

THE KNOWLEDGE PROMOTING IN AN ENGINEERING ADVISORY ORGANIZATION: INTEGRATING LIBRARY, TECHNICAL COLLECTION AND DOCUMENTATIONⁱ

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ABSTRACT

It contributes to the formation of a model of integrating management of three distinct collections – Library, Technical Collection and Documentation – in an Engineering Advisory Organization. It presents theoretical reference about knowledge management, better practices of information management and its applicability in the corporative environment. It maps the possibilities of performance of a professional of Information Science area in that context, starting from the demands of the labor market and from the limitations of the academic formation. Supported by attendance observation and by academic papers, it lists management and functional aspects to a well succeeded management of an Information Unit.

Keywords: Information Units Management; Information Service Management; Information Management; Knowledge Management; Records Management.

INTRODUCTION

How to obtain, organize and disseminate information and promote the corporative knowledge is a frequent doubt in the organizations, mainly in those which provide services of high complexity. Every day, as a result of each operation, valuable information is generated, new and better practices are created and new knowledge is added to the intellectual capital of the company. In this context of constant mutation, the knowledge management (KM) presents itself as a possibility of answer, starting from its theoretical reference and its proposals to practical accomplishment. Despite the fact of being itself, object of debates and diverging

opinions, the KM is a discipline each time more present in the corporative administration and offer wide possibilities of acting for the Librarianship and Information Science professionals.

Along with this article, it is expected to contribute to the development of a model of information unit (IU) and formulation of a proposal of integrating management to three informational collections (library, technical collection and documentation), as auxiliary of knowledge promoting and information socialization, in an engineering advisory organization. It was also searched, to draft the profile and the necessary competences to an Information Science professional to the performance of the functions associated to the process; identify postures, attitudes and management procedures compatible to the goals of the IU and ways of valuating the information professional, as strategic agent in the process of decision taking.

2 THE ORGANIZATIONS IN THE KNOWLEDGE SOCIETY

The intangible actives or intellectual capital have been object of study since the Decade of 1980s. In the globalized world, organizations which offer services of high complexity and realized intellectual value have more market value than accountant value (installations, machines, equipment and stock). According to Sveiby (1998), in this kind of organization, the people are the only and real creators of value, as all the financial result comes from human actions related to the obtaining and creation of knowledge, and, for these organizations, the creation of knowledge structures overlaps the material production. An important characteristic to be pointed out, is that the intellectual capital, even been sold to a client, remains in the organization, in contrast to material goods of low value aggregated, which still suffer depreciation by the use. The corporate knowledge, in fact, acquires more value, each time it is sold and used.

But what is the knowledge society? To Valentim (2008), it is necessary to comprehend the current society as that one based in the information and in the knowledge as basic inputs of the economical process, and yet, to recognize the organizations – public or private – as the core itself of this society. In this scenery, the organization takes over a central role, once “[...] it congregates people, support

the economy, generates wealth, professionalizes and specializes the formation and performance of the individuals, influencing the culture and the own society” (VALENTIM, 2008, p.11).

It is on the Decade of 1980 that the “services age”, or post-industrial society, starts to offer a greater number of opportunities to the intellectual work, in a way that the employability is not anymore related to the physical strength and ability to stand heavy work but it turns to be related to the theoretical knowledge. At the same time, the arising of the information and communication technologies (ICT)ⁱⁱ contributed to a new geographical proximity and of performance, when minimizing distances and allow other ways of inter-organizational relations, forcing to new postures, breaking paradigms, enlarging cultural horizons.

The knowledge society generated a new organization of work, with focus to the innovation, in which the fast obsolescence of the intellectual capacities, the instability of the relation webs, the shock between the waves of management models and the difficulties of constant transition, created a feeling of eminent catastrophe. The apparent sense of chaos in which the organizations live is the result of sudden and fast changes which the society passes through. About 15% of the worldwide population is in conditions to generate new knowledge (changes) constantly through the daily access to all kind of advantageous information “[...] and in one day of work in the world, it is generated more knowledge than in all the ancient and modern history of humankind” (SABBAG, 2007, p.30).

Paradoxically, the constant valuation of the innovation comes to add fuel and urgency to the change process, inside the organizations. It is necessary, however, to establish routines and procedures to the decision taking, which form habits of acquisition and transmission of information and establish rules able to help the organization to deal with the uncertainty, without hampering the creativity, and the capacity to innovate (CHOO, 2006).

Nevertheless, the innovating idea, to become an instrument of competitiveness, should pass by an internal process of evaluation, duly monitored, measured and documented. It will be necessary to evaluate the necessary resources, such as technology, equipment, human and material resources, costs involved and the possibilities of success and sustainability. The analysis should pass

by the possibility of weakness and the damage that it may cause to the image of the organization and to its market value. All this process requires organized, classified and recoverable information along time.

The competitiveness, on the other side, may be defined as the capacity of an organization to act, with success and sustainability, in a given business context. Systemic factors, external to the organization, such as the macroeconomy, political and institutional situation, rules and regulatory actions, affect directly the competitive capacity of the organizations, with no possibility to change them, in a short time. Internal factors, however, include traces and conditions which are in the decisions sphere of businessmen and executives. They are their competences and accumulated knowledge which constitute a competitive advantage, including the capacity to orchestrate, in an efficient way, all the resources available (WOOD; CALDAS, 2007).

3 THE ORGANIZATIONAL KNOWLEDGE MANAGEMENT

Virtually founders of the KM, Nonaka and Takeuchi (1997) propose the basic concepts to administrate the process of creation and maintenance of the corporate knowledge and assume that the knowledge can only be created and maintained in the individual's mind. An organization cannot create or manage the knowledge. Its role is the one to support the process, creating conditions to the organization and dissemination of the information.

Another basic concept formulated by the authors is the separation among explicit knowledge, as being the one which was transferred to a support, classified and shared through formal and comprehensible language; and the tacit knowledge, the one which lies essentially in the human mind, acquired along with the practical experience in a specific context and time, due to the personal effort, and still not coded and structured. One of the tasks of the KM is to capture the tacit knowledge and to transform it into explicit knowledge, structured and prepared to recovery and re-use, creating the knowledge cycle (NONAKA; TAKEUCHI, 1997).

As an alternative to this concept, Sabbag (2007) suggests a model of knowledge spirals, where each circuit completed means, also, the expansion of the

known universe. Some initiatives are considered by the author, in the sense to boost the corporate knowledge spiral, including e-learning and virtual libraries; dissemination of information (remember that disseminate means to spread the seed); registration and reports maintenance, informative and internal publishing; libraries maintenance and reading programs; and, mapping and evaluation of external relevant information.

Although the theory is inspiring and collaboration and information sharing are fairly widespread in the current administration theory, the reality has shown very different perspectives. In an organization, as well as in the society, who controls the right information, has more power.

Otherwise, it is important to realize that sharing does not mean just to put the information available to others. The registration and publishing of daily information cannot be considered corporate knowledge while it cannot be used in a fruitful way in the processes of decision taking or in the development of innovating products and services.

With the objective to promote the organizational knowledge and the exchange of relevant information, Bukowitz and William (2002) suggest that in the organization, each leadership have differentiated roles and, at the same time, complementary to stimulate the involvement of all the professionals in the knowledge cycle. They still suggest the performance of a team formed by a leader, counselors, content managers, communication professionals and registration and formalization managers; each one with functions and competences well defined. This structure would concentrate the accomplishments of actions of long time, as presented in the Chart 1.

PROMOTE THE CULTURE OF	OFFER
Training on-the-job	Programs and opportunities of auto-training
Coaching	Methodology for transmission of tacit knowledge
Documentation and registration of acquired knowledge	Information Unit, Documentation Center
Intensive use of IT	Accessibility, dynamic sharing, operations on-line
	Support and valuation of performance
Share what you know	Social Webs

Chart 1: Actions of Long Term Turned to the Promoting of Knowledge.

Adapted Source: Bukowitz; Williams – 2002.

With another point of view, Albrecht (2004) is of an opinion that if we want to prevent the development of spontaneous phenomenon, we can start trying to manage them. The verb manage requires the imposition of any kind of order about the knowledge, tacit or explicit, existing in the organization, mainly what should not be done. What can be done and should be done is to manage circumstances in which the knowledge may prosper, been fed and not managed, in other words to provide the systems, equipment and necessary support to promote the production and absorption of knowledge.

4 THE MANAGEMENT OF INFORMATION IN THE ORGANIZATIONS

In the knowledge society, the processes of information management make part of the fundamental principles of the organizational management. The information environment of an organization should be thought and treated on its whole, providing organic dynamics and aiming to the answering of the main business of the institution.

The cost related to maintain and generate files, libraries and databases is confronted with the fast obsolescence of the information contained there and reveals that the organization needs related, upgraded, valid and pertinent information to the decision making process, and not, necessarily of books and physical collections. This finding leads to a search of the adequate professional to manage the system capable of make the research, dissemination and management of information flows (REZENDE, 2002).

The corporate information registered has been treated by archivists to solve the problems related to great volume of documents, its destination, storage, and recovery, adopting a technical and instrumental view. According to Rezende (2002), spending and investments in systems of corporate information management just justify themselves if they improve the performance of the human being and of the organization. The people who work and manipulate information, should answer to these needs and the organization should have a strategy, or politic, of processing

and analysis of information and should consider that the participation of the qualified people, in the whole process, is fundamental to obtain success.

It is added to these observations, that besides the need to disseminate information to promote the process of acquisition of knowledge, some institutions also have the need to control strategic information, aiming to ensure the maintenance of the knowledge acquired, to protect their perspective of future actions and their financial data, which points again, to the valuating and renewed qualification of the professionals involved in the process of corporate information management. Realizing that the greatest part of knowledge and corporate information is in the files, it was begun, starting in the 1990s, in the archival theory, a process of paradigm change increasing the perception of value of information, contributing to the arising of what is called of post-custodial archival. This way the focus of the archival activity is directed to the information as object of study and operation, on the contrary to traditional approaches, which point to the document, the containers, the furniture and the physical space (ANDRADE, 2006)

In the post-custodial approach, the identification of information, and not of the document, turns to be the adequate procedure to the organization and storage of files. To make this identification possible it is necessary that the professional have access and be able to analyze the following characteristics of information:

- a) Strategic value;
- b) Evidentiary and legal value;
- c) Validity;
- d) Value to the user;
- e) Frequency of use;
- f) Maintenance cost.

Under this point of view, the information is the key to the integration of files and libraries, usually taken as different and treated separately in theory and in fact, by the Librarianship and by the Archival activities.

5 THE ROLE OF THE ICT IN THE KNOWLEDGE MANAGEMENT

However it is not essentially a matter of technology, the organizations which do not invest tightly in technological tools to make the informational management will have great difficulties to promote and generate knowledge.

To Davenport and Prusak (1998) the technologies based on the web contribute to create the ideal work environment to the dynamic sharing of knowledge, allowing the creation and expressions proper of the user. The structure of hypertext and multimedia tools of the technologies based on the web make it easy the immediate movement of the information and turn it possible the automatic registration and recovery.

Among the varieties of techniques and tools which enable the KM, the ICT are really pointed out as areas which offer an important contribution to construction of its theory and practice, as a great part of the success of a program depends on automated structures and it presupposes interactivity in real time.

Starting from the same perspective, it is realized that different groups and communities generate and disseminate information spontaneously according to its rhythm and needs, given preference to collaborative environment and of constructions of common contents to the several interests, fact known as emergence or bottom-up. This social movement was possible due to the existence of the internet and all the set of technologies of communication and interactivity available in the social context, in most of the countries.

In the corporate environment, the term intranet has being used since the Decade of 1990 to define a private web, whose functioning occurs in the same mold and pattern of communication of the public internet. Normally with access controlled by log in and password, the intranet systems started to be used by the organizations to disseminate information, resolutions and decisions of the Directors, provide forms and to easy inscriptions and requests. Still a one-way channel of communication, where the employee was a passive agent, the intranets became 'official organs' and, in many cases, did not contribute, as imagined, to the purpose of to attenuate the informal communication and of the disinformation generated by rumors and positioning gaps of the managing.

The change of landing generated by the named web 2.0, is very evident, in the sense of inverting the input of information, changing the flow of the channel into a double one, as it offers a range of possibilities, such as blogs, wikis, twitter, relationship communities, RSS, organizers of audio-visual contents and other facilities, created and maintained by the proper collaborators.

6 THE PROFESSIONAL OF INFORMATION SCIENCE IN THE CURRENT ORGANIZATIONAL ENVIRONMENT

The current organizational environment demands from the information professional a performance tightly proactive and inventive, being very common to the need of adaptation and interaction of the processes and techniques devoted in the disciplines of Archivology, Librarianship and Museology, to provide the right information, to the right user, on time. Besides, other skills take over great importance, such as to know how to work with multidisciplinary teams, to maintain a productive dialogue with professionals from other technical disciplines, to keep up-to-date (mainly in ICTs), to know the functioning and the assumptions which govern the performance of the organization where he/she works and to recognize the value and the reliability of an information.

However, to be good at the technical disciplines is an important factor, but not vital, to the remaining and valuation of the professional in the work market. According to Castro (2000), the Information Science is interdisciplinary by nature, with some areas more approached, as the Librarianship, the Archival, the Documentation, the Informatics and the Communication; and others, placed on its outskirts, as Linguistic, Statistics, Sociology, Education, History and Administration. To the author, in the sense to enable the professional to perform the functions available in the current corporate environment, the peripherals exercise the same level of importance as the centrals.

Davenport and Prusak, (1998), state that the information managers should have wider view of their own institutions and more ability to assimilate the sudden changes in the corporate environment. They should also adapt themselves to the mutant social realities.

This way it is believed that the way of participation of the information professional in the corporate environment will be, more and more, related to the merger of roles, integration of technological tools, and physical collections, searching the credibility and the activity valuation, as support to the process of decision of the organization.

Obviously the formation, whether in the technical courses, in the superior level, or in the continued education, have fundamental importance in the construction of a model of a professional who may answer to the demanding of the market. Most of the authors who approach the theme of professional formation make clear that the Academy is far from offering a formation which matches the current demanding, mainly by the fluid and mutant character that the society took over as a whole from the end of the Century XX.

To Castro (2000), the courses of Librarianship in Brazil were not, at that moment, able to form professionals with the profiles and the attitudes expected by the market, by several reasons, among them:

- a) lack of teachers with domain of specific knowledge;
- b) little significant level of research and specialized professors;
- c) lack of instruments and technological resources in most of the Courses /Schools;
- d) universities/Departments composed essentially by professors with degree only in Librarianship;
- e) curriculums turned to the traditional techniques;
- f) rigidity and Inflexibility of laws which govern the career.

Some curriculum and program modifications introduced in the last years, besides greater offer of post-degree courses and specialization, are starting to change this. Besides that, the greater interaction among the corporate and academic environment have provided a clearer and comprehensive view of the difficulties and needs of both, what may give rise to important modifications and better formation of professionals.

7 THE CONSTRUCTION OF A MODEL OF CORPORATE INFORMATION UNIT

The contribution here presented based on the participant observation of the operation routines an engineering advisory organization located in São Paulo. Its main scope of performance, that itself inaugurated and contributed to the consolidation in Brazil, is the management of enterprises, through specialized services of engineering with global performance, since the development of viability studies and managing plans, to the whole management of the integration of packages such as the Engineering, Procurement and Construction (EPC) and Turn-Key (ready for operation). It has nowadays, in Brazil, about 1100 employees, being more than 60% with superior level in Engineering, Architecture, Agronomy, Environmental and Sanitation Engineering, among others. The typical profile of the organization members matches the following characteristics: solid academic formation, general view, mobility, entrepreneurial attitude, ethic patterns and citizen posture.

The organizational culture had an important role in the conception of the model proposed, as there is consciousness of the supporting role of the IU in the result of operations, and of the mandatory of the acceptance and valuation of its existence, by part of the main executives. It was possible to realize that the organization needs to manage better its geographical dispersion, to reconcile its values and to equalize the corporate knowledge, establishing maintenance practices and enhancement of the belonging feeling, mainly by those who remain physically far from the administrative center.

As well as what is referred to the proper KM, it was possible to recover in the academic literature several models to the functioning of an IU, but it was concluded that the model presented by Costa e Castro (2007) to the implementation of KM programs named Community Model, is the most adequate to the organization studied. The main aspects of the model are presented in the Chart 2.

COMMUNITY MODEL	
Basic premise	Knowledge is constructed socially and based in the experience
Dominant metaphor	Community

Focus	Creation and application of procedure, actions of dissemination of information
Main objective	Promote the sharing of information and knowledge
Critical lever	Commitment and trust
Main results to the organization	Support to the process of decision taking, creation and application of new knowledge, reduction of time of accomplishment of processes and tasks, reduction of operation costs.
Role of tools based on IT	Mechanisms of support and integration

Chart 2: IU Model.

Adapted Source: Costa; Castro – 2007 – p.55.

As the starting point to the valuing of the IU, it is understood that the possibility of being seen and considered in another way is related to the adoption of new attitudes and procedures, changing, mainly, the idea and expectations existent, about the possibilities of performance.

In consolidation with this idea, Valls (2005, p.74) opines that

[...] the services of information tend to review their role in the presence of the sponsor institutions [...] which start to demand alignment with the strategic objectives, optimization of resources and levels of quality which justify the own maintenance of the service.

According to this author an organization which answers the patterns proposed by the serial ISO, may base itself in eight principles to improve its performance and guarantee its sustainability. Understood in the context of the IU, it is presented, in Chart 3, an adaptation of the eight principles of quality associated to procedures and attitudes.

QUALITY PRINCIPLES	PROCEDURES AND ATTITUDES
Focus in the client	Understood here as “internal client”, it is searched to answer his current and future needs, his requirements and his expectations, respecting his strategic level to the organization.
Leadership	Establishing a unit of purpose and a direction to the activities. To maintain the team involved and committed with the objectives established.
Involvement of people	Creating conditions to take advantage of the potential of all the team members, using their skills and the knowledge to the benefit of the unit.
Process Approach	Management of the activities and use of resources into a perspective of process.

Systemic approach for management	Identifying, understand and manage processes interrelated. To realize the own performance as part of a system turned to the sustainability and the growing of the organization.
Continuous improving	To monitor the satisfaction of the internal client, to implement means of measure of productivity and quality, offer return and repositioning to the team.
Factual approach for decision taking	Analysis of real data and facts to evaluate practices and positioning, to adequate products and services and to solve questions related to people.
Mutual benefits in the relations with providers	External providers (organization of storage of inactive file) and internal departments from which it depends to optimize its functioning (IT, maintenance, expedition, copy, material purchase, Personal Recruitment and Selection, among others)

Chart 3: Eight Principles of Quality.

Adapted Source: Valls – 2005.

To balance demands and skill of answering, integrate abilities and needs, comprehend and overcome the limitations imposed by the lack of structure or conditions of work, besides to know how to solve conflicts, are the first challenges of the managing, in corporate a IU. However, training and managerial development, besides being of extreme importance, have not been realized in this way, neither by the professionals nor by the organizations. Many times the necessary skills to manage teams and work conditions are ignored, or it is presumed that the responsible already has them, or anyhow, will get them, as it becomes necessary (OLIVEIRA, 2000).

It is also probable that when taking over a managing, the professional keeps himself submerged in the daily activities, trying to answer the demand and supply the structural needs with his own effort, being in risk of not accomplishing his managerial responsibilities of command and leadership.

According to Oliveira (2000), the impropriation of the academic programs, in the sense of preparing the students to take over managerial functions, have formed librarians who do not have the necessary skills and techniques to accomplish a work of high level and efficient; and that it would be necessary to have more exposition and experience with administrative questions, yet in the Academy.

The author states that librarians think a lot in terms of tasks which need to be executed and a little in terms of the administration which is necessary for everything

to be accomplished effectively and efficiently. To the students of information science who think about working in this area, he emphasizes that

[...] the only way for these professionals to take over their rightful places among the managers of the organization, highly recognized and rewarded, is to behave and act first as effectively managers and after as professionals of information for business (OLIVEIRA, 2000, p.33).

The activity of manager involves many interpersonal contacts to interact, negotiate, communicate and motivate. His function is to obtain results through the people and he will be recognized by his skill to recruit and maintain competent and motivated people, to develop the team and to prepare a successor. Through the delegation and the decentralization, he can develop motivator and creative environment (CARVALHO, 1976).

A manager is expected to have emotional maturity, presenting a coherent image of himself, skill to manifest his emotions in a socially acceptable way, being prepared to deal with challenging subordinates and with technical calculated knowledge, maintaining the structure of the pyramid horizontally and sharing the process of decision taking (OLIVEIRA, 2000).

Another important challenge is connected to the knowledge of business, of the organizational structure, of the culture, of the functioning and of the specific needs of the organization where he acts. To Valls (2005) a question to be reviewed is the fact that the professional of information, almost always, believes that he knows the needs of the user and that he can plan himself and offer services and informational products, without giving the user a chance of manifestation. The “[...] professionals of information seem to understand that their clients do not have a very clear idea of what they want and neither conditions to evaluate correctly what they receive” (VERGUEIRO, 2002 *apud* VALLS, 2005, p.74).

The time of permanence of a manager of an IU in the same organization counts on his favor in the sense to accumulate practical knowledge about the questions raised previously, but this can also generate an accommodation and a feeling that there is no need to upgrade or review the procedures. The search for new systems of management and ways to participate in the strategic direction of the organization has to be a constant objective. The predisposition to changes and

acceptance of ideas coming from other areas, besides new ways to make the everyday life, are essential to the recognition of the professional.

8 THE CHANGE MANAGEMENT

In the long way to go to change a technical collection into a IU, it is found the conception of a format of functioning which answers to the real needs of the organization and that may be rewarded and 'sponsored' by the high direction. The change, even if for better, is always uncomfortable and to introduce modifications in consolidated charts by experience is not an easy task to accomplish.

According to Franco and Valentim (2008), the analysis and modification of the organizational structure need to be done considering that each unit is a part interrelated and interdependent, whose common objective is to reach the sustainability and competitiveness of the organization, considering its dynamism and its complexity. A way to approach the planning of modifications is the preparation of a Board of Work Distribution (BWD), an instrument to register the tasks executed by the units of the organization and the distribution of work for each department.

Used in the scope of IU, this kind of evaluation will be able to identify excess of work for determined professional, idleness for others, or fails in the attribution of responsibilities and resources, offering a sense of the functional characteristic of the unit. For the analysis to become possible it is necessary to consider the concepts of:

- a) Function: as the aggregation of analogous and interdependent tasks, in an only field specialized of work. It needs to have its development allocated to an organizational unit, under an unique direction;
- b) Activity: includes a grouping of complementary tasks, corresponding to a set of tasks/actions, characterized by the consumption of resources and guided to a defined objective;
- c) Task: means through which a global objective of the organizational unit is reached, including one or more routines. They are sequences of steps pre-determined and indispensable to an operative continuity, limited by the attributions of the executor (CURY, 2000 *apud* FRANCO; VALENTIM 2008).

For the preparation of a BWD it is necessary to register the tasks accomplished individually, indicating the number of hours and necessary resources, grouping afterwards the tasks in activities. It is recommended that the raised data be

discussed with the employees who take part of the process, in a way that the registrations result of a consensus and correspond faithfully to the reality. To an evaluation and planning of modifications in the unit, it is recommended the preparation and use of the BWD however it may not be equivalent to the methods provided by empiric observation of each professional, for being a way to facilitate the dialogue with professionals from other areas and with the leaders of the organization (FRANCO; VALENTIM, 2008).

About the IU in study, it should be stressed that almost the totality of the information is found printed, and the volume of documents is distributed of the following way:

- a) Books, academic works and others papers (named Library): 40%;
- b) Technical documents (named Technical Collection): 50%;
- c) Supporting documents of experience (named Documentation CREA): 10%.

About 5% of the Library and 20% of the Technical Collection are found in digital media, in corporate web or in CDs and DVDs. The Documentation does not have any part of the digitalized collection.

Besides representing 60% of the informational storage of the IU, the Technical Collection and the Documentation (predominantly organic information) dominate the activities of registration (entry) and loan (out), the requests of location of information and providing of copies, as well as the communication with the outsourcing organization of documents storage. This way, it is understood that an essential activity of this IU is the Records Management (RM). It is observed that the general objective of the RM is to streamline the production, storage and retrieval of documents, starting from the analysis of the administrative and operational practices and of the information flows, searching to aggregate efficiency to the process (FRANCO; VALENTIM, 2008).

This way, modifications were done in the sense to unify the classification plan of both Technical Collection and Documentation, since previously one identified the volumes by a code number and the other was organized in alphabetical order by the client name or the entrepreneur, generating duplicity, confusion and disorder. The collection Documentation was also not registered in the management software, being

necessary the location of the documents starting from a manual search, by the client name.

Currently both collections are arranged starting from the same number and code, which is created in the moment that the service is hired by the client and the IU receives the initial documentation: approved proposals, signed contract, edict, qualification documents, and others.

Regarding CDs and DVDs those were kept in separated place, arranged by sequential numbers as they arrived in the IU. Currently the ones that relate to the services hired were added to the corresponding archival container and the ones of another nature find themselves classified by CDU, making part of the Library collection.

However the RM has been the activity which more absorbs resources, the intention is to reveal its functioning to be able to answer more efficiently to the program of KM. This way, it is pointed out the matter of dissemination and transference of information in opposition to the access and availability of the documents.

To Sabbag (2007) to disseminate information is essential to the Knowledge Management, as it contributes to reduce the unevenness of understanding among collective or individual competences in different sectors, reducing the existence of sharing or monopoly of knowledge. To plan and prepare informational products based in the organic information, which present solutions, performance, risks or actions with higher or little assertiveness, may help the development of reflexive and pro-active attitudes, generating more knowledge.

In this sense, it was searched to give beginning to a process of disintermediation of access with the hiring a consultant to the construction of a property software which permitted the unification of three databases and the construction of an electronic catalog available in the organization intranet. This software also created a controlled vocabulary, as it only permits the registration of data in the standardized format and it has an auto-complete tool, inserting in the base the standard format. Another practical action was the one to create a unique set of key-words to the three collections.

Due to the geographical dispersion faced by the organization, it was developed a service to reach employees who are found in remote places, many times, without access to the Web. In such circumstances, the biggest problem faced is the lack of recreation and leisure of quality, aggravated by the long staying away from family. To answer to this demand two campaigns of books donations were accomplished, it was formed a small collection containing national and international literature, biographies, philosophy matters, psychology, work and career issues, languages courses and others.

Named Circular Library, this collection was packed in identified boxes and sent to the places of enterprises, followed by a list of lend control. Average, the boxes stay two months in each enterprise and afterwards they are replaced.

To end this exposition, it was prepared the Picture 4 that follows, with an abstract of the modifications implemented during the period of participant observation, from October 2008 to October 2009, contemplating the three constitutive spheres of the IU: management, functioning and infrastructure.

Sphere	Actions / Modifications
Management	Business knowledge
	User knowledge
	Hiring of professionals and trainees from the Librarianship area
	Actions of answering to the internal client.
Functioning	Availability of schedules out of standard of the organization functioning
	Integration of the collections through the Documental Management
	Electronic catalog available in the intranet
	Creation of a virtual library with direct access to the documents in digital support
	Creation of a circular library service to remote places
Infrastructure	Proximity of the physical collections
	Integrated management system, multi-user and of remote access
	Selection of more qualified and trustful external providers

Chart 4: Actions/Modifications Implemented Between 2008/2009.

Source: Prepared by the author.

The next challenge of the team will occur in 2010, when will happen the enclosure of the organization in the worldwide web of an International Group of

highlight, through the operational platform SharePoint by Microsoft, what represents a great opportunity to the team, mainly for the integration with collections and IU from other countries.

CONCLUSION

It may be stated that information and knowledge compose the base of competitiveness and sustainability of complex organizations. It is necessary to comprehend how the acquisition of information and generation of corporate knowledge happens in order to manage it in a strategic way. For that, the organization needs to invest in the maintenance of teams and adequate systems to the capture and management of its relevant information, from formal structures ready to contribute with methodology, products and services of quality. In this context, professionals of information stand out as potential elements of creation and management of these structures and what is expected from them is a pro-active performance in the sense to comprehend the real needs of the organization, offer their technical competences and change their IU in spaces of collectively learning, as it is in the socialization and dissemination of information that there are the opportunities to the creation and recycling of corporate knowledge.

The participant observation permitted the composition of a model of managerial performance and of functioning that answers the initial proposal, through the integration of collections and the effective collaboration with the program of the KM. The model may be applied with success in the studied organization and in other organizations with similar characteristics.

This way they were stood out the basic conditions for the information professional be considered a strategic manager and take part actively of the competitiveness and sustainability of the organization where he works, stressing out that this participation is not a natural consequence. On the contrary, it will depend in the ability of learning and acting, of being pro-active and to occupy a space disputed among many other professionals.

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ⁱⁱ The symbol ICT appears in Manuel Castells and Pierre Lévy texts, starting from the Decade of 1990, used to design a set of hardware and software resources which supports office tasks, knowledge and information management, interactivity and communication in real time. Some authors question the inclusion of mass media communication as radio, TV, movies and newspapers – more recently in digital media, editable and interactive. To attend the objective of this paper, it is defined by ICT the set of software and hardware commonly found in corporative environment.

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