

FROM THE EDITOR

Each of us has lamented about how we wish information was more readily available and in a more organized fashion. Certainly most of us can remember a time when we rotated into a gapped billet with little to no turnover and a limited amount of knowledge available to posture ourselves for success. The first few weeks were likely the worst as many of us drank from a fire hose of information. Without a doubt a well managed repository of useful information would have been beneficial to any turnover process. So, where do we begin to understand the complexities of knowledge management (KM) and how it can be used to increase productivity?

In this edition of *Top 50* we highlight the efforts of the Knowledge Management Officer (KMO) at COMPACFLT and how to use their best practices to benefit you today. Our Top 10 list provides insights on how to make KM a successful organizational program. In our Tools and Resources section we provide a link to the COMPACFLT KMO's *Intellipedia* page that integrates much of the social media available today in a unique and information centric web page. Additionally, we provide a basic job description of a Chief Knowledge Officer that should provide insight on how KM can maximize organizational performance, and bridge the gap between multigenerational knowledge management issues and solutions.

We have merely scratched the surface with this newsgram, but the intent is to impart a basic understanding of what KM is and how it can provide value to an organization. Perhaps COMPACFLT's program can be a model for all of us desiring to manage knowledge more efficiently.

Best,
Wayne Wagner

Feature Knowledge Management *An Operational Priority at COMPACFLT*



To talk with Jamie Hatch, COMPACFLT's first civilian Knowledge Management Officer (KMO) is to talk to a "whirlwind in motion." Her *Intellipedia* page shows a travel and speaking schedule you wouldn't wish on your worst enemy. But as Jamie herself says, "Perhaps the most challenging year in a new Knowledge Management Officer's tenure is the first!" Jamie has currently been on board for nine months.

While three LCDRs previously held the KMO billet at COMPACFLT, it was under ADM Robert F. Willard's direction that a civilian was hired to provide critical business continuity. Admiral Willard's commitment to hiring a dedicated KMO and creating a formalized KM plan throughout PACFLT is unusual not only in the Navy, but also in the private sector. A 2008 Conference Board survey of 158 global corporations found only 6% had an enterprise wide KM strategy.

Jamie is not your typical KMO. She didn't know much about the Navy when she came to COMPACFLT as a KM contractor in 1996. Jamie said, "Not having a Navy background allowed me to

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Knowledge management (KM) is an integrated, systematic approach to identifying, managing, and sharing all of an enterprise's information assets, including databases, documents, policies, procedures, and previously unarticulated expertise and experience held by individual workers.

Awards Scorecard

Recognition To-Date

- **Ted Childs Work Life Excellence Award**, *Working Mother Magazine*
- **Most Admired Employer Award**, *US Black and Hispanic Engineer and Technology Magazine*
- **Work Life Legacy Award**, *Families and Work Institute*
- **Best Diversity Company**, *Diversity/Careers in Engineering and Information Technology Magazine*
- **Excellence in Practice Award**, *American Society for Training and Development*
- **Diversity Council Honors Award**, *Association of Diversity Councils*
- **Tele-Vision Award**, *Telework Exchange*
- **21st Century Best Practice Distance Learning Award**, *US Distance Learning Association*



Awards Submitted

- **Optimas Award**, *Workforce Management Magazine* (Announcement September 1)

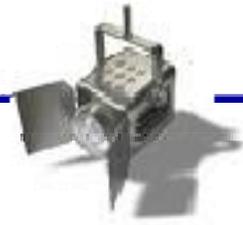
Upcoming Awards

Award Name	Deadline to N1Z	Submission Deadline	Expected Notification
Top 125, <i>Training Magazine</i>	15 Aug 09	22 Sep 09	Feb 10
Excellence in Practice, <i>ASTD</i>	15 Sep 09	TBD	Jan 10

Spotlight On Our Next Awards

Excellence in Practice Award

Sponsor: American Society for Training and Development
Deadline: September 15 (to N1Z)



Background: This is the second year we will apply for Excellence in Practice awards, which recognize learning and development programs/practices in both “award” and “citation” categories. Applications for both new and mature programs are eligible. In 2008 we received two awards and two citations.

Categories: Learning technologies, performance improvement, managing change, valuing differences, career development, organizational learning, training management and workplace learning and development.

What you need to know:

- Metrics are the most important part of your award submissions. Programs can be submitted that have been conceptualized and piloted. There must be evidence of actual or anticipated impact to the organization or individual, as well as the ability to expand or transfer the program.
- “Awards” are presented to practices that have demonstrated clear and measurable results. “Citations” are presented to practices that have yet to demonstrate clear and measurable results, but have strong evaluation plans and meet a demonstrated need. No practice that won an award in 2008 may be resubmitted. If a “citation” was previously won, the practice may only be nominated for an “award.”
- Per ASTD guidelines, no references to the actual organization/company (in our case – Navy), unless absolutely necessary, will be allowed in award submissions.

Knowledge Management

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be an observer and to get to know, in a very objective manner, the culture of the organization. From a distance, without bias, I could look at staff processes to determine how knowledge flowed, how the flow could be optimized, and how KM systems might be more efficiently used.”

Her first priority was to develop a formalized Pacific Fleet KM plan and align it with both numbered fleets and battle group staffs. She developed a virtual working group using web-based tools to support this effort. “We needed to focus on operations, to codify what we were doing. We needed to get people connected.” In doing this, Jamie always kept one question at the forefront of her mind, “How do I perpetuate change and keep moving forward?” The process must be interactive. It must be agile and people must know the effort they are taking will result in relevance in the way they work and increased efficiency in the products they develop.

Jamie realized she needed to create some visible example of success—a win. That win came in the form of supporting processes and focusing on efficiency within the COMPACFLT Maritime Operations Center (MOC). One of the tougher challenges was consolidating manpower data stored in four locations on the NIPRnet and sharing it in a single source on the SIPRnet. Existing processes and technical infrastructure made it difficult for manpower and personnel experts to coordinate across business lines at first, and according to Jamie, the first step in finding a solution was to get these stakeholder groups engaged with one another, specifically IT, Personnel, and KM SMEs. The result was a streamlined process that fed a

single data source where information was more accessible and information more centralized, benefitting the MOC Director and staff.

Additional objectives Jamie pursued within her first year were “building a tribe” (a community of KM practitioners across the services), experimenting with social media, publishing a COMPACFLT KM strategy instruction, and hosting a Pacific Fleet KM Conference.

When asked, “What measures of success do you use to provide guidance as to how the program is progressing,” she provided a recent example of when she posted an announcement for a lecture on Web 2.0 and social media. In less than 45 minutes following the announcement, the event reached capacity and she had to begin turning people away. “Interest in our work and our services is growing. People understanding that we can help improve business processes is an important marker of success.”

Jamie realizes the importance of KM in successful organizations as does the Commander of the Pacific Fleet. “Our primary goals are to speed the Commander’s decision cycle through process refinements, improved command and control using cutting edge tools, and to reward warfighters who apply KM principles to what they do.”

Quote of the Month

“Knowledge Management is all about getting the right information to the right person at the right time.”

-Tatiana Kharkevitch, UCB Pharma

Top 10 Tips for a Knowledge Management (KM) Program

1. **Review your options-** gain a broad understanding of the variety of approaches to KM, and choose the best one for your department.
2. **Keep it simple-** make the concepts of KM real for others in your organization, by using simple definitions and simple language to explore real problems and opportunities.
3. **Learn while doing-** don't wait until you know everything about KM, because you never will.
4. **Celebrate what you're already doing-** in most organizations there will already be examples of good KM practices, so make people aware of these successes and build on them.
5. **Fit in with your department's goals-** see how you can meet them by using KM techniques, such as lessons learned and best practice models.
6. **Start with the problems-** solve outstanding issues by using KM techniques, as this is a good way to demonstrate the benefits of KM.
7. **Start small-** and expand as interest develops.
8. **Don't take off without a pilot-** test the water if you are about to implement a major new initiative.
9. **Remember the 'big three'-** people, processes, and technology, are all required for successful KM.
10. **The ultimate aim-** a culture of sharing, innovation, and good practice.

DID YOU KNOW?

- ✓ A survey of 158 large global corporations found 80% of companies currently engage in knowledge management and 96% predicted they would do so within five years...but
- ✓ Only 25% of respondent organizations utilize a Knowledge Management Officer. In the same survey only 6% of surveyed organizations have an enterprise wide knowledge management strategy.
- ✓ Up to 80% of what Wall Street values a company for is its intellectual assets.

Source: *The Conference Board*

Best Practices

Booz-Allen Hamilton, a global management consulting firm, maintains a Knowledge On-Line (KOL) system. Accessible by the Netscape browser, KOL makes it easy to tap experts and ideas regardless of geography or specialty. An icon on the screen is tagged "Experts, Resumes, and History," delivering a specific resume or a stack of resumes of consultants who know about the key word subject. Another icon is simply tagged "Knowledge." It contains over 1,500 documents cross-filed by industry and topics, such as reengineering, marketing, and change management. The site also offers bulletin boards, discussion forums, and training courses.

Tools and Resources

A Navy Knowledge Management Officer's marriage of social media and knowledge management- a personal *Intellipedia* page. <https://www.intelink.gov/wiki/User:Jamie.h.hatch>

What does a Chief Knowledge Officer do?

Attributes, responsibilities, lifecycles and organizational relationships are provided in this presentation.
<http://www.moyak.com/papers/chief-knowledge-officer2.ppt>

Bridging the Gaps: How to Transfer Knowledge in Today's Multigenerational Workforce.

Conference Board Report. 2008; Explains how to apply any of 15 methods for facilitating the flow of information and insight from those who have it to those who need it. Contact Mr. Wagner for soft copy of report.

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