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1. Executive Summary

This report presents a strategic plan for improving knowledge management within a construction-based workplace, with a focus on how knowledge is collected, stored, shared, and implemented to enhance operational efficiency and project performance. The construction industry operates in a complex, high-risk environment where effective decision-making depends on the availability and application of accurate and relevant knowledge.

The report evaluates key knowledge management concepts, including the relationship between data, information, and knowledge, and the distinction between tacit and explicit knowledge. It highlights the importance of converting individual knowledge into organisational knowledge to support consistency and continuous improvement across projects. The analysis demonstrates that knowledge is a valuable organisational resource, capable of providing competitive advantage when effectively managed, as supported by theoretical frameworks such as the Resource-Based View and VRIO model.

An assessment of current workplace practices identifies a reliance on informal communication methods, including email and verbal interactions, alongside inconsistent use of digital systems such as SharePoint. This results in fragmented knowledge storage, limited knowledge sharing, and the potential for repeated errors.

To address these challenges, the report proposes a structured framework for establishing a knowledge management culture, supported by a strategic action plan focused on knowledge collection, storage, sharing, implementation, and information security. The plan emphasises the integration of people, processes, and technology to embed knowledge management within everyday operations.

Key Performance Indicators (KPIs) are developed to enable monitoring and continuous improvement, ensuring that knowledge management practices deliver measurable organisational benefits. Overall, the report demonstrates that effective knowledge management can improve efficiency, reduce risk, and support long-term organisational learning within the construction industry.

2. Introduction

The construction industry operates within a complex and high-risk environment characterised by multidisciplinary teams, fragmented supply chains, tight programme constraints, and increasing regulatory scrutiny. Effective decision-making within this context depends not only on technical expertise but also on the ability to capture, manage, and apply knowledge across projects and organisational levels. As construction projects become more complex and data-driven, the strategic management of knowledge has become increasingly important for improving efficiency, reducing risk, and enhancing overall project performance.

This report presents a strategic plan for improving knowledge management within a construction-based workplace. The focus is on how knowledge is collected, stored, shared, and implemented to support operational effectiveness and organisational learning. The report evaluates key knowledge management concepts, including the relationship between data, information, and knowledge, as well as the interaction between individual and organisational knowledge. It then examines the current workplace systems and knowledge assets to identify existing strengths, limitations, and gaps in knowledge processes.

Building on this analysis, the report develops a business case for strengthening knowledge management practices and proposes a structured framework to support a knowledge-sharing culture within the organisation. A strategic action plan is outlined, detailing how knowledge can be effectively captured, stored, disseminated, and protected, alongside the development of key performance indicators to measure success.

Ultimately, the report demonstrates that effective knowledge management is essential for enhancing decision-making, improving safety and quality outcomes, and supporting continuous improvement within the construction industry.

The analysis is informed by observations from a live construction project environment, where knowledge management practices directly influence project delivery and team performance.

3. Evaluating Knowledge Management Concepts

Effective knowledge management within construction organisations requires a clear understanding of the relationship between data, information, and knowledge, as well as the interaction between individual and organisational knowledge. These concepts form the foundation upon which knowledge management systems and practices are developed.

The Data–Information–Knowledge–Wisdom (DIKW) hierarchy provides a useful framework for understanding how raw data is transformed into meaningful knowledge that supports decision-making. Data represents unprocessed facts, such as site measurements, material quantities, or incident records. When this data is organised and contextualised, it becomes information, for example in the form of progress reports, safety documentation, or project schedules. Knowledge is created when individuals interpret and apply this information based on experience, judgement, and understanding, enabling informed decisions to be made. At the highest level, wisdom reflects the ability to apply knowledge strategically and ethically in complex situations (Rowley, 2007).

While the DIKW model provides a structured explanation of knowledge development, it has been criticised for oversimplifying the process by assuming a linear progression between stages. In construction environments, knowledge is often developed through experience, collaboration, and problem-solving rather than through a simple transformation of data. This highlights the importance of recognising different types of knowledge, particularly the distinction between tacit and explicit knowledge.

Tacit knowledge refers to personal, experience-based knowledge that is difficult to formalise or communicate, such as practical skills, intuition, and on-site decision-making abilities (Nonaka & Takeuchi, 1995). In contrast, explicit knowledge is codified and easily shared through documents, procedures, and digital systems, including drawings, method statements, and risk assessments. Within construction, tacit knowledge is particularly valuable, as much of the expertise required for effective project delivery is developed through hands-on experience. However, it also

presents a challenge, as this knowledge can be lost when individuals leave the organisation or move between projects.

The relationship between tacit and explicit knowledge is further explained by Nonaka's SECI model, which describes knowledge creation as a dynamic and continuous process involving four stages: socialisation, externalisation, combination, and internalisation. Socialisation involves sharing tacit knowledge through observation and interaction, such as mentoring or on-site collaboration. Externalisation occurs when tacit knowledge is articulated into explicit forms, for example through lessons learned documentation. Combination refers to the integration of different sources of explicit knowledge, while internalisation involves individuals applying knowledge in practice, thereby transforming it back into tacit understanding. This cyclical process highlights how knowledge is continuously created and shared within organisations.

In addition to understanding knowledge types, it is important to consider the relationship between individual and organisational knowledge. Individual knowledge resides within employees in the form of skills, experience, and expertise, whereas organisational knowledge is embedded within systems, processes, culture, and documentation (Spender, 1996). In construction, there is often a heavy reliance on individual knowledge, particularly among experienced site managers and supervisors. While this can enhance problem-solving and decision-making, it also creates risk if knowledge is not effectively captured and transferred across the organisation.

Effective knowledge management therefore requires mechanisms to convert individual knowledge into organisational knowledge that can be shared, retained, and applied across projects. This is particularly important in construction environments where project-based working can lead to knowledge silos and limited knowledge transfer between teams. Without structured knowledge management processes, organisations risk repeating mistakes, losing valuable expertise, and reducing overall efficiency.

Overall, knowledge management is not simply the storage of information but a dynamic process involving the creation, sharing, and application of knowledge.

Understanding these underlying concepts provides a critical foundation for developing effective knowledge management strategies within construction organisations.

4. Knowledge as a Strategic Resource: The Business Case

Within contemporary construction environments, knowledge is increasingly recognised as a critical organisational asset that can influence performance, competitiveness, and long-term sustainability. This reflects the transition towards a knowledge-based economy, where organisational success increasingly depends on the effective use of knowledge rather than traditional physical resources. Unlike traditional resources such as labour, materials, or equipment, knowledge has the potential to create sustained value when effectively managed, shared, and applied across projects. As construction projects become more complex and regulated, the ability to leverage knowledge strategically is essential for improving efficiency, reducing risk, and enhancing decision-making. Recent research highlights the growing importance of knowledge management in supporting innovation and performance within the construction industry (Amaechi, 2025).

The Resource-Based View (RBV) of the firm provides a useful theoretical framework for understanding how knowledge can contribute to competitive advantage. RBV suggests that organisations achieve sustained advantage through resources that are valuable, rare, inimitable, and non-substitutable (Barney, 1991). Within construction, knowledge meets these criteria when it is embedded within organisational processes, experienced personnel, and established best practices. Knowledge capabilities are recognised as a key factor in achieving competitive advantage within construction organisations (Egbu, 2006). For example, lessons learned from previous projects, specialist technical expertise, and established safety practices can provide significant value when consistently applied. However, without structured knowledge management systems, these resources often remain fragmented or underutilised.

The VRIO framework further develops this perspective by evaluating whether organisational resources are capable of delivering sustained competitive advantage based on their Value, Rarity, Imitability, and Organisation. Knowledge within

construction organisations is inherently valuable, as it supports improved planning, risk management, and problem-solving. It can also be rare when derived from unique project experiences or specialist expertise. However, without effective organisational structures to capture and distribute knowledge, its value is significantly reduced. This highlights the importance of aligning knowledge management practices with organisational processes to ensure that knowledge is not only created but also retained and applied effectively.

From a practical perspective, treating knowledge as a strategic resource enables construction organisations to improve operational efficiency and reduce costs. Ineffective knowledge management often leads to repeated errors, rework, delays, and safety incidents, all of which have direct financial and reputational implications. For example, failure to capture and share lessons learned from previous projects may result in the recurrence of design coordination issues or construction defects. Similarly, inadequate knowledge transfer between project teams can lead to inefficiencies in planning and execution.

The construction industry's project-based nature further reinforces the importance of knowledge management. Each project generates valuable knowledge; however, this knowledge is frequently lost at project completion due to a lack of formal capture and dissemination processes. This creates a cycle in which organisations continually relearn the same lessons, reducing overall efficiency and limiting opportunities for continuous improvement. In this context, knowledge management can be viewed as a mechanism for transforming project-based learning into organisational capability.

In addition to operational benefits, effective knowledge management supports compliance with increasing regulatory requirements and industry expectations. Post-Grenfell reforms and heightened scrutiny of safety and quality standards have emphasised the need for accurate documentation, knowledge sharing, and accountability within construction organisations. Structured knowledge management systems can support compliance by ensuring that critical information is accessible, up-to-date, and consistently applied across projects.

Despite these benefits, many construction organisations continue to underinvest in knowledge management, often relying on informal communication and individual

experience. Recent studies highlight that limitations in knowledge management remain a key barrier to achieving productivity improvements within construction environments (Zhang et al., 2024). This approach limits the ability to scale knowledge across projects and increases the risk of knowledge loss. Therefore, there is a clear business case for developing more structured and strategic approaches to knowledge management.

Overall, knowledge should be recognised as a strategic organisational resource that underpins performance, innovation, and resilience within construction. By adopting structured knowledge management practices, organisations can enhance efficiency, reduce risk, and support continuous improvement, providing a strong foundation for competitive advantage in an increasingly complex and regulated industry.

5. Current Workplace Analysis

The effectiveness of knowledge management within a construction organisation is largely determined by how knowledge is currently created, stored, shared, and applied in day-to-day operations. Within a residential construction environment, particularly at site level, knowledge processes are often informal and heavily reliant on individual experience. As a hands-on site manager, my role involves coordinating subcontractors, managing programme delivery, ensuring safety compliance, and resolving on-site issues, all of which depend on timely and accurate knowledge.

5.1 Current Knowledge Systems

The primary systems used for storing and communicating information within the workplace are email-based communication and, to a lesser extent, cloud-based platforms such as SharePoint. Emails are frequently used to distribute drawings, specifications, instructions, and updates between project stakeholders, including clients, consultants, and subcontractors. While this provides a quick and accessible method of communication, it often results in fragmented information, version control issues, and difficulty in retrieving key documents when required.

SharePoint is used periodically to store project documentation; however, its use is not always consistent across projects. This can lead to duplication of information,

unclear document ownership, and limited accessibility for site-based personnel who may rely more heavily on immediate communication methods. In addition to formal systems, informal communication channels such as face-to-face discussions, phone calls, and messaging applications are frequently used to resolve issues quickly on site. While effective for immediate problem-solving, these interactions are rarely documented, resulting in knowledge that is not retained or shared beyond the individuals involved.

5.2 Current Knowledge Assets

The most significant knowledge assets within the workplace are the experience and expertise of site managers, supervisors, and subcontractors. Tacit knowledge, developed through practical experience, plays a critical role in decision-making, particularly when responding to unforeseen site conditions or programme challenges. Other knowledge assets include project documentation such as drawings, risk assessments, method statements (RAMS), inspection records, and progress reports.

However, while these assets exist, they are not always effectively integrated into a structured knowledge management system. Lessons learned from previous projects are not consistently documented or shared, and knowledge gained during project delivery is often retained at an individual level rather than being transferred across the organisation.

5.3 Knowledge Requirements and Gaps

The construction process requires access to accurate, up-to-date information to support decision-making at all stages of the project lifecycle. Key knowledge requirements include current drawings, programme information, safety procedures, technical specifications, and lessons learned from previous projects. In practice, accessing this information can be time-consuming due to fragmented storage systems and inconsistent documentation practices.

Several gaps and challenges are evident within the current approach to knowledge management. Firstly, there is a reliance on individual knowledge, which creates risk

if key personnel are unavailable or leave the organisation. Secondly, the lack of structured knowledge capture processes means that valuable lessons learned are not systematically recorded or reused. Thirdly, communication is often reactive rather than proactive, with knowledge shared in response to issues rather than as part of a continuous improvement process.

These limitations can lead to inefficiencies, repeated errors, and missed opportunities for organisational learning. This reflects wider findings within the construction industry, where knowledge is often fragmented and poorly retained across projects (Carrillo et al., 2004), reinforcing the need for more structured knowledge management approaches. For example, recurring issues related to coordination, sequencing, or subcontractor management may arise across multiple projects due to the absence of a formal mechanism for capturing and sharing knowledge. Additionally, inconsistent use of digital systems reduces the organisation's ability to maintain a single, reliable source of information.

Overall, the current workplace demonstrates a combination of formal and informal knowledge practices, with a strong reliance on tacit knowledge and reactive communication. While this approach supports short-term problem-solving, it limits the organisation's ability to retain and leverage knowledge strategically. This highlights the need for a more structured and integrated knowledge management framework to support improved efficiency, consistency, and long-term performance.

These knowledge requirements highlight the critical information needed by the business to support effective decision-making, project delivery, and organisational learning.

6. Framework for Establishing a Knowledge Management Culture

Developing an effective knowledge management (KM) culture within a construction environment requires more than the introduction of systems or procedures. It requires a shift in organisational behaviour, where knowledge is actively created, shared, and applied as part of everyday practice. In residential construction, where site-based decision-making and informal communication are common, establishing a

structured KM culture is essential for improving efficiency, reducing errors, and supporting continuous improvement.

A key theoretical perspective in developing a KM culture is Senge's concept of the learning organisation, which emphasises continuous learning, shared vision, and the integration of individual and organisational knowledge (Senge, 1990). Within a construction context, this involves encouraging teams to reflect on project performance, share lessons learned, and apply knowledge across future projects. However, achieving this requires alignment between people, processes, and technology, ensuring that knowledge management is embedded into daily operations rather than treated as a separate activity.

At a practical level, the proposed framework focuses on three interconnected components: people, processes, and technology. Firstly, the role of people is critical in driving a knowledge-sharing culture. Construction professionals can be viewed as knowledge workers, whose expertise and experience contribute directly to organisational performance. Site managers, supervisors, and project leaders must actively promote open communication, collaboration, and trust. Leadership behaviour is particularly important in encouraging knowledge sharing, as individuals are more likely to contribute knowledge when they feel their input is valued and supported. Organisational culture plays a critical role in enabling knowledge sharing within construction environments (Fong & Kwok, 2009). This aligns with the concept of communities of practice, where individuals share knowledge through interaction and shared experiences. In a construction environment, this can be supported through regular site meetings, toolbox talks, and informal discussions that encourage the exchange of ideas and lessons learned.

Secondly, structured processes are required to ensure that knowledge is consistently captured and shared. This includes implementing formal mechanisms such as lessons learned reviews at key project stages, post-completion evaluations, and standardised documentation processes. The SECI model supports this approach by highlighting how tacit knowledge can be externalised into explicit forms through structured reflection and documentation (Nonaka & Takeuchi, 1995). For example, site-based problem-solving experiences can be documented and shared across projects, allowing similar issues to be addressed more efficiently in the future.

Thirdly, technology plays a supporting role in enabling knowledge storage and accessibility. Systems such as SharePoint can provide a centralised platform for storing documents, project information, and lessons learned. However, the effectiveness of technology depends on consistent use and clear organisation. Without defined processes and responsibilities, digital systems can become disorganised and underutilised. Therefore, clear guidelines should be established for document management, version control, and access to ensure that information is reliable and easy to retrieve. Emerging research also highlights the increasing role of digital technologies and knowledge systems in supporting knowledge management within construction organisations (Amaechi, 2025).

Despite these opportunities, several barriers to knowledge sharing exist within construction environments. These include time constraints, lack of standardisation, resistance to change, and reliance on informal communication. In addition, individuals may be reluctant to share knowledge if they perceive it as reducing their personal value or authority. Overcoming these barriers requires a combination of leadership commitment, cultural change, and practical incentives. For example, recognising and rewarding knowledge-sharing behaviours, integrating KM activities into existing workflows, and demonstrating the benefits of improved knowledge management can encourage greater engagement.

Furthermore, the development of a KM culture should incorporate elements of systems thinking, recognising that knowledge management is interconnected with other organisational processes such as planning, safety management, and quality control. By embedding KM practices within these processes, knowledge becomes an integral part of project delivery rather than an additional task.

Overall, establishing a knowledge management culture within a construction organisation requires a balanced approach that integrates people, processes, and technology. By promoting collaboration, implementing structured knowledge capture processes, and supporting these with appropriate systems, organisations can create an environment where knowledge is effectively shared and applied. This provides a foundation for improved performance, reduced risk, and continuous learning across projects.

7. Strategic Action Plan for Knowledge Management

To support the development of an effective knowledge management (KM) culture within the construction workplace, a structured strategic action plan is required. This plan focuses on improving how knowledge is collected, stored, shared, implemented, and protected. By aligning these processes with existing site operations, knowledge management can be embedded into everyday practice rather than treated as an additional task. This approach aligns with the knowledge management value chain, which emphasises the structured flow of knowledge from creation through to application within organisational processes.

7.1 Knowledge Collection

Knowledge collection involves capturing both explicit and tacit knowledge generated throughout the project lifecycle. In the current workplace, knowledge is often created through problem-solving, site coordination, and interactions with subcontractors, but it is rarely formally recorded. To address this, structured knowledge capture processes should be introduced. These include implementing regular “lessons learned” sessions at key project stages, such as after major milestones or at project completion. In addition, site managers should document recurring issues, solutions, and best practices in a standardised format.

Capturing tacit knowledge is particularly important, as much of the expertise within construction is experience-based. This can be achieved through informal debriefs, mentoring, and encouraging supervisors and subcontractors to contribute their insights. By formalising these processes, valuable knowledge can be retained and reused across future projects.

7.2 Knowledge Storage

Once knowledge has been captured, it must be stored in a way that is accessible, organised, and reliable. A centralised digital platform, such as SharePoint, should be consistently used as the primary repository for project information, including drawings, specifications, reports, and lessons learned documentation. To ensure

effectiveness, clear guidelines should be established for document naming conventions, version control, and file structure.

Standardised templates should be introduced to improve consistency and make information easier to retrieve. For example, templates for lessons learned, site reports, and incident records can ensure that key information is captured in a uniform format. A well-structured storage system reduces duplication, minimises confusion, and supports efficient decision-making.

7.3 Knowledge Sharing

Effective knowledge management depends on the ability to share information across individuals and projects. In construction environments, knowledge sharing often occurs informally; however, this should be supported by more structured approaches. Regular site meetings, toolbox talks, and project reviews should be used as opportunities to communicate key lessons, updates, and best practices.

Cross-project knowledge sharing should also be encouraged, allowing experiences from one site to inform future projects. This could involve periodic reviews between site managers or the creation of shared knowledge summaries accessible through the centralised system. Encouraging open communication and collaboration supports a culture where knowledge sharing becomes part of routine practice.

7.4 Knowledge Implementation

The value of knowledge management is realised when knowledge is applied to improve decision-making and project performance. To ensure implementation, captured knowledge must be integrated into operational processes. For example, lessons learned should be incorporated into future planning, risk assessments, and method statements. This ensures that knowledge is not only stored but actively used to prevent recurring issues.

Site managers play a key role in embedding knowledge into practice by applying insights gained from previous projects to current decision-making. This may involve adapting sequencing strategies, improving coordination processes, or enhancing

safety procedures based on past experiences. By linking knowledge to practical outcomes, organisations can achieve continuous improvement.

7.5 Information Security and Governance

In addition to managing knowledge effectively, it is essential to ensure that information is protected. The principles of confidentiality, integrity, and availability (CIA) provide a framework for information security. Confidentiality ensures that sensitive information, such as commercial data or client details, is only accessible to authorised individuals. Integrity ensures that information is accurate and protected from unauthorised modification, while availability ensures that information can be accessed when required.

To support these principles, access controls should be implemented within digital systems to restrict unauthorised access. Version control procedures should be used to maintain document accuracy, and regular backups should be conducted to prevent data loss. Compliance with data protection regulations, such as GDPR, should also be considered when managing personal or sensitive information.

7.6 Summary of Strategic Actions

The strategic action plan can be summarised as a series of practical steps:

- Introduce structured lessons learned processes at key project stages
- Standardise documentation and templates for knowledge capture
- Implement consistent use of a centralised digital platform for storage
- Encourage regular knowledge sharing through meetings and reviews
- Integrate knowledge into planning and operational processes
- Establish information security measures based on confidentiality, integrity, and availability

By implementing these actions, the organisation can transition from informal and fragmented knowledge practices to a more structured and strategic approach. This will support improved efficiency, reduce the likelihood of repeated errors, and enhance overall project performance.

8. KPIs, Monitoring and Review

To ensure the effectiveness of the proposed knowledge management (KM) framework, it is essential to establish clear Key Performance Indicators (KPIs) that enable the organisation to measure performance, monitor progress, and support continuous improvement. Without defined metrics, it is difficult to assess whether knowledge management initiatives are delivering tangible benefits or contributing to improved project outcomes.

KPIs for knowledge management within a construction environment should focus on both quantitative and qualitative measures, reflecting how knowledge is captured, shared, and applied in practice. These indicators can be grouped into four key areas: knowledge capture, knowledge usage, operational performance, and compliance.

Firstly, knowledge capture KPIs assess the extent to which knowledge is being formally recorded. Examples include the percentage of projects completing structured lessons learned reviews, the number of documented lessons or best practices generated per project, and the consistency of documentation across project teams. These indicators help ensure that knowledge is not lost at project completion and is retained within the organisation.

Secondly, knowledge usage KPIs measure how effectively knowledge is accessed and applied. This may include tracking the frequency of access to shared knowledge systems, the number of downloads or views of key documents, and the extent to which lessons learned are referenced in planning or decision-making processes. Improved knowledge usage indicates that stored information is actively supporting project delivery rather than remaining unused.

Thirdly, operational performance KPIs link knowledge management to project outcomes. These may include reductions in repeated errors, improved programme

adherence, and decreases in rework or defects. Safety-related indicators, such as increased near-miss reporting or reduced incident rates, can also demonstrate the impact of improved knowledge sharing on site performance. By linking KM to measurable project outcomes, the organisation can demonstrate the practical value of knowledge management initiatives.

Finally, compliance and information management KPIs assess the effectiveness of governance and data control processes. These may include document version accuracy, audit compliance rates, and adherence to information security procedures. Ensuring that information is accurate, up-to-date, and securely managed is essential for maintaining trust and supporting regulatory compliance.

To support ongoing monitoring, regular reviews should be conducted at both project and organisational levels. Site managers should review KM practices during project meetings, while periodic organisational reviews can assess overall performance trends and identify areas for improvement. Feedback from project teams should also be incorporated to ensure that the KM framework remains practical and aligned with operational needs.

Overall, the use of structured KPIs enables the organisation to measure the success of knowledge management initiatives, identify areas for improvement, and support continuous learning. By integrating monitoring and review processes into routine project management activities, knowledge management can become a measurable and value-driven component of construction operations.

A detailed summary of proposed knowledge management KPIs, including targets, responsibilities, and monitoring frequency, is provided in Appendix A.

9. Conclusion

This report has developed a strategic plan for enhancing knowledge management within a construction-based workplace, recognising knowledge as a critical organisational resource that supports efficiency, decision-making, and project performance. The evaluation of key concepts, including the relationship between data, information, and knowledge, and the interaction between individual and

organisational knowledge, has demonstrated the importance of structured knowledge processes in complex construction environments.

The analysis of current workplace practices highlighted a reliance on informal communication and individual experience, resulting in fragmented knowledge storage, limited knowledge transfer, and the potential for repeated errors across projects. In response, a structured framework for establishing a knowledge management culture was proposed, emphasising the alignment of people, processes, and technology to support effective knowledge sharing and continuous learning.

The strategic action plan outlined practical steps for improving the collection, storage, sharing, and implementation of knowledge, supported by appropriate information security measures. In addition, the development of targeted KPIs enables the organisation to monitor performance and ensure that knowledge management practices deliver measurable benefits.

Overall, the report demonstrates that effective knowledge management is essential for improving operational consistency, reducing risk, and supporting long-term organisational learning within the construction industry. By embedding knowledge management into everyday practice, construction organisations can enhance performance, strengthen collaboration, and create a more resilient and informed working environment.

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11. Appendix A – Knowledge Management KPIs

KPI Category	KPI Description	Measurement Method	Target	Frequency	Responsibility
Knowledge Capture	Percentage of projects completing lessons learned reviews	Project audit records	90% of projects	End of project	Project Manager
Knowledge Capture	Number of lessons documented per project	Lessons learned log	Minimum 5 per project	Monthly	Site Manager
Knowledge Usage	Frequency of access to SharePoint documents	System analytics	Weekly engagement by all team members	Weekly	Project Team
Knowledge Usage	Use of lessons learned in planning and decision-making	Project documentation review	Evidence in all planning documents	Monthly	Site Manager
Operational Performance	Reduction in repeated errors or rework	Defect and rework records	20% reduction year-on-year	Quarterly	Quality Manager
Operational Performance	Improvement in programme adherence	Schedule tracking data	10% improvement in programme accuracy	Monthly	Project Planner
Compliance	Document version accuracy	Internal audit checks	100% correct versions in use	Monthly	Document Controller
Compliance	Adherence to information security procedures	Compliance audits	Full compliance with policies	Quarterly	Project Manager