

# *Advancing Knowledge Management in DoD*

**Lessons Learned & Demonstration  
Business Manager's Conference  
June 14, 2000 Ft. Belvoir**

---

*Carol M. Huber*

**Chief, Knowledge Management  
Software Development Center - Washington  
CECOM**

# *What is Knowledge Management?*

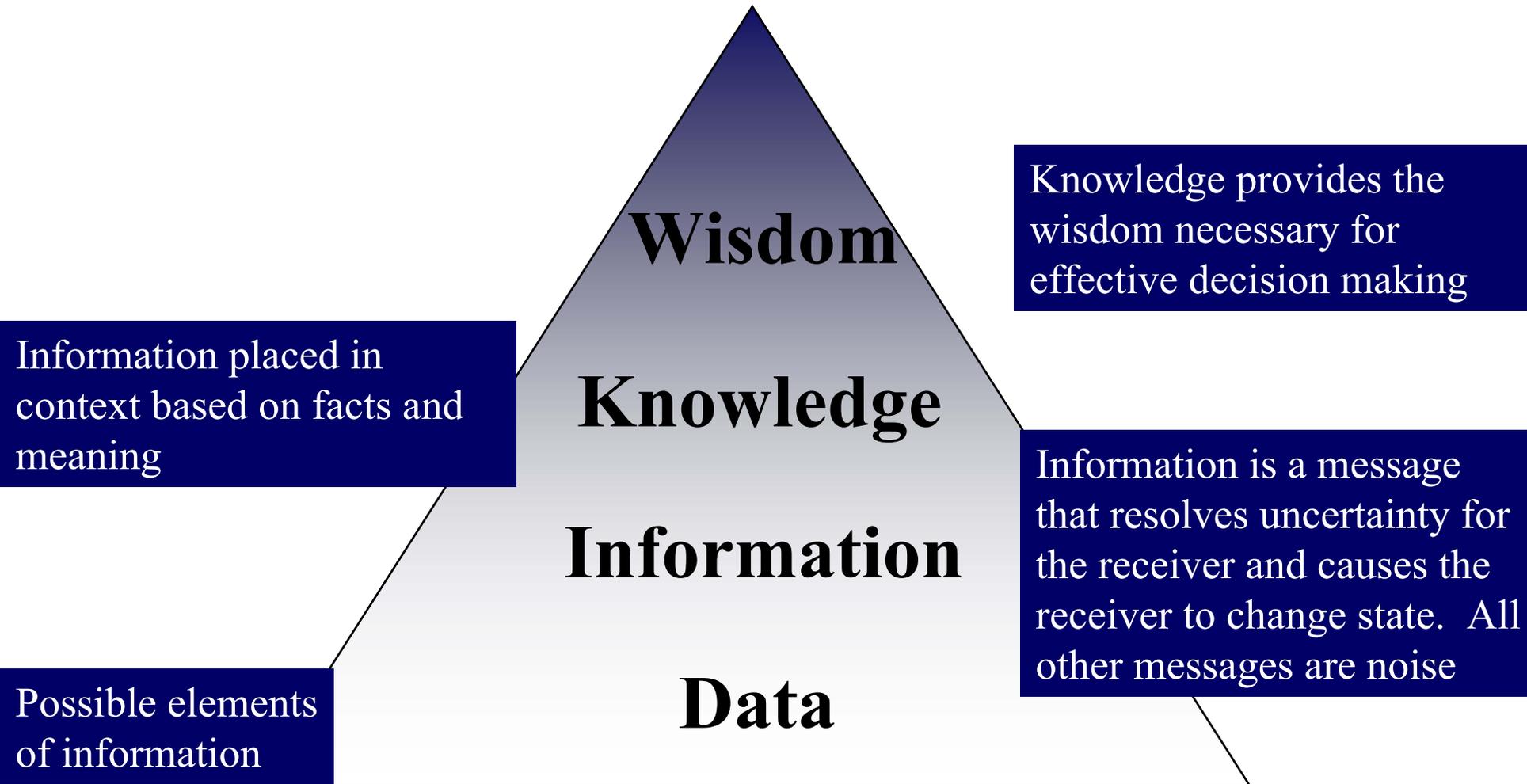
“A discipline that promotes and integrated and collaborative approach to the creation, capture, organization, access, and use of an enterprise’s information assets. These assets include documents, databases, spreadsheets, and other information sources and the tacit expertise, insight, and experiences of individual employees.”

**Gartner Group**

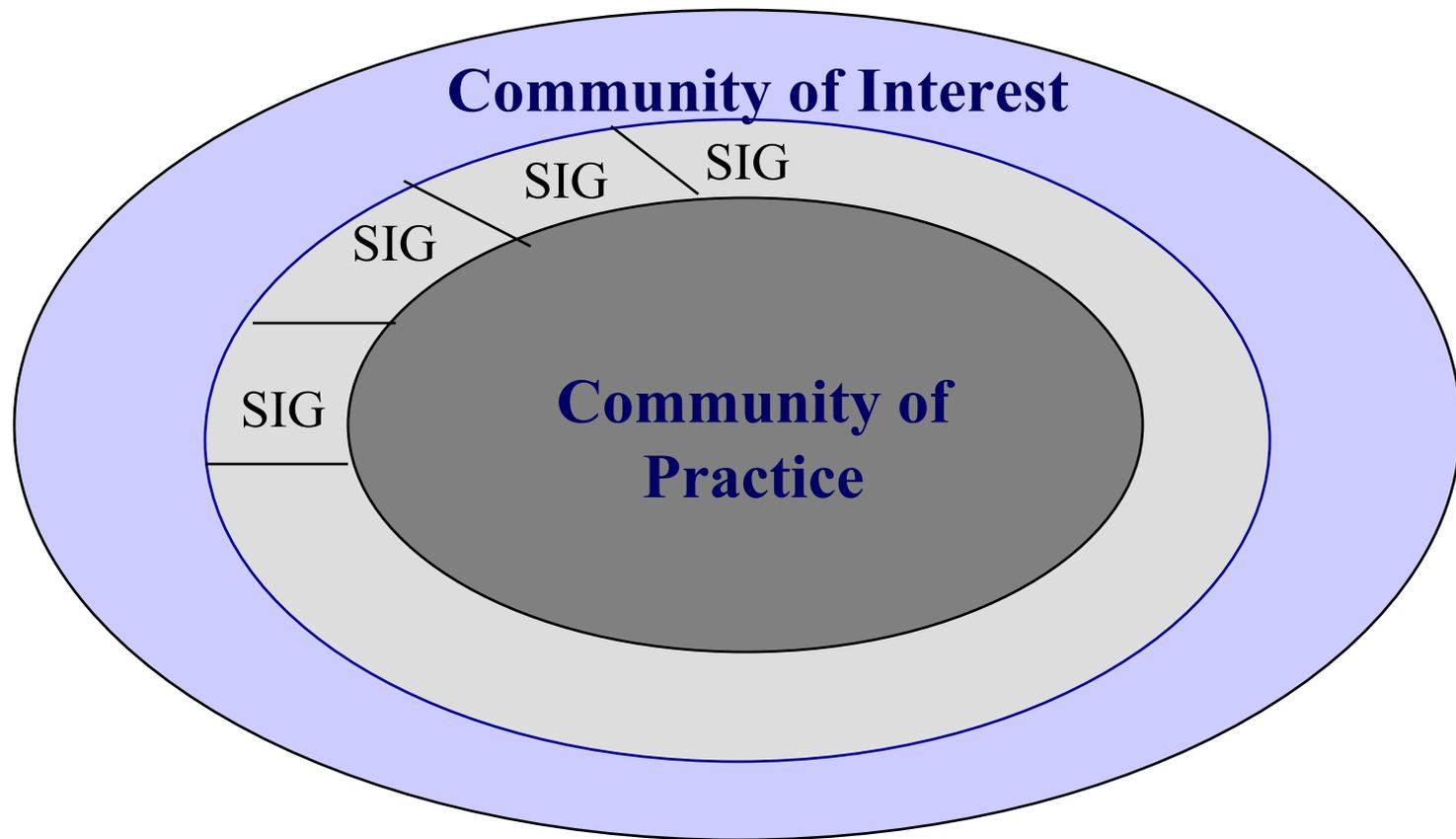
“Tacit knowledge is personal knowledge that includes skills, experiences, insight, intuition, and judgment and is difficult to capture or represent in explicit form.” “Tacit knowledge must be externalized (e.g., vocalized or sketched on a sheet of paper) for one to know it exists. Thus it can be recorded and stored in some kind of computer-accessible information repository.”

**Gartner Group**

# *Knowledge Management Framework*



# *Organizing Communities for Effective KM*



# *What Are the Roots of KM in DoD?*

Took on effort at USACOM in late 1995 to “catch up” to private industry in the area of Knowledge Management

- Quickly realized that in many cases, DoD already had an infrastructure in place that could be leveraged for Knowledge Management purposes
- As we learned more, realized that DoD has had a significant Knowledge Management effort in place for years... we just never called it KM
- Current efforts focus on integrating new ideas and technology, improving processes, and improving collaboration

# *Why Start a KM Effort?*

- Uncertainty from downsizing, retirements, etc.
- Too much time in meetings, on email, on phone
- Need for greater organizational focus
- Redundant efforts
- Decisions need to be made at an appropriate level
- Need for faster, better informed decisions

# *Where Should You Start?*

- Start with a plan of what you hope to accomplish
  - Who are the customers
  - What is the desired outcome
  - Ask “operators” not your “IT staff”
- Plant seeds for KM change
- Benchmark (don't repeat the mistakes of others)
- Accept some early KM failures are part of the cost of innovation

# *What Incentives Lead to Change?*

- Leader philosophy on sharing
- Focus on problems others are not solving to stay out of “not invented here” syndrome
- Reduce time spent in meetings - improved productivity
- Reduce need for some to come to work early/stay late to improve quality of life
- Reinforce success/interest
- Target non-believers
- Do not force change -- demonstrate value of change
- Emphasize quicker visibility to the top
- Centralized many resources in one location

# *Knowledge Management Lessons Learned*

- Need support from the top... Must earn support from the bottom up
- Have to start with a concept of what you intend to achieve; but don't necessarily have to have the answer before starting
- IT is part of the solution... IT is not the solution in itself
- Keep a steady course... Don't let every new product on the market distract you
- Plan for future based on future... not today
- Start with easy to achieve projects first to build momentum and learn from... Have to start someplace
- Don't try to implement efforts that your organization is not ready for (don't build an Edsel)
- Input from the source/Subject Matter Expert
- KM is cost effective... But, requires an investment

# *Knowledge Management Lessons Learned*

continued

- Need to Keep it Simple... Remember your audience
- What are the barriers? How can you overcome those?
- Template/Master Driven Sites vice custom builds keep maintenance aspect realistic/cost effective
- Evolve vs Change
- Consistent Navigation/Feel Throughout Site
- Database driven is a must
- Need KM team... must be believers

## *Where is OSD KM Headed ?*

- DoD KM Outreach Effort (Collaborating on Collaboration)
- Instituting DoD-Wide KM Customer Support Effort
- Develop & Publish a KM Blueprint
- Assess/Document KM Best Practices
- Implementing a DoD KM Model of Excellence Award
- Establishing a KM Repository
- Developing a DoD-Wide KM Training Program
- Research/Evolve DoD KM Standards, Methods, & Tool Set
- Highlands Program

## *How Can CECOM Help?*

- **GOTS**
- **Rapid application development**
- **Low cost**
- **Minimal user training**
- **Preserve current Intranet info**

**Demo of OSD KM System – Rm 111**

## *How Can CECOM Help?*

- **GOTS**
- **Rapid application development**
- **Low cost**
- **Minimal user training**
- **Preserve current Intranet info**

**Demo of OSD KM System – Rm 111**

# Questions