



COMMANDER, NAVY INSTALLATIONS COMMAND

Commander, Navy Installations Command (CNIC) Knowledge Management (KM) Strategy

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1.0 Knowledge Management (KM) Strategy

1.1 Purpose

The Commander, Navy Installations Command (CNIC) Knowledge Management (KM) Strategy (CKMS) provides a framework to leverage KM principles to continuously improve the efficiency and effectiveness of CNIC's daily missions. This overarching strategy capitalizes on existing CNIC improvement initiatives by focusing on improving "Practices" and an "Adaptive Enterprise" approach to continual and methodical transformation. In addition, this strategy relies heavily on the CNIC Portal, an existing KM tool, to operationalize KM within the command. CNIC's KM efforts will use data and information to capture, store, and deliver organizational knowledge when, where, and how it is needed to all individuals within the command, in order to:

- Optimize individual and team performance throughout CNIC
- Improve decision making at all levels of the CNIC
- Create a learning organization focused on continual improvement

1.2 Background

The Navy recognizes that KM is essential for improving performance to accomplish today's mission and achieve tomorrow's vision. Sharing knowledge (tacit and explicit) with individuals who have a common purpose leads to improvements in organizational efficiency and effectiveness. People, processes and technology all play a role in successfully using KM to foster collaboration across organizational boundaries and to share knowledge to improve daily work products and decision making.

People: Connecting people in various manners provides opportunities for exchanging knowledge. Connections of groups of individuals who have a common interest in an area of study or a problem, and who collaborate over an extended period to share ideas, find solutions, and/or build innovations, is called a Community of Practice (CoP). Through CoP interactions knowledge is created, distributed, and/or refined. These connections can be formal or informal, and connecting people in a variety of forums provides more opportunities for knowledge transfer.

Processes: Processes exist within every functional aspect of organizations and CoPs. Processes promote efficiencies and effectiveness by channeling energy toward a purpose. Generally standardized and repeatable processes make for efficient use of time with predictable results. The most effective processes are as simple as possible for all involved while achieving the desired effects.

Technology: Technology is an enabler to connect people and allow them to work through processes to achieve the desired effects. Technology is by nature designed to either produce more efficiencies or enhance effectiveness.

KM balances people, processes and technology to facilitate the movement of information and knowledge to the people who need it when they need it. To achieve and sustain an effective KM program requires continually looking for ways to improve people, processes or technology, and balancing change across these three areas to achieve optimal performance. The Adaptive Enterprise approach, depicted in figure 1, is one recognized method to guide this transformation.



Figure 1. Adaptive Enterprise Model

The CNIC Standard Organization and Regulation Manual (SORM) gives CNIC Headquarters (HQ) N5 responsibility for enabling KM for effective and agile decision making. The SORM also designates CNIC HQ N5 as the CNIC lead for management and governance of the CNIC Portal. The CNIC Portal is an important tool in CNIC's KM strategy, is the standard for content management and collaboration, and will replace all duplicative legacy portals, intranets, and extranets. By instruction, all CNIC employees and business partners will have access to the CNIC Portal. For this reason the CKMS is closely aligned with the CNIC Portal Management Plan (CPMP) and CNIC Instruction 2000.1.

1.3 Objectives

KM is critical to achieving CNIC's strategic vision. This document provides a framework for coordinating implementation of KM efforts to achieve CNIC's Strategic Objectives. KM specifically supports the communication strategy identified in the CNIC 2007 Strategic Plan by helping to structure and facilitate the delivery of information and knowledge throughout the command. Supplementing this document are various Microsoft® SharePoint® sites within the CNIC Portal. The [CNIC KM SharePoint site](#) contains a variety of KM related material to assist CNIC members in becoming more efficient and effective in their job. CNIC's KM Initiative is a complementary effort aligned with CPMP, Lean Six Sigma (LSS) efforts, the CNIC Best Practices Program, and Performance Measures efforts. The CKMS is

closely aligned with the Navy’s KM strategy and will take advantage of the Navy’s broader KM effort whenever and wherever possible.

The objective of the CNIC KM Initiative is to integrate people and processes, enabled by technology, to facilitate the exchange of operationally relevant information and expertise to enhance CNIC’s organizational performance. Using an Adaptive Enterprise approach for execution of CKMS, success will be accomplished by achieving the following goals of the CNIC KM Initiative:

- Leverage KM principles to share organizational knowledge and practices
- Establish the CNIC Portal as a gateway to other systems of record and as the authoritative source of information throughout CNIC
- Improve CNIC strategic communications to facilitate achieving CNIC strategic goals and vision
- Facilitate a collaborative workflow process to perform daily operations
- Institutionalize a mindset of continuous improvement in people, processes, and technology that leads to operational efficiency and effectiveness.

1.4 Strategy

CKMS builds upon existing programs and initiatives in order to accelerate transformation. CKMS takes advantage of the CNIC Portal to connect people who can improve core business areas. In addition, this strategy also incorporates programs such as LSS, CNIC Best Practices, and Performance Measures to enhance operational and strategic results. Ultimately, CNIC wants to become a learning organization, continuously improving performance. Progress should be measured in terms of KM Maturity, as described in Table 1.

Table 1. Knowledge Management (KM) Maturity Model

Level	Description
Level I – Initial	KM activities are primarily ad hoc. Most of the knowledge within the organization exists as tacit knowledge or unstructured explicit knowledge.
Level II – Repeated	Small programs and activities begin to share information and knowledge. Repetitive processes are developing.
Level III – Defined	Defined processes make the creation, sharing, and use of knowledge efficient. Structured explicit knowledge exists.
Level IV – Continual Improvement	Creation, sharing, and use of knowledge is integrated into operations. Knowledge can be measured and improved upon.
Level V – Learning Organization	The organization is continuously optimizing KM, addressing people, processes, and technology.

The above KM Maturity Model serves as a general measuring stick for organizational or CoP knowledge sharing practices. CNIC at the enterprise level may be rated at level II; however, there may be subordinate organizations and/or specific CoPs at various higher stages of maturity. An organization's current status is not as important as using a KM approach that provides opportunities for improvement. Capitalizing on the approach identified below, CNIC will identify Performance Measures for improvement efforts aligned with Department of Defense (DoD), Department of the Navy (DON) and CNIC strategic goals. The Performance Measures will be developed, monitored, and adjusted in a collaborative fashion involving appropriate representatives throughout the organization.

1.5 Approach

CKMS relies on "Formal" and "Informal" CoPs which can connect and exchange knowledge. Connecting people in both formal and informal roles increases opportunities to exchange knowledge and promote creativity throughout the command. Maximizing the collaborative tools of Microsoft SharePoint and the CNIC Portal facilitates knowledge sharing opportunities. Although similar in nature, these two types of CoPs provide a different perspective and benefit to CNIC. Figure 2 depicts this CoP approach to KM.

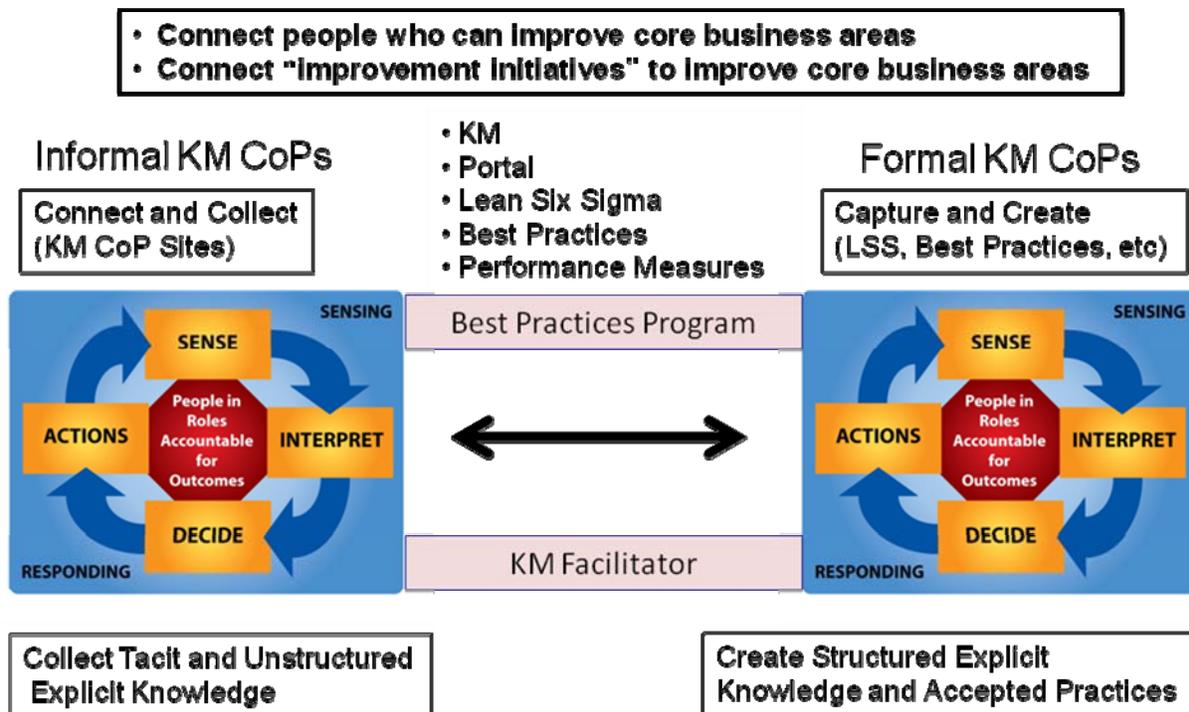


Figure 2. Commander, Navy Installations Command (CNIC) Community of Practice (CoP) Approach to Knowledge Management (KM)

Informal CoPs may not align well with specific N-Code structures or other formal organizational groups, but have a common interest in collaborating to accomplish a specific mission, task or objective. Easy access to collaborative tools located at the [KM CoP SharePoint site](#) should encourage Informal CoPs to use a team site to help people connect and collect tacit and unstructured explicit knowledge resident throughout the command. The Informal CoP team sites can be established by anyone, with little effort, and can facilitate CoP collaboration. Once established, a KM Facilitator will monitor the site and can assist with site set up and work with Informal CoP contributors to help exchange information with Formal CoPs. The KM Facilitator should make the additional connections to Formal CoPs which can create enterprise-level improvements. An example of this would be connecting a LSS Facilitator with one of the CoPs as they discuss how to improve a process supporting one of CNIC's core business areas.

Formal CoPs are aligned more closely with N-Codes or established organizational entities (e.g., Cross Functional Teams [CFTs], Boards, etc.). Formal CoPs work mainly with information and knowledge that may be considered as policy or recognized general practices, and provide opportunities to capture this knowledge and create formal changes to make CNIC more efficient and effective at all levels.

Taking advantage of the CNIC Portal, the [KM CoP SharePoint site](#) is available to aid these connections and will enable KM success at all levels of the command. The KM CoP approach is dynamic, requiring active management which will be accomplished on the [KM CoP SharePoint site](#). The complementary aspect of the KM strategy makes this attractive for individuals who are assigned key positions such as Portal Master, Content Manager and LSS Facilitators. Many of these same people will naturally serve as KM Facilitators.

1.6 Focus Areas

The following focus areas will allow CNIC to fully leverage KM to support the CNIC strategic vision and operational mission.

- Ensure CNIC KM efforts align people, processes and technology to produce efficiencies and effectiveness at all levels
- Take full advantage of connecting people through Formal and Informal CoPs to collect knowledge for distribution throughout CNIC
- Continuously look at ways to improve knowledge capture, sharing, validation, and reuse by leveraging technology as an enabler for enterprise-level benefits
- Identify and incorporate KM performance measures and incentives to promote adoption of recognized practices at all levels of CNIC

1.7 Conclusion

CNIC supports the use of KM practices that connect people to share knowledge and improve the way we do daily business. CNIC KM practices are enabled by the CNIC Portal and other KM tools. In keeping with the principles of an Adaptive Enterprise, the CNIC KM Program will continually strive to improve people, processes and technology to enhance operational efficiencies and effectiveness.

APPENDIX A

List of Acronyms

Acronym List

CFT	Cross Functional Team
CKMS	Commander, Navy Installations Command Knowledge Management Strategy
CNIC	Commander, Navy Installations Command
CoP	Community of Practice
CPMP	Commander, Navy Installations Command Portal Management Plan
DoD	Department of Defense
DON	Department of the Navy
HQ	Headquarters
KM	Knowledge Management
LSS	Lean Six Sigma
SORM	Standard Organization and Regulation Manual