

Building KCS at Scale in a University IT Department

Sustaining KCS when the organization is under pressure

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Knowledge Manager · UCPH IT

With support from Caroline Rippl (VisionWillow)

KCS in Action | April 9, 2026 · Consortium for Service Innovation

About me



- Patrick Thams-Dimon
- Knowledge manager at UCPH IT
- 17 years experience at the University of Copenhagen
- 5 years in process improvement and management advisory
- 3 years with KCS and Knowledge Management

About UCPH IT

50,000+

Students, researchers
and staff supported

~400

IT staff across
central and faculty teams

1

KCS program
manager

- IT organization for the University of Copenhagen - one of Scandinavia's largest universities
- Federated model: central IT+ faculty IT teams

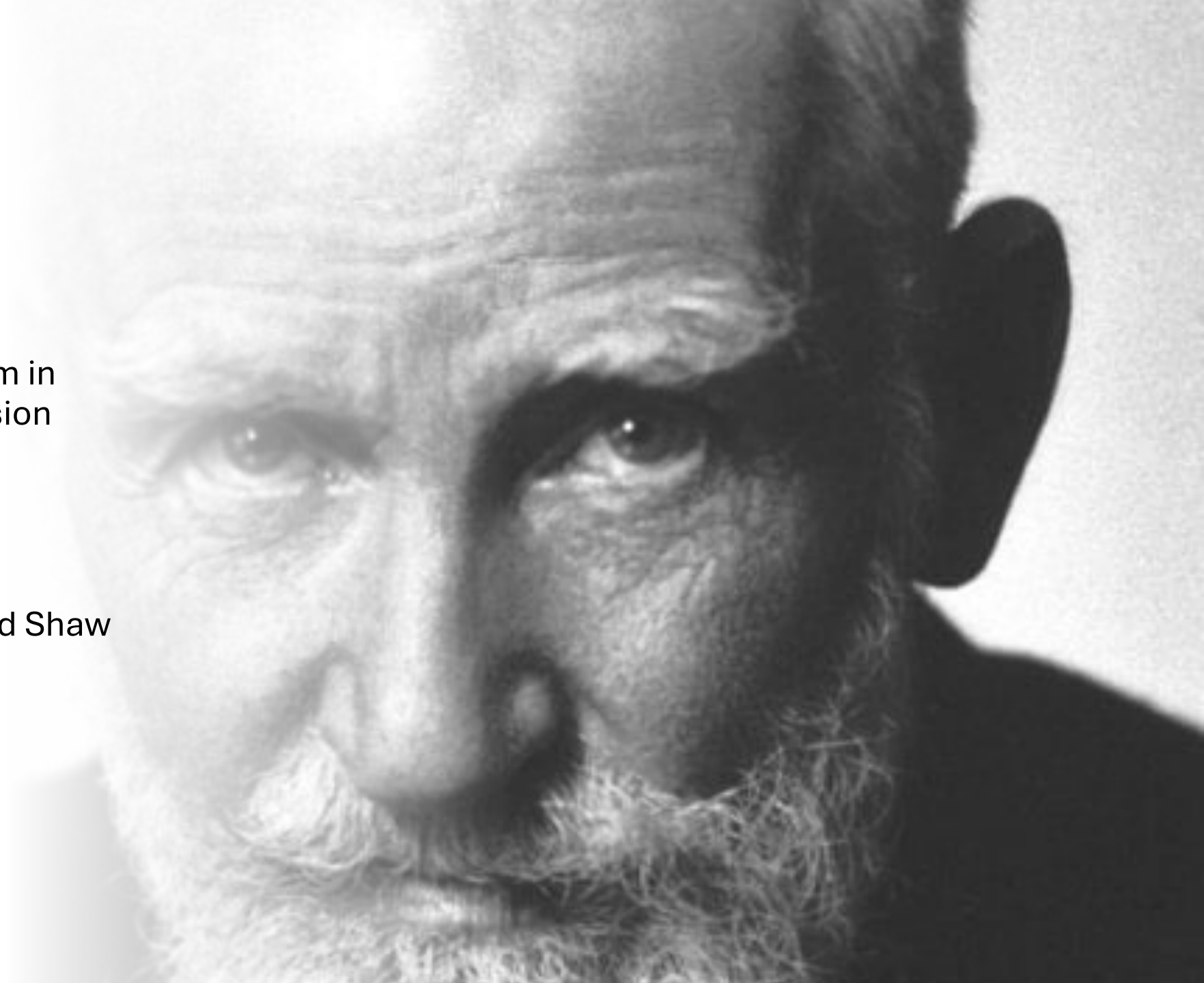
How We Started



We continued due to the lack of knowledge about management decision and built a case...

"The single biggest problem in
communication is the illusion
that it has taken place"

George Bernard Shaw



The situation

The problem

- Pilot participants' engagement was declining
- Colleagues grew frustrated: KCS took time away from 'real' work
- No data. Two article counters and participant testimonials

If we were putting the adoption on hold

- Stop now = KCS dead on arrival
- 'Just another project that never went anywhere'
- Momentum loss would be irreversible at this stage

How We Went On

May–Aug 2024

Scaled from 9 pilot supporters to 65 across all of IT support distributed across coaches

Spring 2025

Communication Specialist leaves for new role.
KCS program ownership consolidates to one person.

Infrastructure held - the program didn't collapse

65

Supporters onboarded
May–August 2024

4 months

Full onboarding
complete

A directive to prove benefits. An organizational change. No data. No experience.

From Gut Feeling to Facts

Before — Running blind

- X Standing alone - no sparring partner
- X Two counters in the ITSM tool, nothing else
- X Adoption estimated by feel
- X No visibility for team leads or management
- X Could not answer: who is contributing? What's being reused? Is it worth it?

After — Getting help

- ✓ KCS consultant, with hands on experience
- ✓ Went back to the why?
- ✓ Defined what to measure and what NOT to measure
- ✓ Built separate dashboards
- ✓ Learned how to read the data
- ✓ Focus on individual engagement rather than team based
- ✓ Coach Development

Leaders/individuals stopped asking 'is KCS working?' and started asking 'where do we improve?' Why? What should we do next?

Building Adoption from the Ground Up



These four are sequence-dependent. You cannot do 03 before 01.

Where the Metrics Moved - 2025 Data

From 18 % / - %

Full Link rate / PAR Link accuracy

to 64 % / 97 %

From 4.6 days

Time to resolve

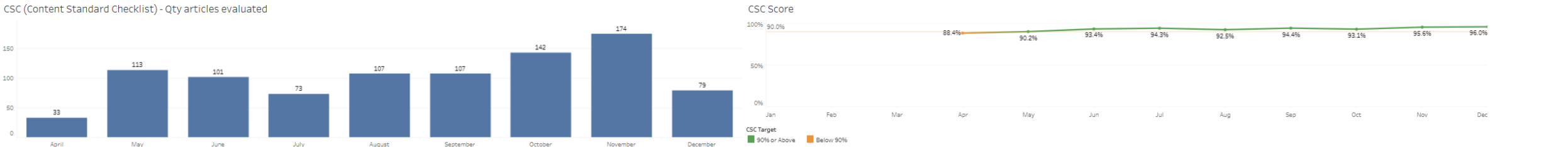
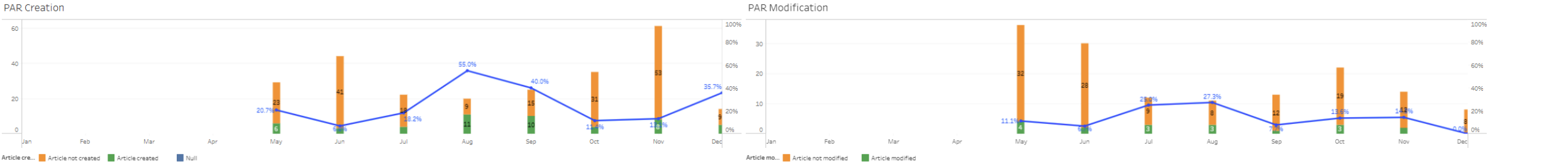
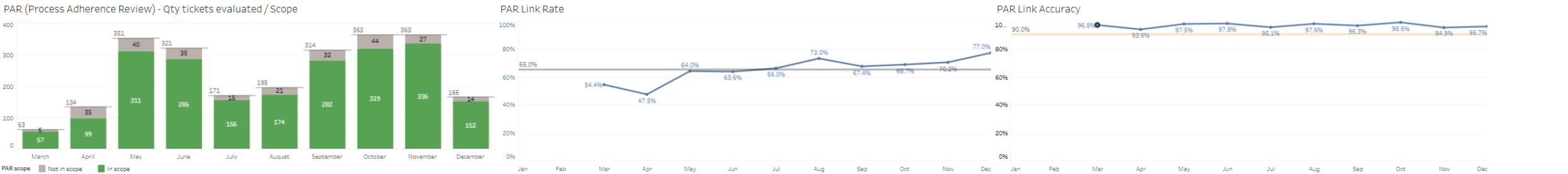
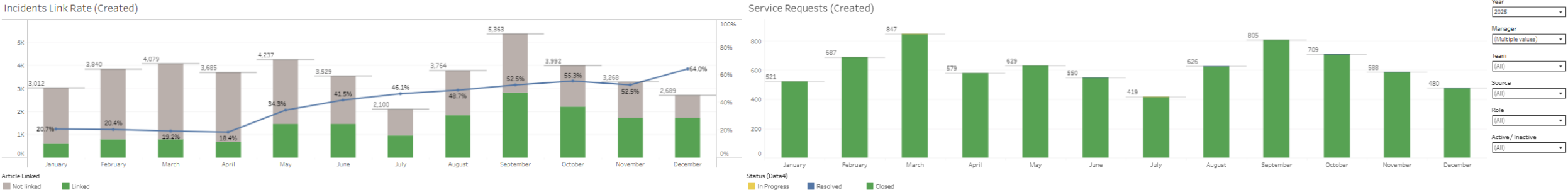
to 1.4 days

From 51 %

First-contact resolution

to 76 %

- Onboarding completed across all 65 frontline supporters in 2024 - metrics reflect the outcome in 2025
- New agents reach proficiency faster
- Coach group now self-managing under Lead Coach
- Introduction of coaching for managers



Home

Ivanti

KCS

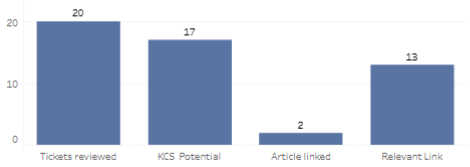
KCS (Month)

CSC Details

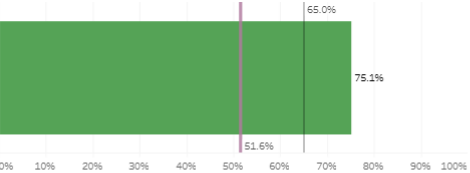
Roles

KB

PAR (Process Adherence Review) - September



Incidents Link Rate - September



PAR Creation - September



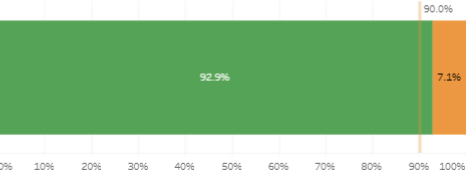
PAR Modification - September



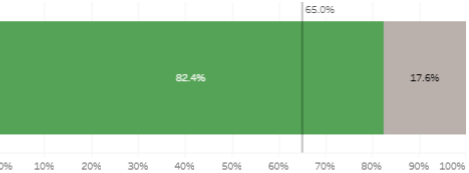
CSC Assessments (Month) September



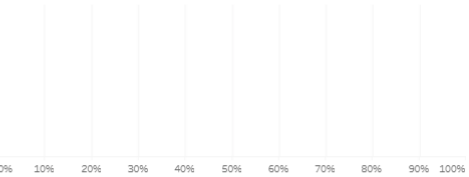
PAR Link Accuracy - September



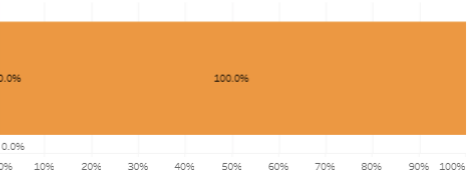
PAR Link Rate - September



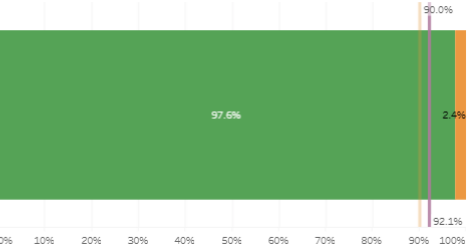
PAR Creation Rate - September



PAR Modification Rate - September



CSC (Content Standard Checklist) Score - September



PAR Comments/Score - September

Coachee (PAR)	Case/Ticket Number	Article Number	PAR Review Date	Comments PAR cleaned up	KCS Potential Yr...	Avg. PAR Link Rate	Avg. PAR Creatio...	Avg. PAR Link Acc...	Avg. PAR Modific...
302111	0		9/3/2025	SKulle mpske have vaeret...	No				
302244	10485		9/3/2025		Yes	100%		100%	
302258	10965		9/3/2025		Yes	100%		100%	
302416	10567		9/3/2025		Yes	100%		100%	
302562	11317		9/3/2025		Yes	100%		100%	
302654	11303		9/10/2025		Yes	100%		100%	
302964	10848		9/10/2025	Description kunne god op...	Yes	100%		100%	0%
303433	0		9/10/2025	Var der en løsning?	No				
304059	11694		9/10/2025		Yes	100%		100%	
305020	10553		9/10/2025		Yes	100%		100%	
305162	0		9/15/2025	BYOD . Henvist til forhand...	No				
305820	0		9/15/2025	11582: redeply med F12	Yes	0%			
306136	11875		9/15/2025		Yes	100%		100%	
306316	10597		9/15/2025		Yes	100%		100%	
306335	10952		9/15/2025		Yes	100%		0%	
308479	0		9/24/2025	Aktivering a windows. Ka...	Yes	0%			0%
308823	11294		9/24/2025		Yes	100%		100%	
308843	11283		9/24/2025		Yes	100%		100%	
308896	0		9/24/2025	Legacy mail opsætning i o...	Yes	0%			
308896	11294		9/24/2025		Yes	100%		100%	

CSC Comments/Score - September

Analyst	Article Revi...	Review Date	Comments CSC cleaned up	
	10567	9/3/2025	Solution kunne godt bruge lidt mere opmærksomhed.	83.3%
	10597	9/15/2025		100.0%
	11283	9/24/2025		100.0%
	11294	9/24/2025		100.0%
	11317	9/3/2025		100.0%
	11694	9/10/2025		100.0%
	12064	9/15/2025		100.0%

Year
2025

Month
September

Manager

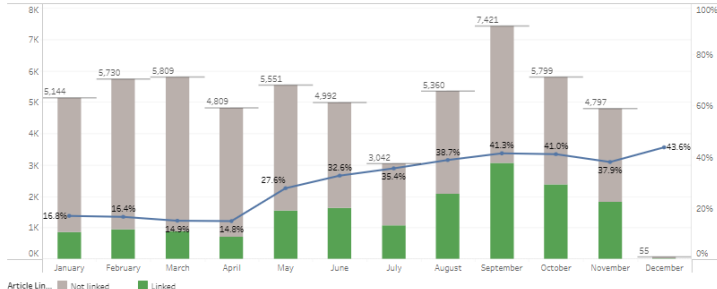
Role
Contributor

Analyst

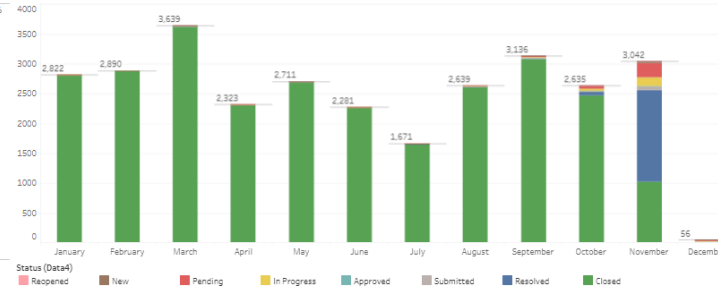
Coach

Active / Inactive
Active

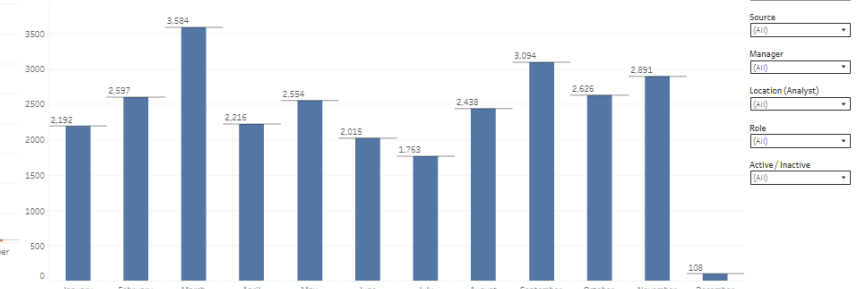
Incidents Link Rate (Created)



Service Requests (Created)



Service Requests (Resolved)



Year

2023

Source

[All]

Manager

[All]

Location (Analyst)

[All]

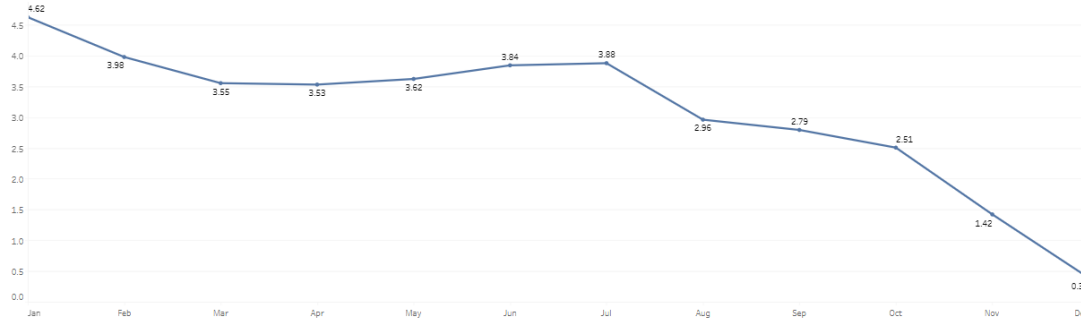
Role

[All]

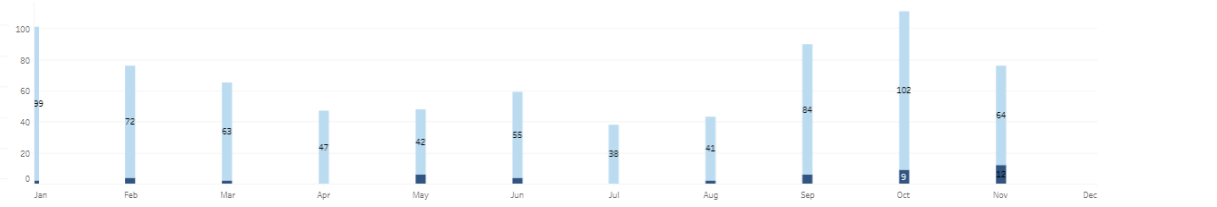
Active / Inactive

[All]

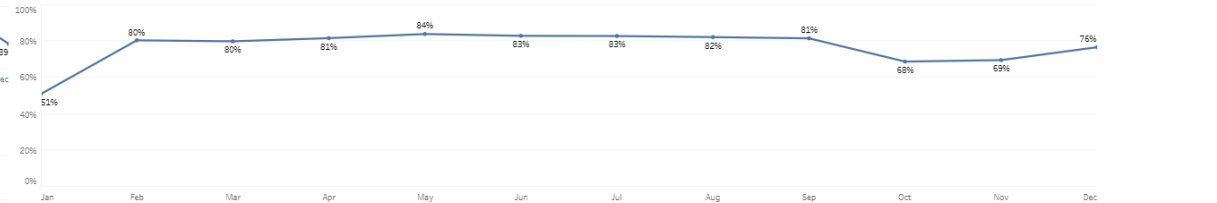
Incidents TTR (Time To Resolve) in days



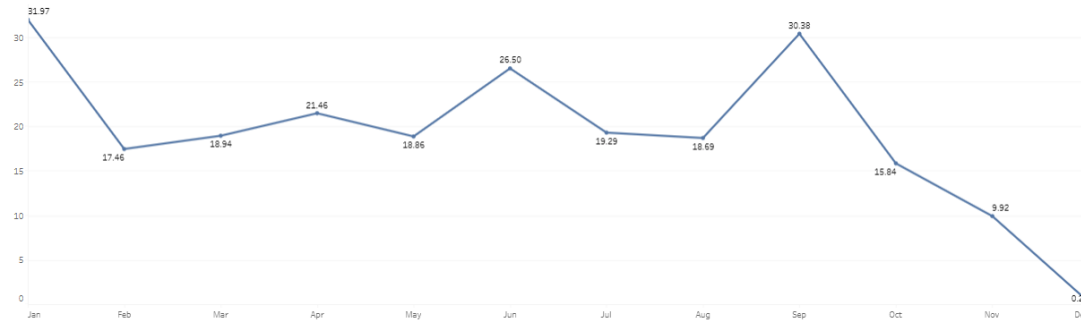
Incidents High Cycle >=4



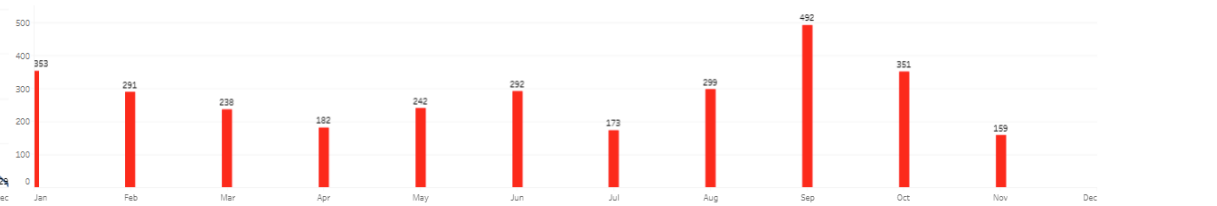
Incidents FCR (First Call Resolution)



Incidents Duration in hours



Incidents Breached



Our upcoming 12-Month Agenda



Continue UCPH IT-wide rollout

Ongoing onboarding beyond the initial 65 - reaching all ticket handlers outside of IT support



Introduce the KDE/Publisher roles

Knowledge Domain Expert to enable domain analysis and Publisher as the next maturity step



Build a knowledge health dashboard

Knowledge gap, triggers for action, and new vs known



AI chatbot/assistant

KCS articles and operational guidelines as the grounding layer. Actively being built.



KCS Community of Practice

To support continuous improvement between the practitioners

What Nearly Killed the Program

The project “stop”

Reform requested all projects to stop. We continued due to no information from previous sponsor.

Had we stopped, the pilot group's momentum would have been gone and the adoption wouldn't happen.

Data and buy in

People's buy in was low, they didn't know what benefits they were getting, management couldn't see what was working or not.

Nobody knew what to react to.

Theory vs Practice

- No hands-on experience
- No knowledge on how to “drive”/“revive” an adoption
- No comparable knowledge on what good looks like
- No expectations on what a realistic goal looked like

Three Things to Take Away

1

People first

When we stopped treating KCS as an initiative and started treating it as an organizational change, about the people, for the people, by the people then change started

2

Measurement is the program

You cannot sustain executive support on stories. Build your measurement layer early. The data doesn't just prove KCS is working - it tells you where to intervene.

3

Leadership is required

Leadership needs to provide direction, be transparent, celebrate the small victories and do efficient communication



Thank you

Questions & Discussion

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Reach out!