

ness and efficiency of the workforce is directly tied to the quality of the site. The finest collection of automated tools and technological wizardry will sit idle if the user is not able to access meaningful content through the site.

- Changing the culture of the using community may be the most challenging hurdle in the full implementation of the technical capability. The old adage that “knowledge is power” has often materialized in the drive to “privatize” information within the individual, section, or office. The use of Web applications to improve business processes is, conversely, built upon the premise that the sharing of information and experiences on achieving success and avoiding failure is the most effective means of improving organizational performance.

Some types of information such as financial status and existing technical challenges, have long been viewed as sensitive, and shared only with the trusted few who had a “need to know.” Convincing organizational subscribers to provide this and other types of in-

formation seems to be a challenging task that will be accomplished only with time and the active involvement of senior leadership. Those looking for “quick fixes” through the use of Knowledge Center-type applications will be disappointed; those recognizing that the process of adopting and applying the human and organizational element is every bit as time-consuming as developing the technical approaches, will be rewarded for their diligence and patience.

- Secure e-mail must be integrated into the Web application. DoD’s standards have established milestones for the encryption of all e-mail traffic and the use of Public Key Infrastructure (PKI) to secure and authenticate the exchange of information. Concurrent with the rollout of the Knowledge Center, the PEO implemented a secure e-mail system that meets DoD requirements. The Knowledge Center applications were integrated with e-mail capabilities so that all documents, even if received in the clear, are posted in a secure environment, and all subsequent transmissions are encrypted.

Final Thoughts

Development and improvement of the Knowledge Center capabilities proceed. Within the PEO C3S, the focus has moved from infrastructure (people and equipment) to leveraging these investments in the continual refinement of our business practices, processes, and the continual education of the workforce on how the Knowledge Center can be better used to do their jobs. Externally, the PEO CS3 Knowledge Center team is sharing its insights, technical acumen, and experience in an initiative and partnership to provide a similar capability to the communities within CECOM. The team is also available to discuss this program in greater detail and share information and insights with other communities that may be embarking on similar initiatives.

Editor’s Note: For more information on the PEO CS3 Knowledge Center, go to <http://peoc3s1.monmouth.army.mil/>. For questions or comments on this article, contact Keslar at ekeslar@c3smail.monmouth.army.mil.

Defense
Resources
Management
Institute

Defense Resources Management Course

Course Objectives

Develop an understanding of resource management concepts, principles, and techniques

Who Should Attend?

Managers working in all fields concerned with resource allocation

Who is Eligible?

- Military Officers (active or reserve) O-4 and above
- Civilian DoD, GS-11 and above
- Equivalent ranking military & civilian officials of other nations



Naval Postgraduate School

Monterey, California

DSN 878 210-2104/2306

Comm 831 656-2104/2307

mandrews@nps.navy.mil

Calendar Year 2001

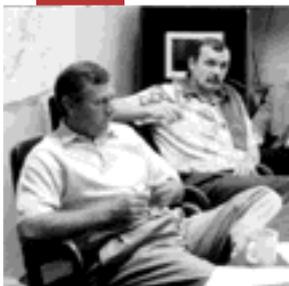
Four-week Sessions

January 8-February 2

April 23-May 17

May 21-June 15

August 20-September 14



For more information

www.nps.navy.mil/drmi/