JPL Office of the Chief Knowledge Officer

Knowledge Management Strategy

“To Make Good Use of What JPL Knows”

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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 critical knowledge held by (1) projects, (2) line organization and (3) individuals
  2. **Evaluate the JPL KM process.** Identify gaps 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 save JPL time and money 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