



**DoD Acquisition Knowledge
Management System (AKMS)**

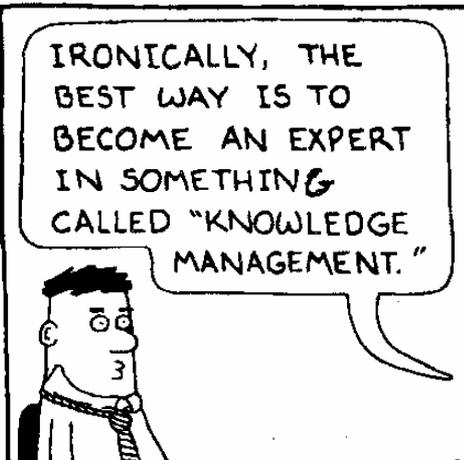
**DoD Business Managers'
Conference**

June 12, 2001

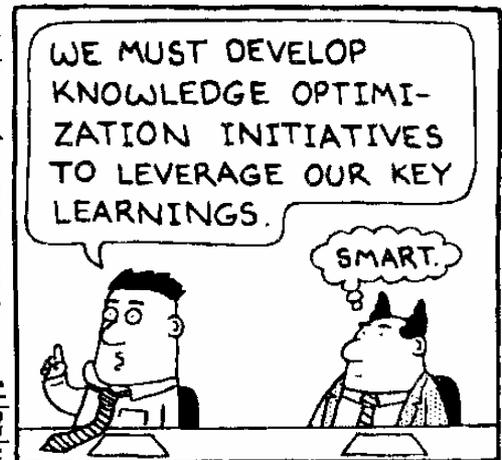
VISION



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Definitions

• Data & Information

- Data are facts or figures from which things can be inferred; information is patterned data



• Management

- The act, art, or manner of handling, controlling, directing, etc.

• Knowledge

- The act or state of knowing; acquaintance or familiarity with a fact, place...



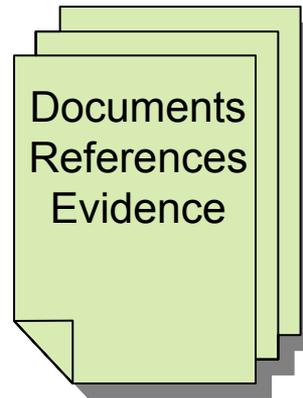
• Wisdom

- Implicitly knowing how to generate, access and integrate knowledge

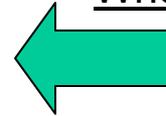
Modes of Understanding & Deciding

Analytical Processing

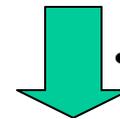
- Explicit knowledge
- Hard data
- Facts



- Systematic, linear, (overly) simple, transparent, inflexible
- Where DM has lived

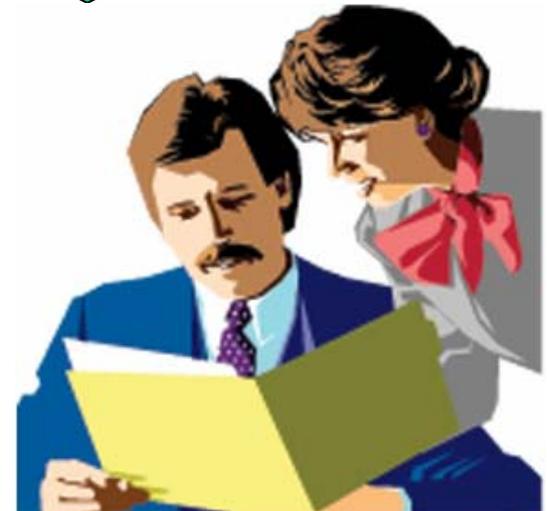


- Less systematic, non-linear, complex, opaque, flexible
- Where KM lives



Intuitive, Experienced-Based Processing

- Explicit knowledge
- Tacit knowledge
- Trusted colleagues
- General opinion



What is Knowledge Management?

A systematic process for **ACQUIRING, CREATING, INTEGRATING, SHARING, USING** and **COLLABORATING** on information, insights, and experiences, to achieve organizational goals



What's In It for AT&L?

- Workforce can perform more efficiently and effectively
- KM systems can be built cheaper and faster
 - Synergism
 - Avoiding duplication
- Captures the experience of retiring workers

What are Communities of Practice?

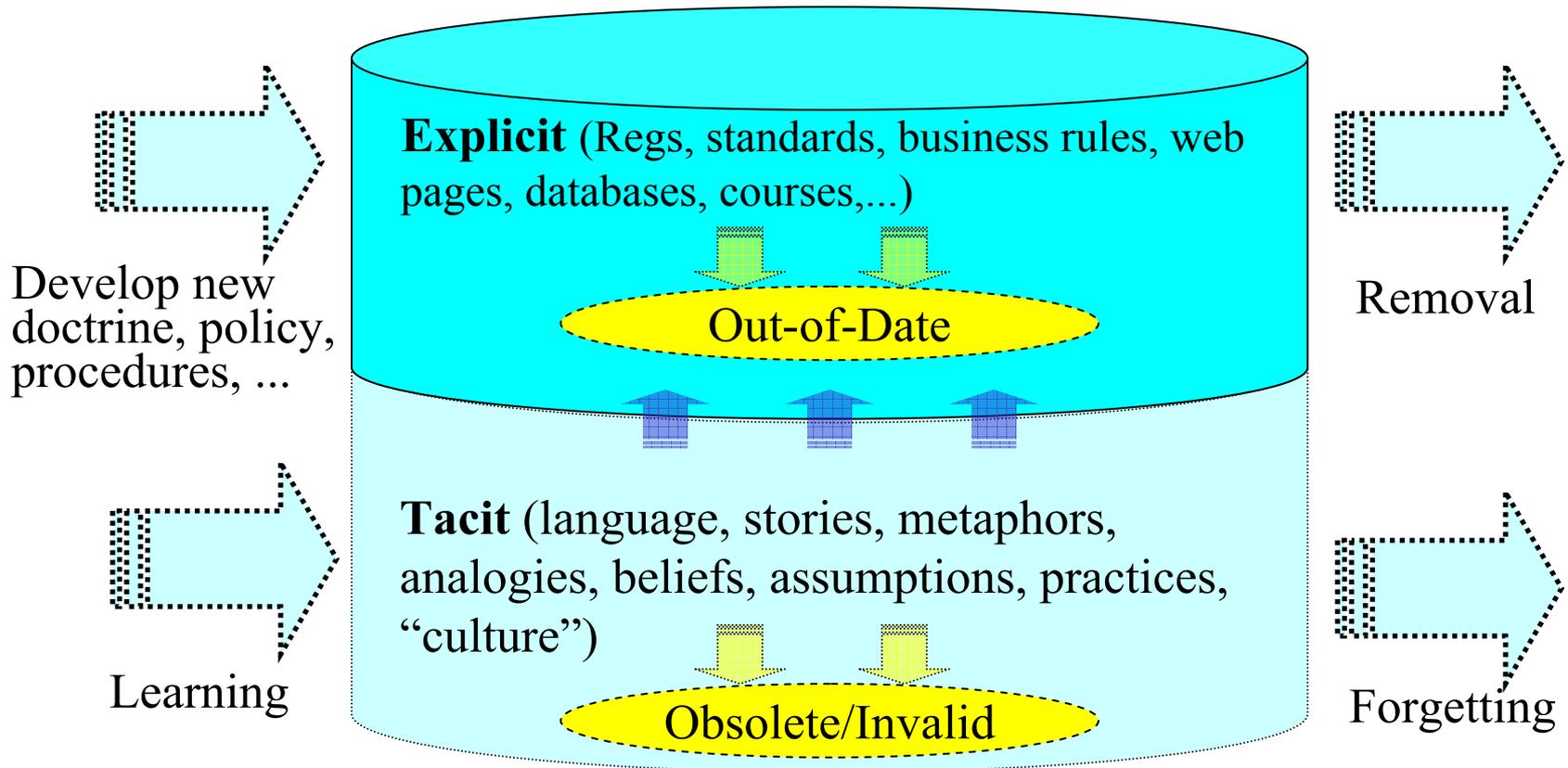
They are the heart of a KM system.

Networks of people, small and large, who come together to share and to learn from one another face-to-face and virtually. These communities - of practice, of interest, of learning - are held together by a common goal and purpose that is supported by a desire to share experiences, insights, and best practices.

- *“Communities of practice are an effective and vibrant means of sharing knowledge”*
- *“Many top companies are now moving to implement KM systems”*

American Productivity and Quality Center, Study on Knowledge Management (Jan. 2000)

Representation of Knowledge Within a Community -- The Need for Tools

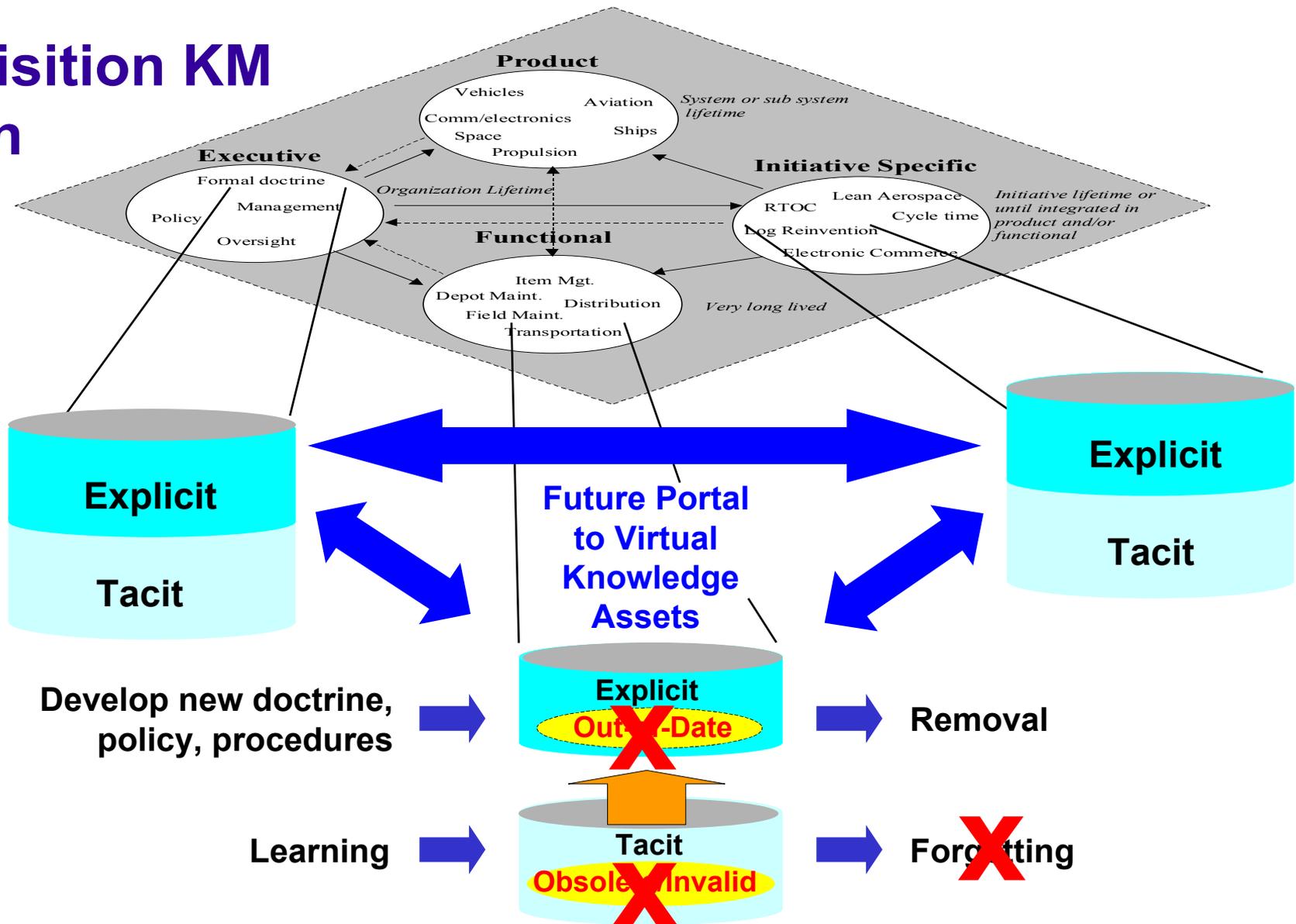


DAPSG Tasking

- **Establish, implement and manage a DoD Acquisition Knowledge Management System (AKMS)**
- **Form a Acquisition Knowledge Management Working Group (AKMWG) to develop the operational concept, design, and implementation strategy**

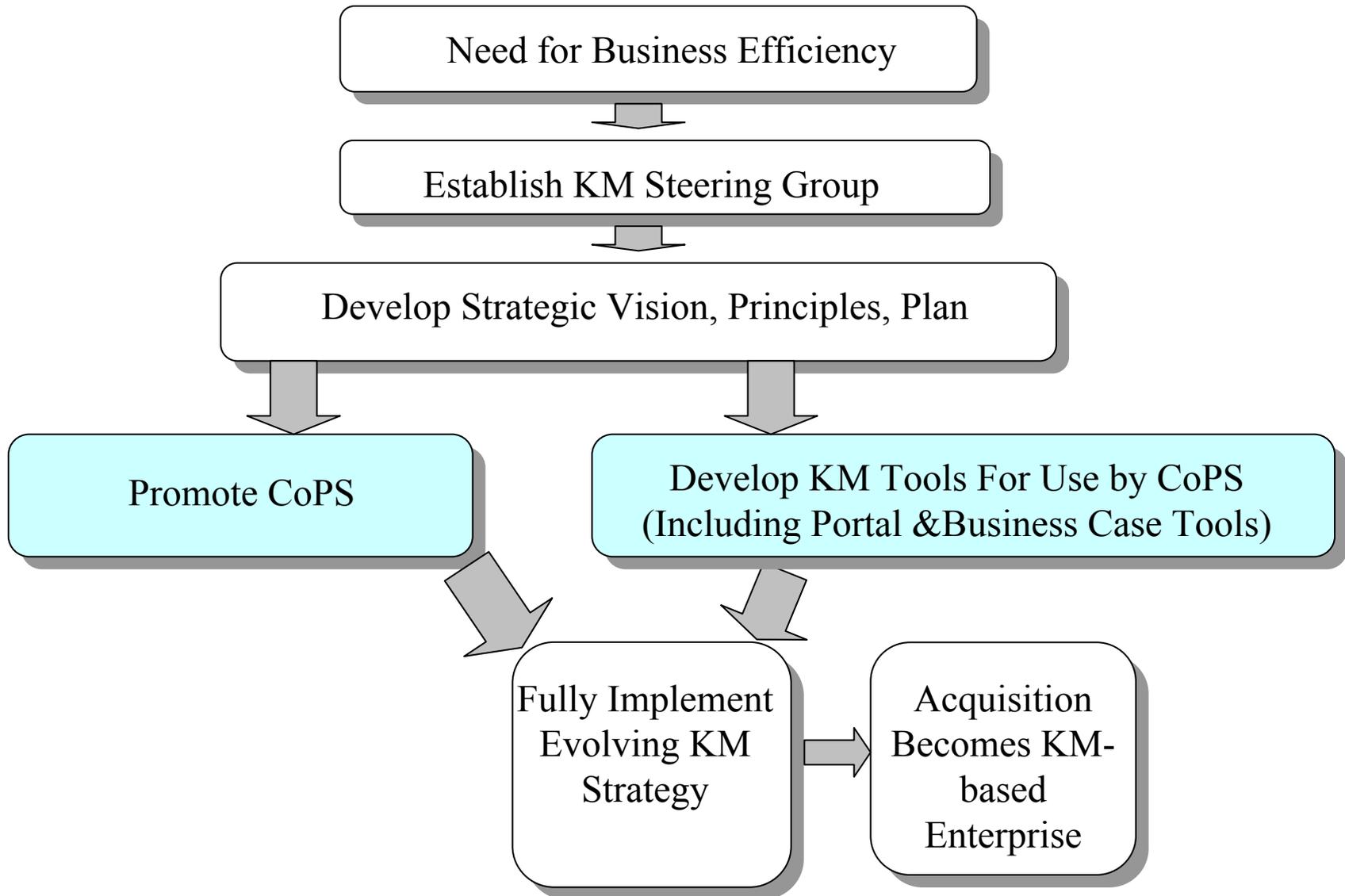
(Extracted from USD(AT&L) memorandum of June 30th)

Acquisition KM Vision



Provide acquisition professionals with knowledge sharing opportunities, problem solving capabilities, and a source for continuous learning so that they are better able to create, access, and apply acquisition knowledge to attain higher performance, lower costs, and more rapid deployment of our weapon and support systems. Paraphrased from USD(AT&L) memo 30 Jun 00

Top-Level Acquisition Knowledge Management Roadmap



Guiding Principles

Knowledge Shared is Power Squared

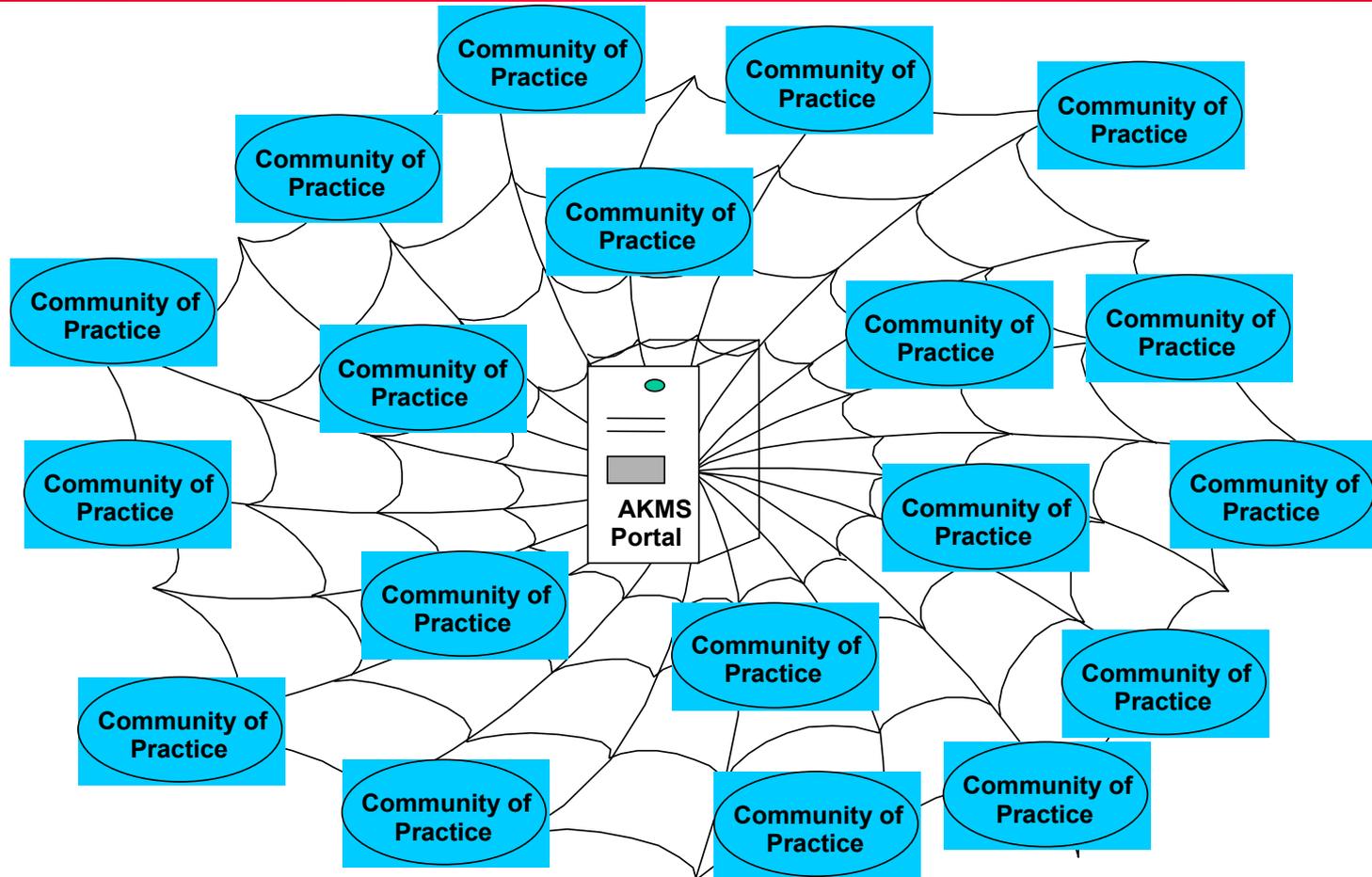
- KM is essential to the acquisition enterprise
- A decentralized approach—promoting and nurturing the use of KM and KM assets in CoPs—will encourage innovation and produce results
- Value to the workforce will drive the widespread adoption of a knowledge sharing culture
- An effective central portal is needed to link all acquisition knowledge assets
- Knowledge assets will be enriched by turning tacit knowledge into explicit and keeping that knowledge current with shared tools, education and learning
- KM business cases and measurable performance goals are best developed within the context of what individual CoPs value



Promoting CoPs

- **Pilot acquisition KM systems underway in Services and Defense Agencies**
 - E.g., PBSA, R-TOC, CMC, DCMA, USMC, contracting incentives
- **Still gaps for the core acquisition career fields**
 - Today, knowledge sharing conducted on an informal or ad hoc basis
 - Only program management has formal KM pilot underway
 - Other DAU program directors to be CoP champions for the remaining career fields
 - Contracting and logistics will be next
 - Build on experiences of PM CoP
- **CoPs for initiatives and organizations**
 - Acquisition policy, ...

Notional AKMS Portal



- Links AKMS elements in a user friendly way
- No interference in CoPs' activities
- Users can also go directly to CoP

Efficiency Tools Contribute to Critical KM Success Factors for CoPs

Selecting the right technology to meet user needs

- Efficiency Tools**
- Center of Excellence
 - AT&L developed products
 - Knowledge fairs
 - Self assessment tools
 - Lessons learned - Navy
 - Education and training
 - Workforce incentives
 - Business case building blocks

Effective knowledge asset content management

Changing the workforce culture to value knowledge sharing

Linking KM to strategic objectives and properly resourcing it

Deskbook Transition Strategy Objective

- **Deskbook to become a virtual knowledge warehouse (library) providing a user-friendly common framework for accessing all current acquisition policy data, with the following functionality:**
 - **Navigational aids**
 - **Smart search capability**
 - **Links to more detailed references**
 - **Links to communities of practice (CoPs) (and their knowledge assets)**

Deskbook Transition Strategy Approach

- **Migrating data to the CoP of interest**
 - **Result of promoting CoPs in the acquisition workforce core competencies**
- **Taking a competitive approach**
 - **Identified cost by function for the current mode of operations and for transitioning those functions to the new objective**
 - **Preparing a performance based statement of work for the new objective (target completion in March)**
 - **Anticipating new technological solutions**
 - **Some already explored**
 - **Will be made available to respondents**
 - **Plan to publish RFI that will ask for an approach and ROM estimate of costs (target decision in July)**