Federal KM Initiative Committee Charter & Operating Plan (Draft)
Version 6, 4 February, 2009

Neil Olonoff
Office (703) 614-5058
Home (703) 440-8982
Mobile (703) 283-4157
Email Olonoff@gmail.com

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# Overview

This document is an organization charter and implementation plan for the Federal Knowledge Management Initiative Committee, an organization within the Federal Knowledge Management Working Group.

The Committee has the primary goal of convincing Federal decision-makers to create a formal Knowledge Management program in the Federal government. The Committee is composed of several Action Groups, each with an important role.

The Initiative calls for the creation of a Federal KM Center, Knowledge Management policy and standards, creation of a Federal CKO position, and several other related goals. The entire plan is detailed in a separate document, the *Federal KM Initiative Roadmap*.

Secondary goals of the Committee include:

* Promote awareness of – and solidify Federal support for -- the Federal KM Working Group and other KM oriented organizations that are involved in this effort
* Promote awareness of the importance and benefits of knowledge management and knowledge-sharing in government
* Planning and initial design of some of the components of the Federal KM Initiative Action Plan

# Action Group Activities

Activities focus on two areas:

## Communications

This Action Group will focus *o*n communicating and marketing the Federal KM Initiative. This activity has several stages and many components, which are detailed below, under Communications Action Group.

## Planning for Success

Eight (8) additional Action Groups will focus on Knowledge Management topics that relate to the Initiative. These groups will contribute to the credibility of the Federal KM Working Group as an authoritative advisor to government on KM topics. In addition, once the Initiative has been successfully launched, it will benefit from professional pre-planning and design. The work of each of these Action Groups is detailed below under each Action Group heading. Each Action Group will draft a brief document of approximately 3-10 pages summarizing its findings and activities. These documents will be joined to the Roadmap to form a comprehensive Initiative proposal.

# Action Groups (Sub-Committees)

## Communications Action Group

The Communications Action Group has the task of marketing and communicating the Initiative to government decision makers, as well as the general public. In addition there are a number of related activities this group will undertake.

### Stakeholder & Audience Analysis

Who are the stakeholder groups – the audience -- for the Committee’s message? What are their main concerns? In crafting a tailored message for each of these groups, we will speak more effectively and convincingly.

### Membership Recruiting

The Communications Action Group will participate in membership recruiting activities, both on behalf of the Committee and the larger KMWG group.

### Communications Package

Develop a high quality communications package to put across the Federal KM Initiative story. The “package” will include a compelling open letter, a comprehensive “blueprint” strategy document (the Roadmap), press releases, backgrounder documents, a web presence, and more. It is hoped that we can recruit among our stakeholders some experienced professional communicators who will provide support for this activity.

### Stakeholder Networking

A project like this requires many influential proponents. We propose that the Committee utilize the full strength of its social network to reach out to all interested stakeholders in government, institutional and private sector groups. Key types include CKOs, especially those in Government, CEOs of all types and KM theorists and thought leaders.

### Awareness Campaign

The centerpiece of the communications activities is an awareness campaign targeting government decision makers. Our goal is a positive, proactive response to the proposal.

### Decision Maker Meetings

When appropriate, Committee leads will meet with Federal decision-makers to present our case.

## Federal KM Center Action Group

In order to provide a consistent, coordinated effort towards the goal of instilling knowledge management in government, the Initiative Roadmap recommends the creation of a “Federal Knowledge Management Center.” Those involved in planning the Federal KM Center will research and develop a document that answers a number of questions:

* What is the optimal sponsor or parent organization of a Federal KM Center?
* How many personnel should it employ, and in what capacities?
* What might be the appropriate sources of funding?
* What level of funding is initially desirable?

The answers to these questions will support the ability of the Committee to pitch its story effectively.

## Change Management Action Group

The Initiative Roadmap highlights the all-important “people part” of knowledge management, and notes that it is largely about attitude and culture. It calls out several dimensions of culture change, including: Leadership Support, Explicit Policy, Proactive Support and Consultation, Proactive Support for KM Competency Training and Building Awareness. This group will be involved in fleshing out initial plans to support cultural change management on a Federal Government wide basis to support greater knowledge sharing. The Action Group will produce a brief document detailing its findings and plans. It may explore questions like:

* What are essential aspects of a knowledge sharing and KM awareness campaign?
* What are the obstacles to knowledge sharing, and how may they be overcome?

## KM Policy & Standards Action Group

The Initiative Roadmap calls for uniform Knowledge Management Policies and Standards to be implemented across the Federal Government. These policies will define under what circumstances, with whom, and how Federal workers should share knowledge. The policy should also incorporate functional (descriptive) standards for several aspects of knowledge management implementation.

For example, Knowledge Management learning and competency standards should be set and made part of the career roadmap for Federal workers so that all Federal workers become highly competent knowledge workers. Standards should set expectations for agencies around what types of knowledge management programs should be set in place.

It would be useful for the Action Group to investigate the nature, scope, and limits of KM policy and standards. Are there existing standards, and what have been the results of their implementation?

The Action Group will produce a document that summarizes its findings and contains recommendations for Federal KM Policies and Standards.

## KM Practices Action Group

Knowledge Management comprises a large and diverse toolset of practices allowing great variation in implementations. Certainly different agencies may adopt tailored approaches due to their specific areas of interest and work. But why should all agencies reinvent the wheel, developing their own idiosyncratic approaches in isolation? For reasons of economy and effectiveness, there is value in a library of Best Practices. Accordingly, the Federal KM Center will collect, develop, publish and disseminate information on effective KM practices specifically geared to Federal Government.

The Action Group can profitably begin a library of KM practices, and design a methodology for collection and dissemination of such practices.

## Knowledge Retention Action Group

Knowledge Retention programs comprise a subset of the practices toolset. Knowledge retention is the collection of practices and tools aimed at offsetting the “brain drain” caused by the retirement of the Baby Boom generation. The Action Group can provide useful support in gathering lessons learned and designing a methodology and platform for collection and dissemination of such practices.

## Web 2.0, Social Computing and Generation Y Action Group

The array of tools and resources known as Web 2.0 or Social Computing are important to knowledge management, and also represent a critical path to acceptance by “Generation Y” employees. The Federal government must attract Generation Y (born approximately in the 1978-2000 time period) employees, and this will require some culture change. The Action Group will produce recommendations for effective communications, recruiting and management for Generation Y.

## KM Competencies & Learning Action Group

Knowledge Management and knowledge work require skills that anyone can learn. These skills and competencies provide enhanced efficiency, as well as supporting knowledge sharing. Competence in KM skills also brings deeper understanding and appreciation of the value of knowledge sharing, which in turn supports culture change. The Action Group will craft a document to accompany the Roadmap, addressing the basic needs of Federal Knowledge Workers for KM skills and competencies.

## Web Presence and Demonstration Site Action Group

The Roadmap calls for a comprehensive web site to support the activities of the planned Federal KM Center. The web site will be an awareness medium and a distribution point for content. In addition it will provide a demonstration site for web services useful to KM, such as blogs, wikis, and social networks. The Action Group will work to plan and possibly create a prototype of this site. In addition, this Action Group is an opportunity for vendors to provide information and demonstrations on KM related products available to the Federal Government.

# Action Group Summary

|  |  |  |  |
| --- | --- | --- | --- |
| **Action Group Name** | **Key Objective(s)** | **Personnel Interests** | **Co-chair & Member Names** |
| Communications  | Stakeholder and Audience AnalysisMembership RecruitingCommunications PackageStakeholder NetworkingAwareness CampaignDecision Maker Meetings | Writers, social butterflies, communicators |  |
| Federal KM Center  | Budget and personnel planning | Federal employees, budget analysts, managers |  |
| Change Management  | Change management requirements plan | Organizational development specialists,  |  |
| KM Policy & Standards  | Draft KM policies and standards | Policy wonks  |  |
| KM Practices  | KM practices collection | KM experts and consultants |  |
| Knowledge Retention  | Knowledge retention plans |  |  |
| Web 2.0, Social Computing & Gen Y  |  | Web 2.0 enthusiasts, Gen Y people |  |
| KM Competencies and Learning | KM training and requirements planning | Trainers, educators |  |
| Web Presence & Demonstration Site |  | Web designers, vendors, tech gurus |  |

For more information on the Federal KM Initiative:

Neil Olonoff, Committee Chair
Office (703) 614-5058
Mobile (703) 283-4157
Email olonoff@gmail.com