

Position Description
Chief Knowledge Officer (CKO)
GS-0854-15

I. Position Summary

The incumbent serves as the National Institutes of Health (NIH) Chief Knowledge Officer (CKO) in the Knowledge Management Office, Bethesda, MD. The incumbent reports directly to [as yet to be determined senior executive] and is responsible for managing the NIH's KM resources in a manner consistent with the agencies' missions, applicable laws, regulations, principles, and standards. The incumbent provides highly specialized technical guidance in knowledge management (KM) and its application to the NIH collaboration efforts.

The CKO ensures that NIH manages information and KM assets enterprise-wide to improve decision-making. KM includes all actions to ensure collection, validation, storage, distribution, assimilation, and application of knowledge within the organization. The incumbent establishes procedures for effective knowledge collection and transfer, establishes a learning environment for employees to develop skills to convert knowledge into solutions, and oversees the use of technology to capture and distribute knowledge to decision makers. This includes KM vision, strategy, concept of operations, records management policy, data standards, Web information exchange, systems planning, corporate databases, groupware, and security. The incumbent also addresses components of the Clinger-Cohen Act of 1996 (formerly known as the Information Technology Management Reform Act), which requires federal agencies to establish information technology (IT) capital planning processes linked to budget, acquisition, and program management and use performance-based and results-based management for IT.

The CKO works with the NIH Office of Communications to develop a KM communications plan and a change management plan for all institutes within NIH. The incumbent's duties and responsibilities incorporate many of the tenets of NIH's strategic plan. NIH has goals that KM can advance. The CKO will coordinate KM activities with the NIH Chief Information Officers (CIO) to provide the technology and knowledge transfer to link key goals and policies.

The CKO works with the training programs to develop and implement initiatives aimed at sharing knowledge through actions such as distance learning and computer-based training. The incumbent's role is to acquire the right IT resources to enhance the workforce's ability to gather knowledge-based information to work more efficiently and effectively.

The CKO represents NIH, serving on agency and other federal government committees as well as other professional forums.

II. Major Duties and Responsibilities

As director of the KM Office, the incumbent is a recognized subject matter expert and consultant with a high level of technical knowledge and professional expertise in KM. The incumbent conducts engineering studies and leads complex, innovative KM approaches, methodologies, and technologies for both agencies. The CKO translates management's needs into plans and strategies, analyzing the policy and performance of various NIH initiatives as they relate to KM and associated programs.

The CKO leads NIH in a visionary, collaborative, and stakeholder-focused manner to leverage IT resources to improve KM business processes and accomplish strategic NIH missions, goals, and program objectives.

The incumbent advises the NIH Director to ensure KM solutions, address senior management's needs, advocate innovative uses of technology, ensure the implementation of sound capital and investment planning, and facilitate management's access to knowledge resources. The incumbent stimulates the use of innovative KM solutions by shaping strategic objectives during program planning and resource acquisition and allocation, participating in planning processes as an agent for change, and producing a strategic information resources plan, which is fully integrated into the NIH's strategic plan.

The CKO facilitates the acquisition of KM information resources, while maximizing value and managing risks. During the selection and control phases of acquiring KM information resources, the CKO promotes the effective and efficient design and operation of NIH's IT investment review process. This process includes collaborating with senior managers in both agencies to ensure that the NIH selects the appropriate KM technology to meet business requirements.

The incumbent participates in or leads research into KM. He or she keeps abreast of the state of KM research in industry, government, and academia domestically and internationally to identify potential KM methodologies for NIH.

The CKO manages efforts to develop a knowledge-centric organization, and he or she ensures that KM initiatives are adopted and resources are accessible to all personnel in NIH. To achieve these goals, the incumbent champions cross-organizational communities of practice, establishes incentive award programs for KM, implements methods to capture tacit and explicit knowledge, and fosters cultural change through change management principles. Throughout planning, design, and implementation, the incumbent maintains strong coordination and executive and managerial support for projects that may affect multiple parts of NIH as a whole.

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The incumbent provides expert guidance and education on the merits of KM to NIH scientists, technical experts, program managers, and executives, as well as to external stakeholders and partners. The CKO may address complex issues that cross multiple functional areas within NIH and works with senior management to resolve problems. The incumbent may also provide guidance to less experienced professionals, lead project teams, and define internal policies and procedures. He or she prepares reports on KM projects and develops briefings to convey strategic vision or policies.

The incumbent represents NIH's interests at technically oriented Department of Health and Human Services (DHHS) and other federal agency meetings and conferences. At such meetings, the CKO is authorized to speak on behalf of NIH. As appropriate, the incumbent represents the interests of NIH by supporting proposed or existing programs. The CKO also participates in activities such as professional meetings, conferences, panels, and committees involving members of professional

societies, other government agencies, private organizations, and advisory committees to provide and exchange KM and IT information.

III. Supervisory Duties

This job entails a high level of supervisory and managerial authority. The CKO uses his or her delegated authority to create multiyear strategic plans, plan long-term staffing needs, establish program objectives and priorities, plan and schedule work, and assure implementation of program goals by subordinates. He or she advises high-level management about program directions, prepares analyses and data to support the development of goals and objectives for the group, and justifies the purchase of hardware and software.

The incumbent directly supervises staff (up to six people, from GS-12 to GS-14) and oversees contractors. He or she determines staff training needs and personnel actions, such as within-grade increases, awards, promotions, and changes in position classification, subject to approval by the as yet to be determined senior executive. The incumbent allocates work assignments and evaluates work quality and timeliness. The incumbent resolves all work problems, including employee complaints, and approves disciplinary actions. He or she also performs other managerial functions, including finding ways to streamline workflow, promoting team building, and improving business practices. He or she recommends resources to devote to projects and leads the development of better processes to monitor and ensure the effectiveness, efficiency, and productivity of the group. The incumbent determines whether contractor work meets standards needed to authorize payment.

The incumbent identifies and integrates external issues affecting the organization into the KM strategic plan, including technological changes, policy, and scientific factors, and ensures the overall effectiveness of the KM program. He or she integrates the work of the group, when each member contributes part of the design and execution of a Web product or other informational vehicle. The CKO defines work priorities and objectives needing emphasis, plans staffing needs, including which work to contract out, and adjusts workloads to meet emerging needs within resources and with minimum sacrifice of quality or quantity of work.

IV. Other

This position requires initiative, exercise of independent judgment, and considerable tact, in a wide variety of situations. The incumbent must possess a thorough knowledge of government-wide policies and regulations relating to KM and IT. The ability to negotiate and build consensus among many conflicting interests and budgetary demands to develop a sound and responsive approach to the design, development, implementation, and maintenance of an integrated KM system is essential.

Factor 1: Knowledge Required By the Position

- a. Comprehensive understanding of the basic tenets of KM. Knowledge about how people learn, and how knowledge assets can be used to gain efficiencies within NIH. The incumbent will play a leading role in the design and implementation of NIH's KM architecture.
- b. Theoretical knowledge of information systems technologies as well as a wide range of practical experience in the design and operation KM systems. The CKO's professional and technical background must be adequate to enable him or her to oversee the design and evaluation of new methods for achieving of NIH's KM goals.

- c. Technical ability to formulate recommendations. To realize an effective KM program, the incumbent must be able to visualize, correlate, and coordinate the technical aspects of many interrelated elements of information and knowledge systems, including systems with embedded information processing capabilities. The incumbent must have a demonstrated ability to formulate sound recommendations relating to proposals under consideration; maintain a rapport with the most senior officials of government and industry; and understand policies and objectives promulgated by higher echelons of the NIH and DHHS and agencies of the federal government which affect NIH systems.
- d. Technical competence in information systems security (ISS). The CKO must have the technical understanding and competence in ISS principles and techniques, including those for communications security and computer security.
- e. Telecommunications expertise. The CKO should have significant theoretical knowledge of and in-depth experience and expertise in the various telecommunications transmission media, especially those used for inter-computer communications.
- f. The CKO must possess broad management skills, to include strategic planning, work flow analysis, goal setting and measurement, business process re-engineering, and human resource development.
- g. Knowledge of the intricacies and interactions of working with individuals and teams with diverse cultural and professional backgrounds. The CKO must be able to coordinate his or her efforts with various elements within NIH as well as within DHHS. The incumbent must be able to lead the organization through cultural change. The incumbent must have skills in facilitating and gaining organizational consensus on priorities and issues.

Factor 2: Supervisory Controls

The CKO is generally recognized throughout NIH as an expert in the acquisition and management of KM resources and in KM architecture. Judgment, ingenuity and creativity must be used in accomplishing most of the incumbent's work. The incumbent reports to [as yet to be determined senior executive], who provides broad guidance on policy considerations, scope, and objectives desired. The incumbent has considerable discretion to make decisions about implementing KM in NIH.

Factor 3: Guidelines

Guidelines under which the CKO works include federal, NIH and DHHS IT and human resources regulations, directives, and policy. The incumbent is also guided by the broad framework of principles and standards prescribed by the General Accounting Office, the Office of Management and Budget, the Office of Personnel Management, and other regulatory agencies; by basic laws and appropriation acts; and by generally recognized principles and standards.

Much of the work required of the incumbent lacks precedent, so judgment and discretion must be used in applying, adapting, changing, or interpreting guidelines. Strategic guidelines are very broad (NIH Strategic IT Plans, OMB Circular A-11, National Institute of Standards and Technology (NIST) requirements, and NIH agency heads' long-range goals). As needed, he or she develops new policies, procedures, and approaches, taking into consideration government and NIH regulations.

Factor 4: Complexity

The incumbent provides comprehensive support to NIH as a technical expert in applying KM methodologies to functional problems to achieve maximum staff productivity. He or she applies expert knowledge of policy and methods for information systems, business process improvement, benchmarking and good practices, program and project management, and strategic planning. The incumbent may develop KM strategies in collaboration and networks, content management, e-Government, expertise locators, good practices, knowledge sharing and reuse, e-Learning, lessons learned, and systems thinking.

The incumbent develops a KM program that identifies and makes available knowledge, decision support, and expertise for employees through sharing knowledge and expertise among themselves, with other parts of the NIH, with other federal agencies, and with outside organizations. The work has a direct impact on major mission areas of NIH including, for example, research and development, information security, and fire safety, to maintain NIH's leadership in all aspects of land management.

The concept of KM is relatively new and still evolving. The incumbent will be developing precedent-setting approaches to how federal agencies might integrate KM into their organizations. The position requires intense interactions with the full range of NIH and DHHS for technical issues, planning, acquisition, allocation, reporting, monitoring, review and implementation. The CKO's responsibility has broad and critical implications and therefore requires knowledge of an extensive body of laws, regulations, and decisions as well as the legislative process. The incumbent provides guidance to both the NIH Chiefs of Staff and the CIOs in both agencies on complex questions and issues which must be perceived, interpreted, and correctly applied to ensure proper formulation of the NIH's positions.

Factor 5: Scope and Effect

The work performed by the incumbent will result in the creation and sharing of knowledge about the nation's land management sector. This work is crucial to the success of the nation's land management system in an age of growth, increasing complexity, and decentralization. The opportunity to share land management knowledge with other agencies within DHHS and with external organizations, stakeholders, and partners may help identify similarities in the causal effects of fire incidents. This could reduce the number of fatalities, injuries, and financial losses corresponding to fire incidents as well as enable greater efficiencies throughout the agencies' many programs and activities.

The incumbent leads the planning, budgeting, selecting, and implementing of KM solutions to meet the demands of NIH business processes. The incumbent provides expert guidance on NIH IT architecture initiatives, as they relate to KM.

This work requires extensive coordination and support with other experts in NIH program offices. The incumbent leads diverse teams of functional and technical experts plus possibly numerous contractors. He or she may manage complex contracts to ensure they result in appropriate services and products.

The incumbent often represents NIH as a principal point of contact to provide advice and guidance on the application of KM policies and procedures. He or she develops white papers and briefings and attends meetings and conferences to convey strategic vision or policies to internal and external audiences. The incumbent serves as an

expert agency representative at conferences, meetings, technical symposiums, and seminars with a wide range of parties.

Factor 6: Personal Contacts

The incumbent interacts with a broad spectrum of individuals and organizations both within and outside of government, including senior NIH executives; representatives of other federal agencies and departments such as DHHS; congressional staff; people in other federal, state, local government agencies, and tribal nations; academia; and key stakeholders and partners in the private sector.

The CKO's responsibilities require a high degree of interaction with this broad range of individuals and organizations as well as the establishment of new working relationships and collaborative efforts with similar groups. He or she also works with foreign government officials and members of international organizations to assure sharing of important KM research and to establish relationships.

Factor 7: Purpose of Contacts

These contacts are internal and external. The incumbent maintains working relationships with high-ranking officials of federal and state agencies, industry, academia, and key stakeholders and partners in the private sector. The purpose of these contacts and relationships is to develop and coordinate policy and procedures for institutionalizing KM and operations for NIH

The incumbent maintains liaison with counterparts in DHHS and federal agencies to maintain expertise necessary to apply new and developing KM concepts, techniques, and programs to the complex and rapidly changing environment of NIH. The CKO maintains contact with federal agency counterparts and industry leaders domestically and abroad to promote the KM concept within the federal government, justify expenditures of NIH resources, and coordinate these agencies' activities to leverage technology advancements of other organizations. The incumbent serves as the principal NIH point of contact and liaison to senior level working groups outside the organization including key stakeholders and partners in private industry on KM and other related matters.

Factor 8: Physical Demands

The work is sedentary.

Factor 9: Work Environment

The work is performed in an office setting. Occasional and intermittent travel for official purposes is required as necessary.

Other Requirements

The incumbent will be required to complete the OGE Form 450 "Confidential Financial Disclosure Report" to determine if a conflict or an appearance of conflict exists between the incumbent's financial interests and the prospective and influential position with procurement oversight.

As the incumbent deals with complex privacy issues, the position is designated as Critical Sensitive and requires a Top Secret clearance.