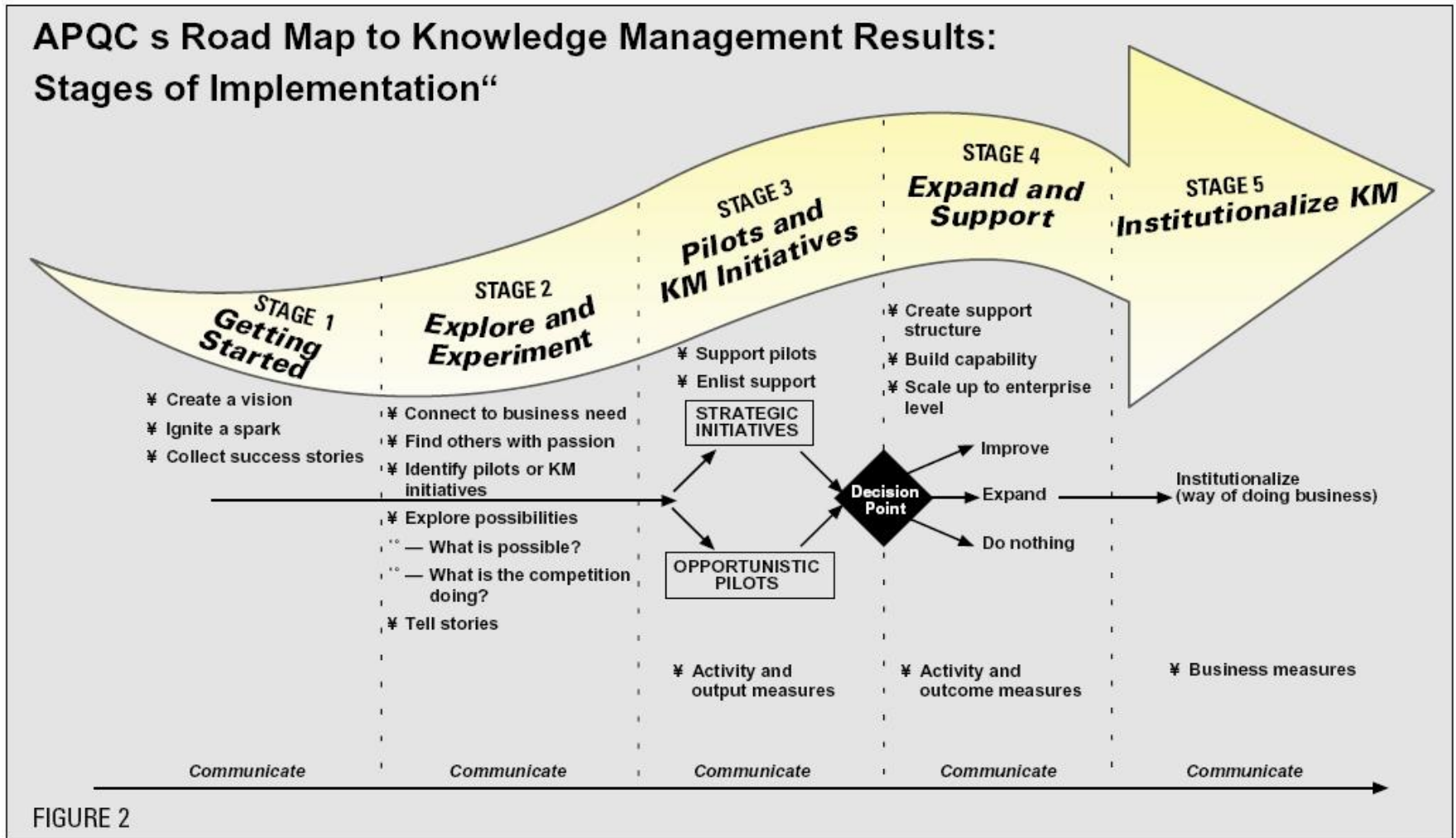
The Knowledge Sharing Agreement is required for ALL communities documenting what information can and cannot be shared

Profiles will be opened up allowing members to view all profiles, search for expertise, and view community members

Additional training will be provided as needed to assist with navigation issues, and upgrades or custom functionality are being looked at to enhance the experience



# APQC Stages of Implementation



# Questions?



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