JPL Office of the Chief Knowledge Officer

Knowledge Management Strategy

"To Make Good Use of What JPL Knows"

David Oberhettinger

Acting Chief Knowledge Officer (CKO)
Office of the Chief Engineer
April 7, 2014

JPL KM Strategic Plan

- Implement a strategic plan to improve the retention/sharing of critical JPL knowledge and encourage its reuse

  1. **Find out what we know.** Identify <u>critical knowledge</u> held by (1) projects (2) line organization and (3) individuals

  2. **Evaluate the JPL KM process.** Identify <u>gaps</u> in the retention/sharing of key knowledge

  3. **Seek to make better use of what we know.** Plan activities to close the gaps and leverage JPL intellectual capital.

  4. **Continuous improvement.** Track progress in filling KM process gaps and mitigating the risk of "not making good use of what we know"

  5. **Coordinate with HQ KM program.** Comply with the NASA KM policy, and coordinate with the HQ and Center CKOs

     - Determine what KM measures have proven effective at NASA Centers and in industry. Are there useful performance metrics for KM?

- **Hypothesis**: "knowledge husbandry" can <u>save JPL time and money</u> if it enables key knowledge to be reused on future projects

Examples of KM Activities

- Examples of specific KM activities to close knowledge retention gaps:
  - Continue our robust lessons learned process
  - Improved access to archived project libraries
    - Entry, Descent, And Landing Repository (EDL-R)
    - Technology & Engineering Knowledge Repository (TEC-R)
  - Pause & Learn sessions for project managers
  - Lunch & Learn sessions for Project System Engineers
  - Mentoring and apprenticeship (e.g., Phaeton program)
  - Retiree outbriefing
  - Increased JPL participation in *JPL Wired* wiki
  - Expanded use of video capture of tacit knowledge and project technical decision making
- CKO serves mainly as a champion and a facilitator of KM
  - The line organization retains primary responsibility for preserving technical knowledge