

Knowledge Centric Organization (KCO) Assessment

The Department of Navy (DON) Information Management/Information Technology (IM/IT) Strategic Plan calls for: an integrated, results oriented Navy and Marine Corps team characterized by strategic leadership, ubiquitous communication and invisible technology; an effective, flexible and sustainable DON enterprise-wide information and technology environment that enables people to make and implement efficient and agile decisions; and, a knowledge centric culture where trust and respect facilitate information sharing and organizational learning. In particular: "Knowledge Management (KM) offers the potential to significantly leverage the value of our IT investment and the intellectual capital of our people. Information technology and information management are essential, but alone are insufficient to achieve information superiority."

The office of the DON Chief Information Officer (CIO) has developed the Knowledge Centric Organization (KCO) model to assist the Navy and Marine Corps capitalize on their knowledge assets and begin implementing KM within their organizations. The KCO model emphasizes a balanced approach addressing technology, process, content, culture and learning. This balance is necessary to ensure that one facet doesn't dominate since the processes and technology must work in concert, i.e., technology alone is insufficient. The KCO can benefit all levels of an enterprise:

- individuals - enhanced job performance, increased collaboration opportunities, facilitated learning
- organizations - enhanced mission performance, improved decisionmaking, greater use of expertise, process improvements, reduced duplication
- enterprise - leveraging organization knowledge, aligning strategic directions, and increased innovation and creativity,

The DON CIO and your leaders request your help in implementing KM methods and tools to ensure that your organization becomes Knowledge Centric. This survey will gather important information on your organization's KM needs and views, and the most effective way to become a KCO.

The survey has four sections covering:

1. Demographic information
2. Current KM practices, processes, and tools in your organization
3. The benefits of a KCO to your organization
4. Your personal KM experience and views

I. Demographics

This is an anonymous survey, but we need some information on you to most effectively analyze and use the information collected.

1. Are you:	Active Duty Military	<input type="checkbox"/>	Civilian	<input type="checkbox"/>
2. If civilian, are you:	Government	<input type="checkbox"/>	Contractor	<input type="checkbox"/>
3. Job Level (military and government only)	Enlisted	<input type="checkbox"/>	GS 1-11	<input type="checkbox"/>
	Officer	<input type="checkbox"/>	GS 12-15	<input type="checkbox"/>
	Flag Officer	<input type="checkbox"/>	SES	<input type="checkbox"/>
4. Number of years of professional experience	< 1	<input type="checkbox"/>	11-20	<input type="checkbox"/>
	1-3	<input type="checkbox"/>	> 20	<input type="checkbox"/>
	4-10	<input type="checkbox"/>		
5. Number of years of in current organization	< 1	<input type="checkbox"/>	11-20	<input type="checkbox"/>
	1-3	<input type="checkbox"/>	> 20	<input type="checkbox"/>
	4-10	<input type="checkbox"/>		
6. Knowledge Management experience (years)	< 1	<input type="checkbox"/>	3-5	<input type="checkbox"/>
	1-2	<input type="checkbox"/>	6+	<input type="checkbox"/>
7. What is your primary area of work (choose one)?	Administrative	<input type="checkbox"/>	Marketing/sales	<input type="checkbox"/>
	Business development	<input type="checkbox"/>	Operator/User	<input type="checkbox"/>
	Business management	<input type="checkbox"/>	Production	<input type="checkbox"/>
	Contracting	<input type="checkbox"/>	Program management	<input type="checkbox"/>
	Engineering	<input type="checkbox"/>	QA/QC	<input type="checkbox"/>
	Field service/support	<input type="checkbox"/>	R&D	<input type="checkbox"/>
	Financial	<input type="checkbox"/>	Test & Evaluation	<input type="checkbox"/>
	Information Techs	<input type="checkbox"/>	[] Other	<input type="checkbox"/>

II. Current KM practices, processes, and tools in your organization

Please assign a level from 1 (strongly disagree) to 5 (strongly agree) according to how much you agree with the statement. Use N/A if you don't have an opinion or if the statement doesn't pertain to you.		Agreement					
		Strongly Disagree			Strongly Agree		
		1	2	3	4	5	N/A
1	Managing knowledge is a key part of my organization's strategy.						
2	Leaders and managers actively share their knowledge and demonstrate a personal commitment to knowledge management.						
3	Leaders routinely allocate resources to support knowledge sharing programs.						
4	The personal and organizational benefits of knowledge management programs are clear to everyone.						
5	People trust each other, learn from each other, and share successes and failures.						
6	Employees are highly motivated to learn and have the opportunity for training.						
7	My organization is flexible, open to new ideas and stimulates creativity.						
8	Our organization cultivates and promotes innovation.						
9	Everyone in our organization has access to the network.						
10	Technology supports collaboration, sharing and learning.						
11	Databases and intranets are used to store and organize important information and data.						
12	Our Information Technology system is easy to use and I can find information when I need it.						
13	We routinely assess, validate and improve our knowledge management strategies, systems and policies through benchmarking and internal analysis.						
14	People are rewarded for sharing their knowledge.						
15	Knowledge sharing responsibilities are a normal part of everyone's roles, responsibilities and duties.						
16	We use communities of practice (informal or formal groups of people with similar roles, responsibilities, competencies and/or interests) to facilitate knowledge sharing.						
17	My organization has formalized the process of transferring best practices and lessons learned across the organization.						
18	We actively organize information into knowledge to support decision-making.						
19	We routinely identify, capture and store critical action-oriented information.						
20	We always determine the context, relevance, value, currency, and credibility of the content stored in the knowledge/information systems.						

Other thoughts:

III. Knowledge Centric Organization Benefits

Please assign a level from 1 (strongly disagree) to 5 (strongly agree) according to how much you agree with the statement. Use N/A if you don't have an opinion or if the statement doesn't pertain to you.		Agreement					
		Strongly Disagree			Strongly Agree		
		1	2	3	4	5	N/A
1	We are in a knowledge intensive business or operation.						
2	We need knowledge of our organization's products, services, and capabilities to be successful.						
3	We need knowledge of our organization's strategic goals, objectives, and plans to be successful.						
4	We need knowledge of our industry's best practices and emerging trends to be successful.						
5	We need knowledge of our competitors to be successful.						
6	We need knowledge of our colleague's expertise to be successful.						
7	Capturing and sharing knowledge will significantly improve executive and management decision-making.						
8	Capturing and sharing knowledge will significantly improve the efficiency and productivity of our business processes (e.g. test and evaluation, program management, resource allocation, business development, systems engineering, installation and maintenance).						
9	Capturing and sharing knowledge will significantly improve our innovation.						
10	Capturing and sharing knowledge will significantly improve the quality of our products and services.						
11	Capturing and sharing knowledge will significantly improve our ability to respond to market and customer changes .						
12	Capturing and sharing knowledge will significantly improve employee morale, career opportunities, and retention.						
13	Capturing and sharing knowledge will significantly improve our ability to build our business with existing and new customers.						
14	Capturing and sharing knowledge will significantly improve our ability to satisfy our customers.						
15	Capturing and sharing knowledge will significantly improve our ability to reuse solutions and apply lessons learned across the organization.						

Other thoughts:

IV. Personal Experience and Beliefs

Please assign a level from 1 (strongly disagree) to 5 (strongly agree) according to how much you agree with the statement. Use N/A if you don't have an opinion or if the statement doesn't pertain to you.		Agreement					
		Strongly Disagree			Strongly Agree		
		1	2	3	4	5	N/A
1	I am actively engaged in formal Knowledge Management projects.						
2	I am very familiar with KM principles and methods.						
3	I have a strong background in Information Technology.						
4	I have a strong background in business processes and organizational dynamics.						
5	I have previously worked on other Enterprise business improvement methods, such as TQM, BPR, etc.						
6	I regularly share my knowledge with colleagues and learn from them.						
7	I regularly distill my experience and learning into written reports to share and archive.						
8	My organization needs better technology to build a KCO.						
9	My organization needs to modify our business processes to build a KCO.						
10	My organization needs more funding to build a KCO.						
11	I have the time to help build a KCO.						
12	I have an immediate need to be a part of a KCO.						
13	Sharing knowledge and collaborating with colleagues enables me to perform my job better.						
14	Managing knowledge is everyone's personal responsibility.						
15	I enjoy sharing and learning from others.						

Other thoughts:

If you questions or comments, please contact CAPT James Kantner, DON CIO, 1000 Navy Pentagon, 20350-1000, kantner.james@hq.navy.mil