

Knowledge@Work: Enhancing Collaboration at GSA

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Comptroller General on KM



Of the People

Getting Information
from the people
before decisions
are made



By the People

The exchange of
information
among agencies

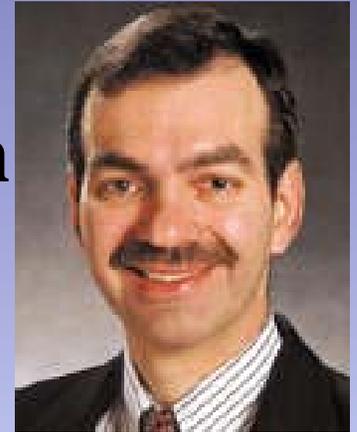


For the People

Feeding the results
back into the
whole process



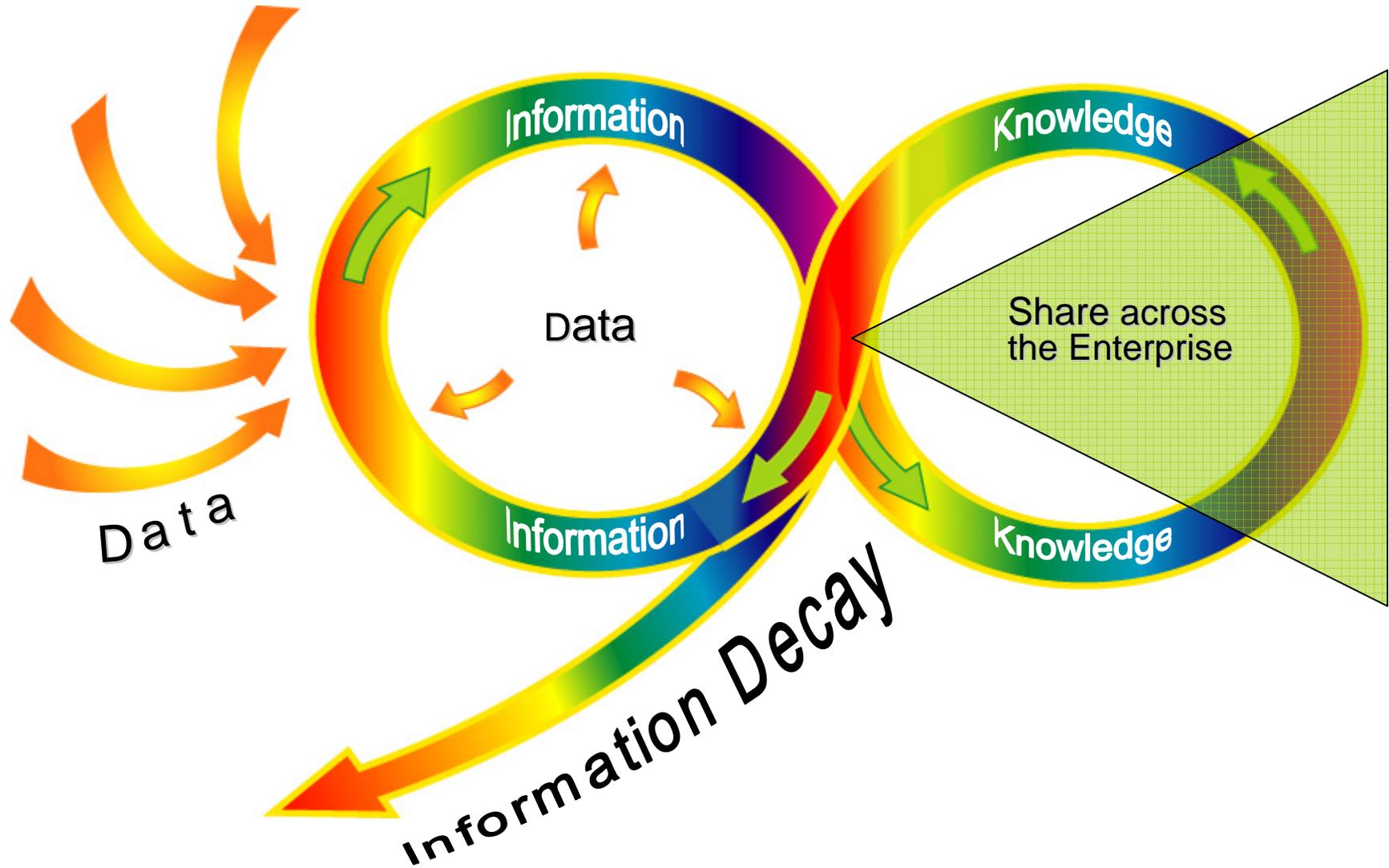
**Mark Forman-
Associate Director for Information
Technology & E-Government**



Knowledge Management as key to Effectiveness

The President's E-Government plan includes best practices in areas such as supply chain management and financial management, and **knowledge management.**

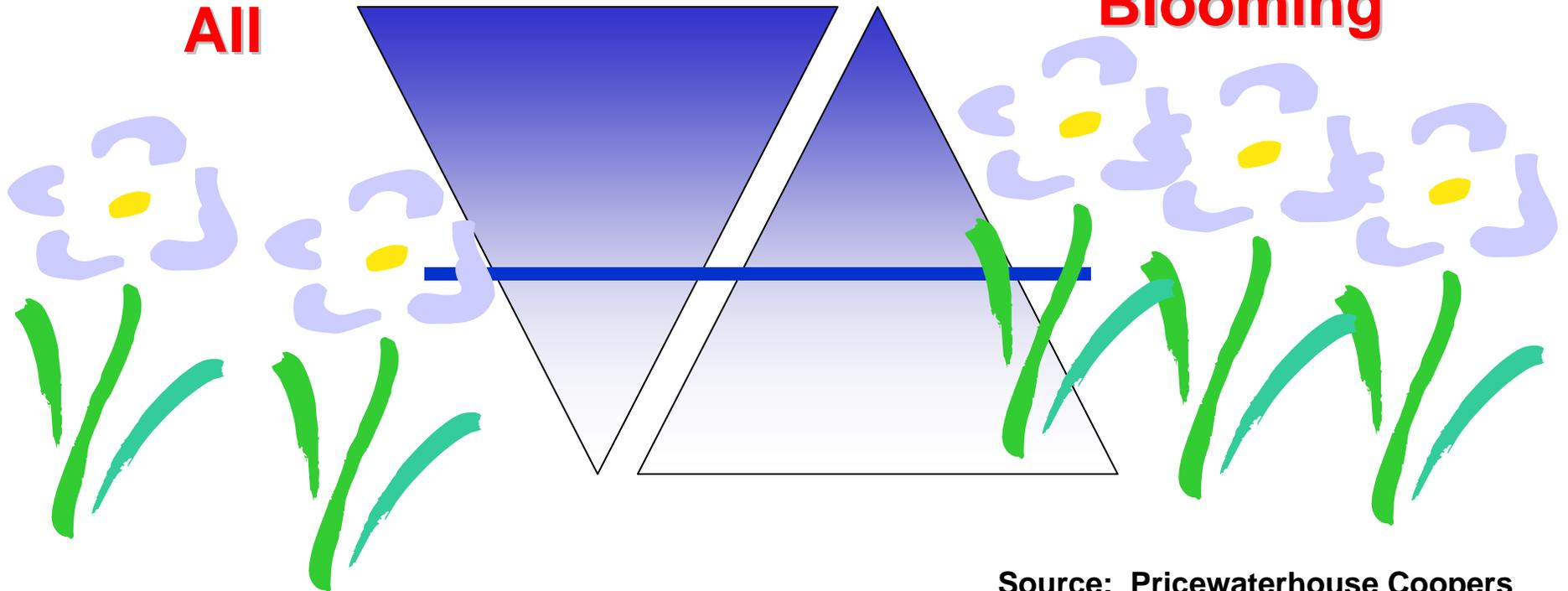
The Knowledge Life Cycle



Emergent Versus Top-Down KM

**Top-Down:
One Size Fits
All**

**Bottom-Up:
A Thousand Flowers
Blooming**



Source: Pricewaterhouse Coopers

KM.GOV **FIRST GOV**
Your First Click to the U.S. Government

[Home](#) [Hot & Late Breaking](#) [Group Members](#) [Group Documents](#) [Interest Groups](#) [Resources](#) [Events & Conferences](#) [e-KM](#) [Federal CIO Council](#)

Knowledge management is the discipline dedicated to more intentional means of people creating and sharing knowledge - data, information, and understanding in a social context - to perform the right organizational or business actions.

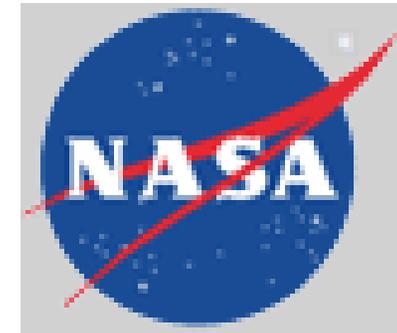
[Department of the Navy Community of Practice Practitioner's Guide](#)

[Supporting communities of practice: a survey of community-oriented technologies](#)
Etienne Wenger, 3/2001

[Hot & Late-Breaking](#) [Working Group Members](#) [Events and](#)

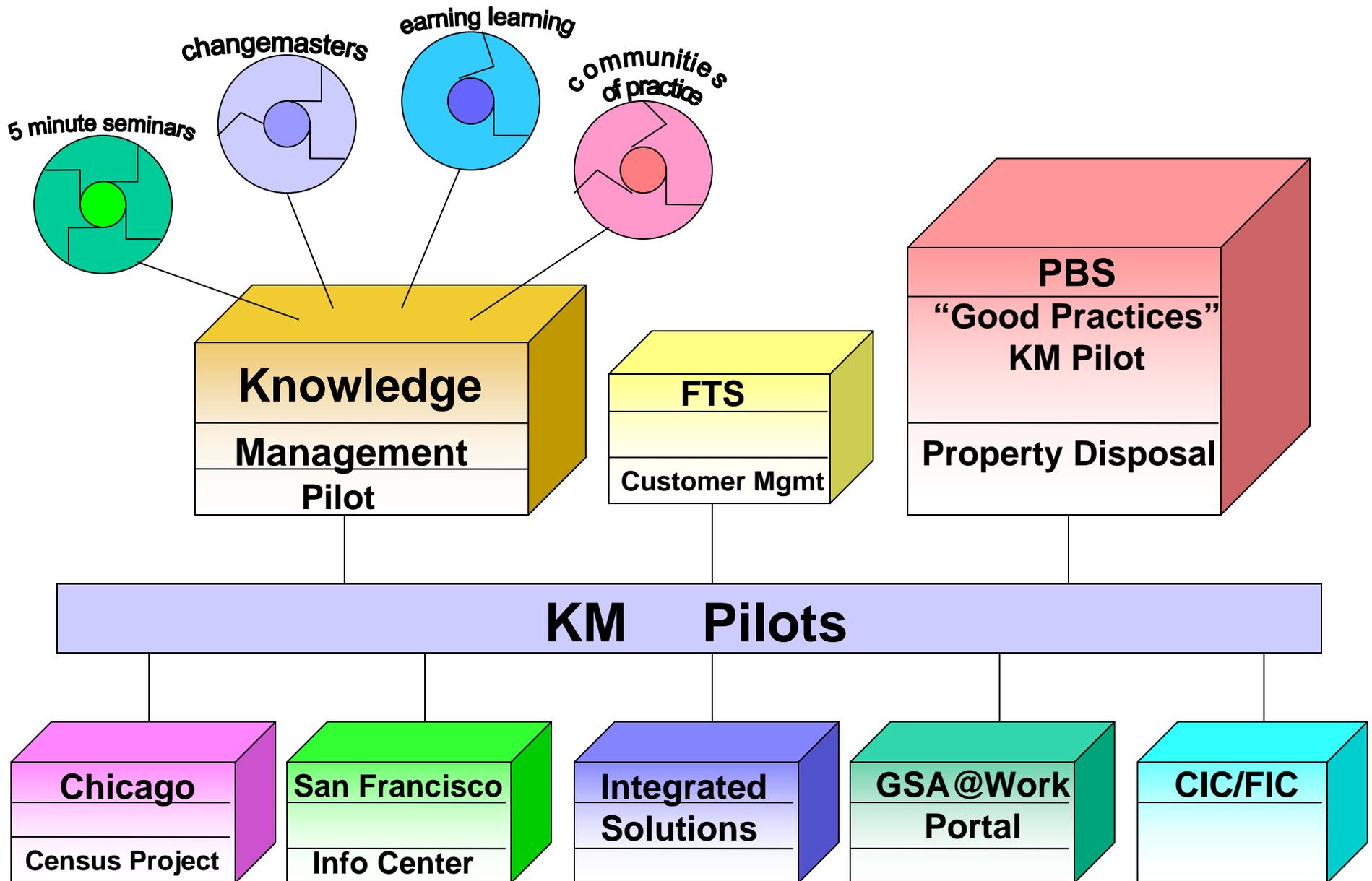
Internet zone

Federal Leaders in KM



A screenshot of a web browser window displaying the Federal Highway Administration (FHWA) website. The browser's address bar shows the URL "http://safety.fhwa.dot.gov/programs/rumble.htm". The website content includes a navigation menu with "FHWA Home" and "Feedback", a "SAFETY" header, and a "Run-Off-Road: Rumble Strips" section. The "Rumble Strips" section contains a diagram with three red circles labeled "Knowledge", "Resources", and "Communication" connected by a red line. Below the diagram, there is a text block describing the website as a prototype for an electronic community of practice. The browser's status bar at the bottom indicates "Internet zone".

Blueprint for GSA Knowledge Management



OED Team Place Community

Welcome - oed - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Home Search Favorites History Mail Print Edit Real.com

Address <http://fts-server1/QuickPlace/oed/Main.nsf> Go

Home Sign In | Print | Tutorial | Help

News: Daily | Weekly



*OED Team Place -
Where the geese meet!!*

Welcome

OED
Discussions

OED
Library/Archive

OED Calendar

OED Tasks

Welcome to where the geese meet!

A QuickPlace is a secure site that you can use to communicate with your team, share resources, and keep track of projects. This QuickPlace is for knowledge creating and sharing within OED to:

- Improve service to customers on a more consistent basis (nationwide)
- Share Best Practices
- Find reliable resources
- Provide additional tools to help each other
- Support learning initiatives
- Stay in contact

To browse through the Team Place, click any of the links in the table of contents on the left. You might want to start in the **Discussion** area to view messages posted by members. These might include questions about how this community can best function, its goals, decision making processes, how you'd like this web site organized, etc. The **Library** can function much like the **Discussion** area, but the team might use it to store

Start

Microsoft Power... Resource Cent... untitled - Paint Welcome - o...

2:23 PM

Federal Property Disposal Community



What's New?

- Environmental Section in Library
- Lead-Based Paint Factsheet
- Guide to RC

Office of Property Disposal
Resource Center



*Trans-
actional
Survey*



- Library
- Real Property Disposal Forms
- Outreach

PR  **GSA**
PBS

• PR Staff Login •

Asset Management Utilization

- GSA Property Disposal Nationwide Staff Listing •

GSA InfoCenter



Welcome to the GSA InfoCenter. Search our [Resource Bank](#) to find employees and experts with specific knowledge and skills or post your profile in [My InfoCenter](#) to help others find you. Use our extensive [Knowledge Bank](#) to find articles, papers and much more. If you need it, [Help](#) is just a click away.

- HOME
- RESOURCE BANK
- KNOWLEDGE BANK
- MY INFOCENTER
- ORGANIZATION CHARTS
- REGIONAL NEWS & INFO
- FAQs
- HELP GUIDE
- ADMIN LOGIN



Resource Bank

Search our [Resource Bank](#) to find employees and experts, or try a quick search below.

Quick Search

SEARCH BY:

All Regions

All Employees

Name

Knowledge Bank

Search our [Knowledge Bank](#) to find articles and documents, or try a quick search below.

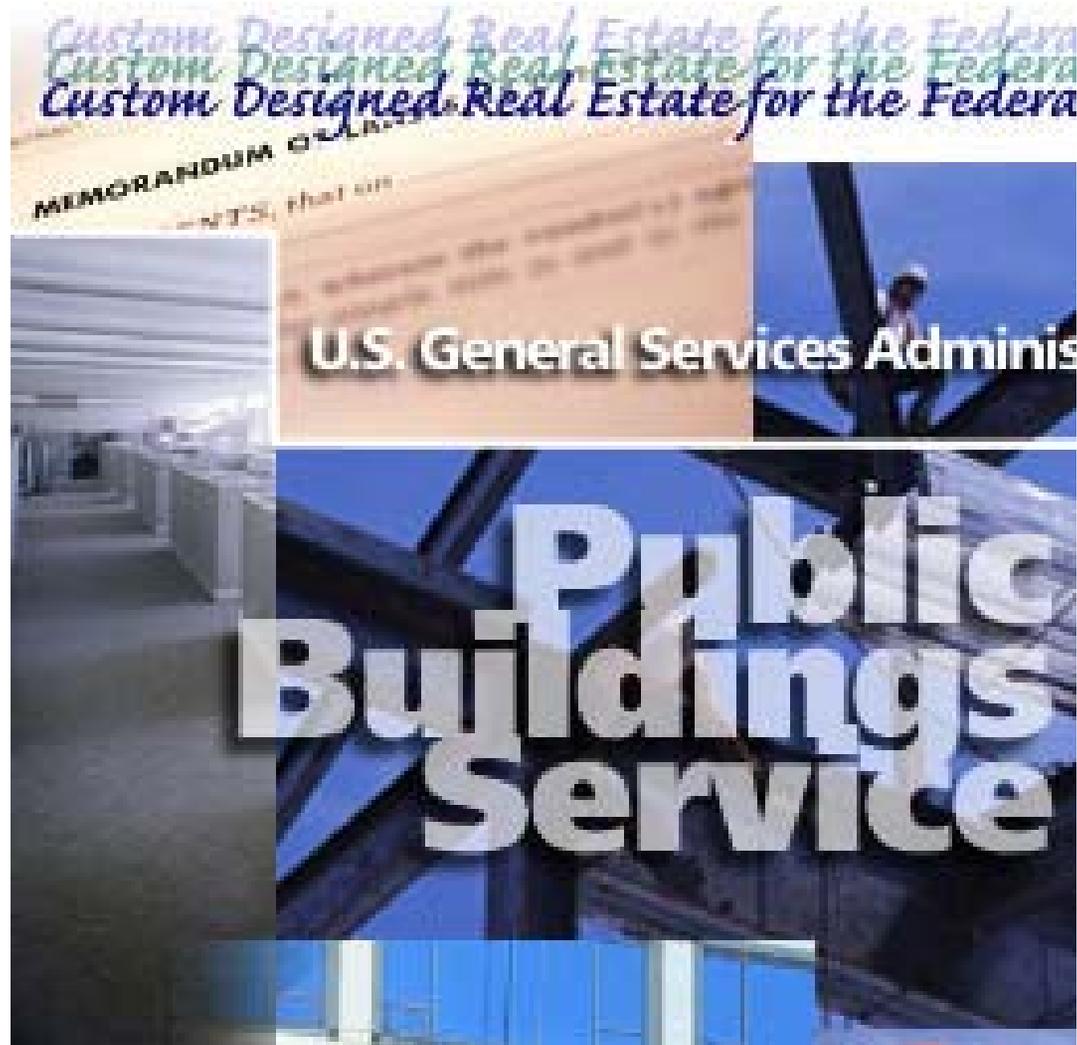
Quick Search

SEARCH BY:

All Regions

Author

PBS: Good Practices



Welcome to Business Performances | Good Practices - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Refresh Home Search Favorites History Mail Print Edit Real.com

Address http://insite.gsa.gov/_pbs/px/Good-Practices/good_practices.htm Go

GSA
Business
Performance

about us
environmental
business
strategies

business
guidance
and practices

business
measures

regional interface

good practices

home

contact us

To submit a good practice, all you need to provide is a sentence or two describing your practice, your name and telephone number - a [Good Practices Division](#) member will contact you for further information and post it under the appropriate category below.



send us
your good practice!

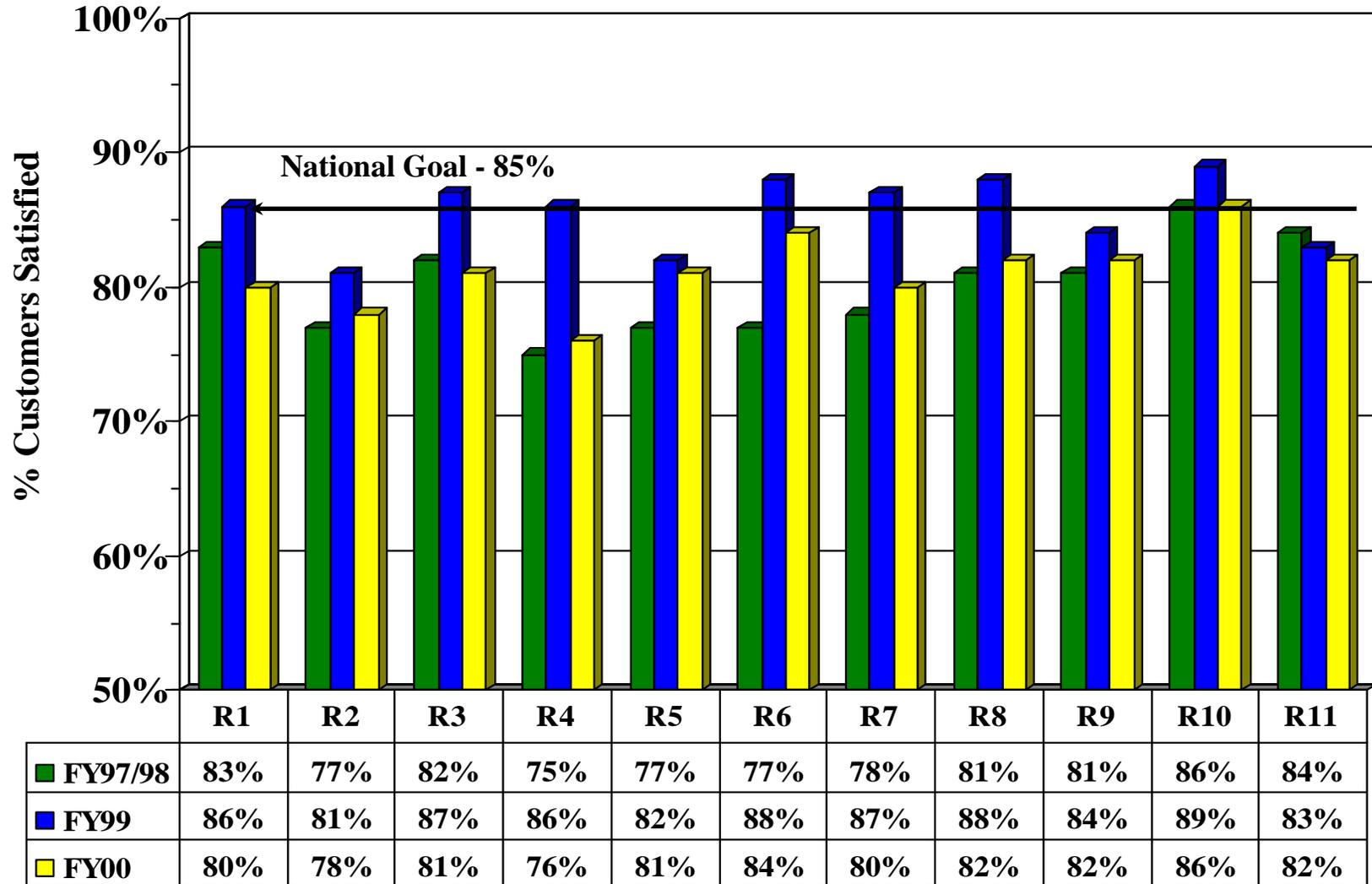
To view specific practices, click on the appropriate category below:

- [Funds From Operations](#)
- [Customer Satisfaction](#)
- [Capitol Improvement Programs](#)
- [Data Accuracy](#)
- [Security](#)
- [Property Disposal](#)
- [Business Change](#)
- [Leasing](#)
- [Operations](#)
- [Cleaning](#)
- [Maintenance](#)
- [Utilities](#)
- [Indirect costs](#)
- [% Non-Revenue Space](#)

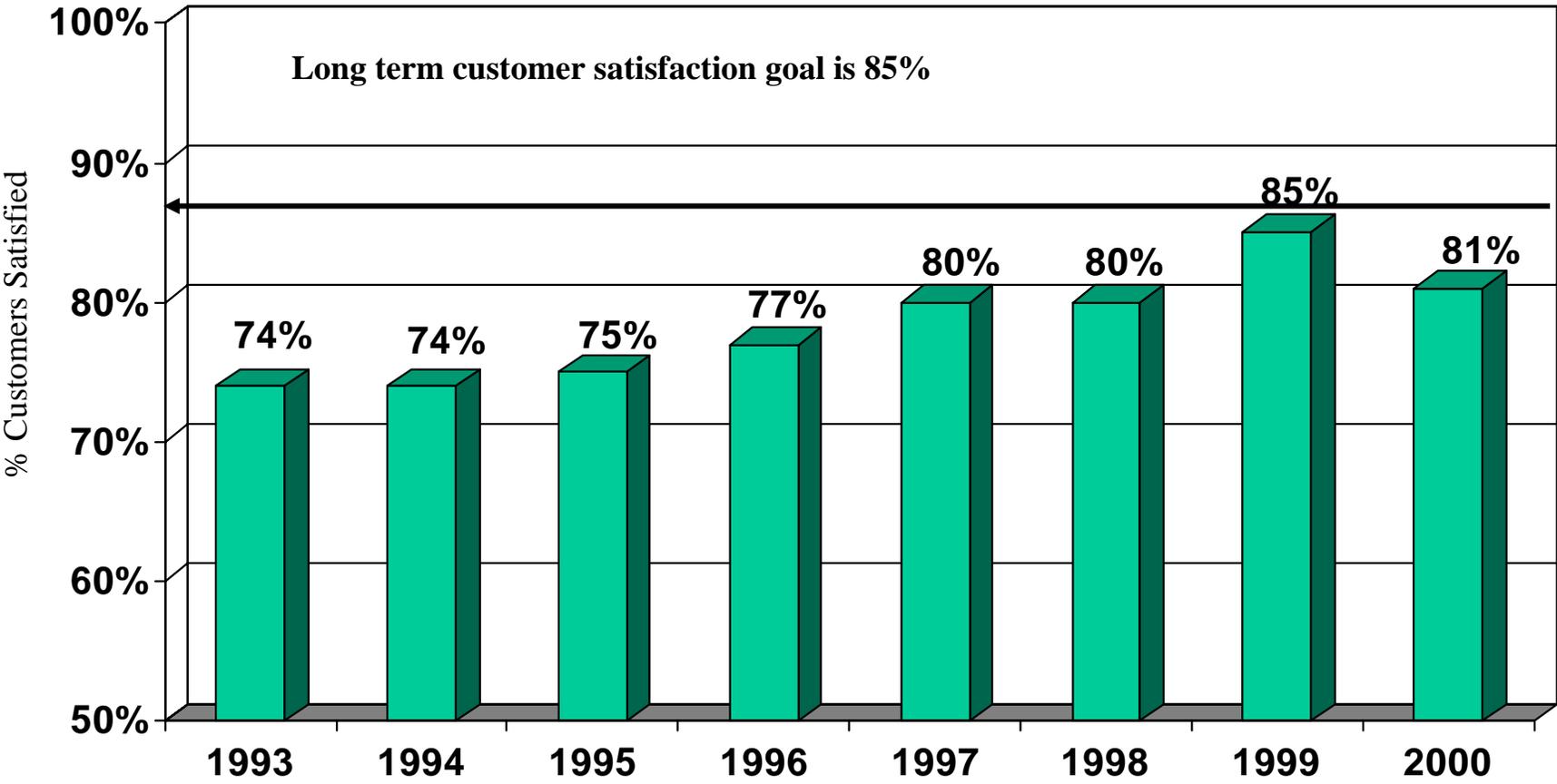
[To see a brief video of the recent Good Practices forum on Customer Satisfaction, Click Here](#)

Start | Microsoft Power... | Resource Cente... | untitled - Paint | Welcome to ... | 2:18 PM

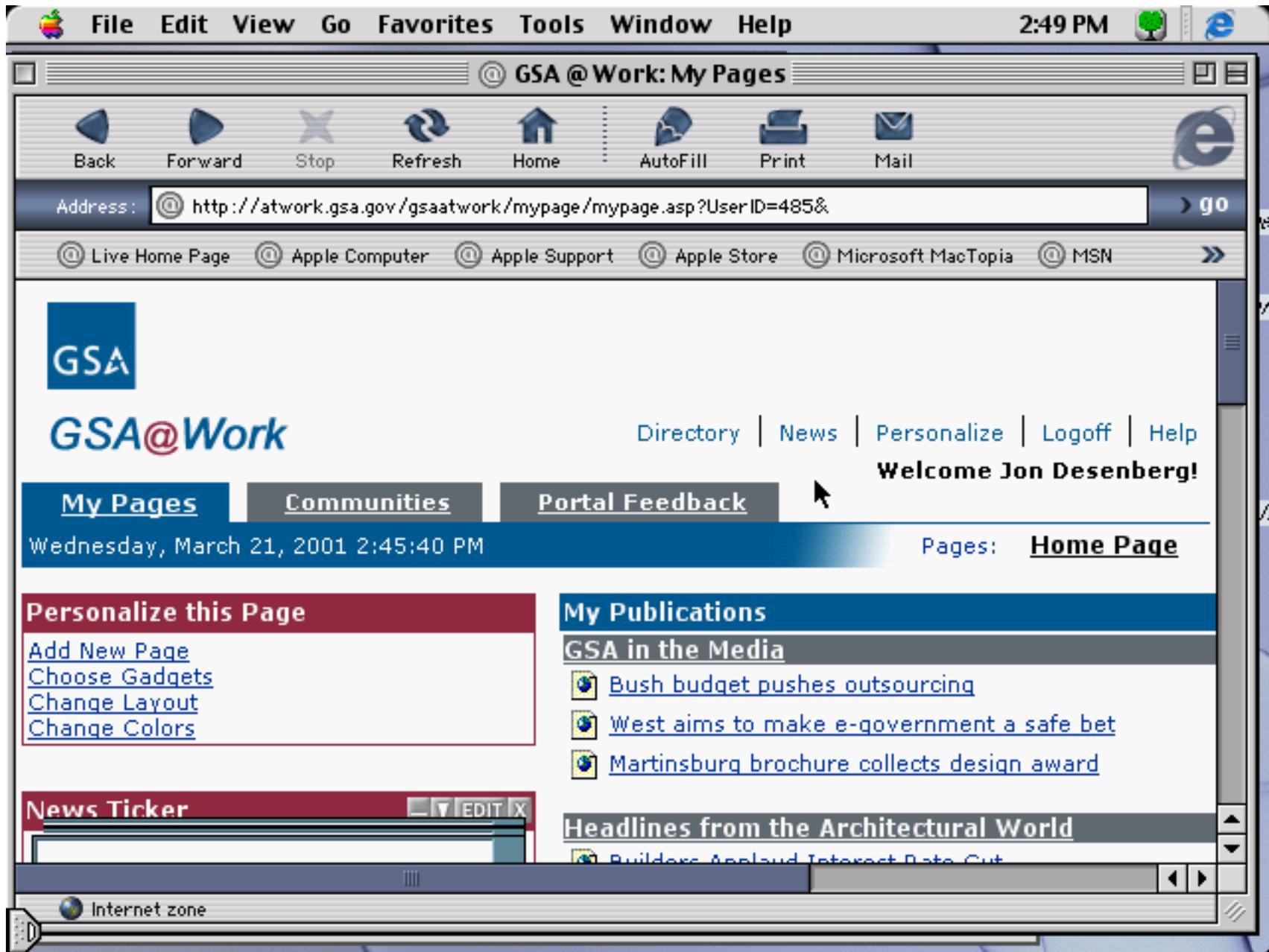
Customer Satisfaction Scores By Region



Customer Satisfaction Survey



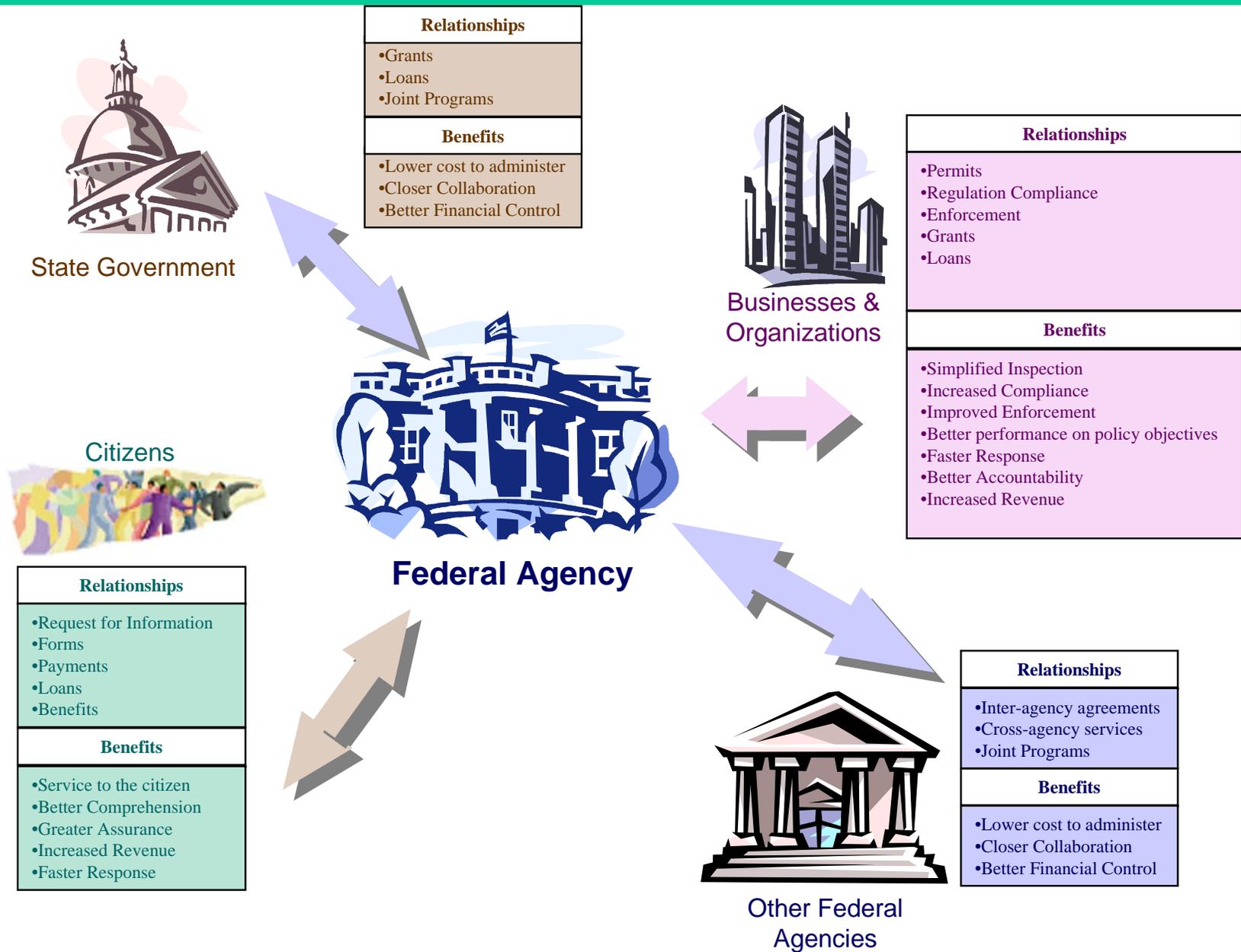
Source of Data: Customer Satisfaction Survey



FirstGov - Knowledge to Citizens

The image shows a screenshot of a Windows XP desktop environment. On the left, a 'Paint' application window titled 'untitled - Paint' is open, showing a blank white canvas and various drawing tools. The main focus is a Microsoft Internet Explorer browser window displaying the FirstGov website. The browser's address bar shows 'http://www.firstgov.gov/'. The website header features the 'FIRSTGOV' logo with the tagline 'Your First Click to the U.S. Government' and a navigation menu with links for Home, Help, About Us, Privacy & Security, Site Map, and Contact. Below the header, there are several sections: 'Featured Subjects' with links to 'FirstGov for Consumers', 'Fuel Economy', 'Passports', 'Water Safety', 'Find Services Near You', and 'Past Features'; a 'Search Government Websites' section with a search input field, a 'Submit' button, and a link to 'Advanced Search'; and a 'Browse Government by Topic' section with categories like 'Agriculture and Food', 'Arts and Culture', 'Benefits and Grants', 'Health', and 'Home and Community'. The Windows taskbar at the bottom shows the Start button, several open application icons (including FirstGov, Microsoft Office, and Paint), and the system tray with the time '9:28 AM'.

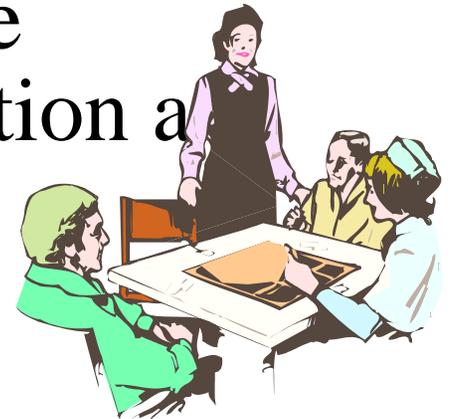
KM Changes Traditional Boundries



Intergovernmental Communities



An intergovernmental community of practice is a group of people who care about a common set of issues, share and develop knowledge in that domain, developing a competence important to their own organization and the whole government.



Three Pilot Communities

- Electronic Regulations - Moving Transactions Online.
Led by FERC, SEC & FTC
- Innovative Procurement- New Methods in Contracting.
Led by DoD & GSA
- Special Diabetes Program for Indians- Led by Indian Health Service- Connects Medical Staff around the country.



Challenges for Federal KM

Bridging Organizational Stovepipes

- Linking and Leveraging all KM activities
- Embedding KM into performance
- Placing KM Activities
- Measuring Results

Qualitative Measures for KM

“Good, the more communicated, more abundant grows.”-John Milton

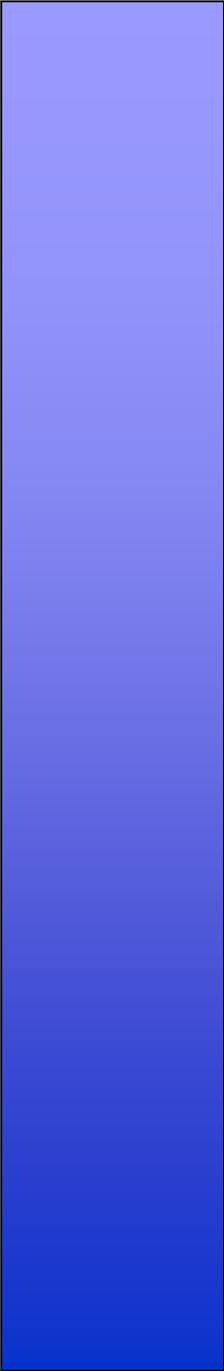
- Stories and lessons are memorable
- Numbers and data come to life
- Lessons Learned and Best Practices

Lessons Learned

- **Business Purpose:** Reason KM projects fail is a lack of...
- **Strategy:** Think globally, act locally
- **Leadership:** Leaders champion and participate
- **Culture:** Culture change and behavioral shift are hardest
- **People:** Focus on people, not technology
- **Technology:** Technology is necessary but not sufficient

Lessons Learned

- Enlist, encourage, empower (baptize the evangelists)
- Develop solutions, services, and rewards
 - Deliver specific solutions to specific customers
 - Build KM into the way people already do their jobs
 - Make services operational (including funding and metrics)
 - Reward knowledge sharers through promotions, recognition, and time to learn and share
- Don't try to solve the whole problem—**just start somewhere** and solve part of the problem



“It’s what we think we know already
that keeps us from learning.”

- *Claude Bernard*