Index

Boldface page references indicate glossary definition. *Italic* references indicate boxed text and charts.

A

Abrams, L.C., 243
Academy of Program and Project Leadership (APPL), 211, 216–17, 220
Acquisition Community Connection (ACC), 71
Adamson, R., 115
Adaptive learning, 131, *131*, **275**
After–action review, **275**
Alavi, M., 50
Allen, Gary, 241
Allen, Nate, 100, 103
Animal and Plant Health Inspection Service (APHIS), 135–36, *135*
Antiterrorism Information Exchange (ATIX), 182
Apollo management system, 209
Architect of the Capitol (AOC), 177–78
Artificial intelligence, **276**
ASK Magazine, 222, 224
AT&L, 71
Australia, 17, 52–53, 93–95
Austria, 17
Aviation Safety Knowledge Management Environment, 174

B

Balanced scorecard, **276**
Base Realignment and Closure Action (BRAC), 230–31, 239
Benchmarking, **276**
Best practices, 35, 58–59, 70–72, **276**
Best Practices Committee, 171
Best Practices Index (BPI), **276**
Blyton, P., 115
Bontis, Nick, 190, 200
"Bottoms up" transformation process, 110
Boyle, Jon, 216–17, 222
Brazil, 132, 134–35, 264
Bremdal, Bernt, 188
Bresciani, Paolo, 18
Breu, Karin, 60
Brief, A.P., 115
Briggs, Xavier de Souza, 106
Brookings Institution, 180–81
Brown, Mary M., 157, 160–61
Buchwald, Mary, 235
Buchwalter, J., 250
Budget and Performance Integration (BPI), 14, **276**
Bulgaria, 264
Bureau for Administration/Center for Administrative Innovations (A/CAI), 91
Bureau of Strategic Sourcing and Procurement (BOSSAP), 71–72
Burgess, Tony, 100, 103
Burke, Mike, 37–38
Burk, Mike, 35
Bush, George W., 8, 11, 73, 119, 173
Bushman, Bill, 241
Business. *See* Private sector
Business architecture, 265
Business models, 72
Business process redesign (BPR), 164–65, **276–77**
Business reference model (BRM), 73, 80–81, *81*, 263

C

California, 58–59, 130, *130*
Canada, 17, 40, *117*, *119*, 125, 132, *133*, 264
Canadian Border Services Agency, *117*
Capacity building, **277**
Carroll, Tom, 235
Carte, Traci A., 4
C–E LCMC. *See* U.S. Army Communications–Electronics Life Cycle Management Command
Center for Program and Project Management Research (CPMR), 222
Center for Strategic and International Studies, 181–82
Central Intelligence Agency, 182, 186
Challenger tragedy, 211, 214
Champion, **277**
Change advocates, 110
Charlotte (North Carolina), 159–61
Charlotte–Mecklenburg Police Department (CMPD), 159–61
Chatzkel, J., 251
Chief information officer (CIO)
  challenges facing, 122–23
  chief knowledge officer and, 191, 197
  definition of, **277**
  emergence of, 170–71
  knowledge management trends and, 54
  leadership guidelines for, *123*
  in public sector, 170–71, 173
  at U.S. Department of Defense, 121–22
Chief Information Officers (CIO) Council, 100, 171
Chief knowledge officer (CKO)
  activities of, 173, 196–98, 200
  certification, government–approved, 201–03
  challenges facing, 122–23, 200–01
  characteristics of, 198–201
  chief information officer and, 191, 197
  definition of, **277**
  at Department of Defense, 203–04, *204*
  at Department of the Navy, 204–06
  emergence of, 190–91
Chief knowledge officer (CKO) *(continued)*
  at Federal Energy Regulatory Commission, 193, *193–94*
  at General Services Administration, 191, *192*
  information and communications technology and, 198–99
  innovation and, 156
  leadership guidelines for, *123*
  open enterprise and, 191–94
  overview, 188, 206
  practices shaping role of, 195–96
Chief transformation executive (CTE), 203
Chiem, P.X., 250
Clinger–Cohen Act (1996), 122
Clinton, Bill, 8, 11, 18, 73, 151, 159
Codification, **277**
Collaboration. *See also* Collaborative culture
  best practices, 70–72
  definition of, 68–69, **277**
  e–government and, 69, *70*
  examples of, 106, *117*
  in government, 69
  knowledge management and, 65
  monitoring agency progress with, 69–70
  President's Management Agenda and, 65
  requirements for, 116, 118–19
Collaborative business knowledge (CBK), 55–56
Collaborative culture
  barriers to organizational change and, 109–10
  in Canada, 116, *117*, *119*
  change advocates and, 110
  definition and description of, *27*, 28, 41
  dimensions of, 113–14
  factors affecting, 111, *112*, 113
  Great Lakes Interagency Task Force and, 119, *120*, 121
  knowledge management and, 108
  knowledge sharing and, 36–38
  organizational climate and, 109–10, 114–15

Collaborative culture *(continued)*
organizational policies and, 115
overview, 106–07, 124
in public sector, 107–08
shaping, 116–19
at U.S. Department of Defense, 71, 106, 121–24
Collaborative Information Environment (CIE), 71
Collaborative learning, 38
Collaborative networks, 38
Columbia Accident Investigation Board (CAIB), 220
Columbia tragedy, 220
Combination, 28, 30–31, 68
Common sense knowledge, 130
Communication processes, **277**
Community, 97–98, **278**
Community of interest (CoI), 35, 96, **278**
Community of practice (CoP)
army links to, 234
best practices, 35
change and, facilitating, 96–97
community of interest and, 35
components of, 97–98
core dimensions and, leveraging, 97–98
definition of, 34, **278**
in Federal Aviation Administration, 99
in Federal Highway Administration, 35, 99
formation of, 30, 93, 95–98
function of, 34–35
human interactions and, 30, 34–35, 93, 95–03
implementation of knowledge management and, 85, 93, 95–03
Knowledge Management Integration, 99
with local government, 98–99
organizational culture and, 108
in practice, 99–100
special interest groups and, 100, *101*
with state government, 98–99
technologies used in running, *102*
U.S. Army's Company Command, 99–100, 102–03
Community of practice (CoP) *(continued)*
in U.S. Department of Health and Human Services, 99
Community workspace, **278**
Competence, individual and group, 140
Competitive advantage, 16
Competitive Sourcing (CS), 14, **278**
Complexity theory and, 25
Component framework element, 78–79
Computer specialist, 203
Content management, 75, **278**
Corbett, Al, 269–70
Cordeaux, Raoul, 227, 229–30
Core competencies, **278**
Crawford, L., 215
Creating a Trusted Information Network for Homeland Security (2003 report), 181–82
Cultural knowledge, **278**
Culture, 108, 134. *See also* Collaborative culture; Organizational culture
Culture change, need for, 261–64
Customer capital, **278–79**
Customer relationship management (CRM), **279**

D

Daft, Richard L., 263
Dastmalchian, A., 115
Data, 31–32, 56, 128, **279**
Data mining, **279**
Data reference model (DRM), 73, 80, 263
DeCarlo, Claudia, 228–29, 235, 239
Defense Acquisition University (DAU), 71
Defense Contract Management Agency (DCMA), 168, 170
Delong, David W., 125
Denmark, 17
Department of Defense Architecture Framework (DODAF), *76*
Dewey, John, 30
Digital asset services domain, 75, 263
"Digital divide," 13

Digital government, 259. *See also* E–government
Dixon, Nancy, 227
Document, **279**
Document management, 75, 184, **279**
Domains, 73, 75, 97–98, 263, **279**
Donzelli, Paolo, 18
Double–loop learning, 39–40, **279–80**
Drucker, Peter, 7
Duffy, D., 201
Dufner, D., 151

E

Earl, Michael J., 199–200
E–business, **280**
E–commerce, **280**
E–diplomacy, 88–89, 91–93, *92*
Edwards, J.S., 242
eEurope initiative, 17
E–government
  Bush (George W.) and, 8, 11, 73
  in Canada, 17
  Clinton and, 8, 11, 18
  collaboration and, 69, *70*
  components of early, key, *13*, 14
  definition of, 6, 17, **280**
  evolution of knowledge management in public sector and, 13–15, 17
  at federal level, 73
  General Accounting Office's definition of, 259–60
  global implementation of, 6, 12–13
  global reform movement and, 17–18
  information and communication technology and, 17
  international study of, 17–18
  knowledge management and, 13–16
  at local level, 21–22
  to m–government, 57–59
  organizational learning and, 16
  President's Management Agenda initiatives and, 14–15, 73, 82
  reinventing government and, 8, 18, 22
  roadmap for, 18
  role of, 13–14
E–government *(continued)*
  transformation of government and, 259–61
  in United Kingdom, 13
  websites and, 21
E–Government Act (2002), 13, 258, 265, **280**
E–Government Institute, 70
E–learning, 269–71, *272*, 273, **280**
Electronic Government (GAO report), 257
El Salvador, 264
E–mail, 57, **280**
Enterprise architecture (EA). *See also* Federal Enterprise Architecture (FEA)
  analyses mandated by Office of Management and Budget, 7, 266
  case example, 267–69
  definition of, 48, 73, **280**
  first use of, 48–50
  in government, 265–66
  at state level, 266–67
  transformation of government and, 259, 264–67
  in U.S. State Department, 267–69
Enterprise Architecture Act (2002), 22
Enterprise Architecture Committee (EAC), 267–68
Enterprise Architecture Initiatives, 6–7, 51–52. *See also* Federal Enterprise Architecture (FEA)
Enterprise management system (EMS), 158
Environmental Occupational Safety and Health Event Management System, 174
Environmental Protection Agency (EPA), 119
E–payroll initiative, 69
Eskildson, L., 110
E–Training Initiative, 269–70
European Union, 17, *185*. *See also specific countries*
Evans, Mary Margaret, 229–30
Evolution of knowledge management in public sector
  1950s to 1960s, 8–9

Evolution of knowledge management in public sector *(continued)*
1970s, 9–10
1990s, 10–11
2000, 12–13
data processing to knowledge management system, 8–9, *9*
e–government and, 13–15, 17
executive information systems and, 9–10, 22
Federal Enterprise Architecture and, 12–13, *12*
Federal Enterprise Architecture to knowledge management and, 15–17
global reform movement and, 17–18
information technology and, 6
National Performance Review Act and, 10–11, *11*
overview, 6–8, *11*, 22
trends, 6–7
Executive information systems (EISs), 9–10, 22
Expanded Electronic Government (EEG), 14, **281**
Expertise, 86, 228, 232, 235–37, **281**
Expertise directory, **281**
Expert system, **281**
Explicit knowledge
definition of, 6, 19, 29, **281**
tacit knowledge versus, 31–32, *32*
Extensible markup language (XML), 56, **290**
Externalization, 28, 30–31, 68, **281**
Extranet, **281**

F

Faster, better, and cheaper (FBC) framework, 213–14
Federal Architecture & Infrastructure Committee, 171
Federal Aviation Administration (FAA), 99, 170, 174
Federal Bureau of Investigation (FBI), 182, 184–86
Federal Energy Regulatory Commission (FERC), 193, *193–94*
Federal Enterprise Architecture (FEA)
definition of, *12*, **281–82**
evolution of knowledge management in public sector and, 12–13, *12*
function of, 12
information technology architecture influences and, 73, *74*, 75–76, *75*, 80
integrating, 73, *74*, 75–76, *75*
knowledge management in, 261, *262*, 263
management policies and procedures, 265–66
objectives of government and, 72
Office of Management and Budget and, 12, *12*
President's Management Agenda and, 73
shaping of knowledge management in public sector and, 66
at U.S. Department of Defense, *76*
at U.S. Department of the Interior, 80
Federal Enterprise Architecture Management System (FEAMS), 12, *12*, **282**
Federal government
e–government adoption by, 73
knowledge management adoption by
Architect of the Capitol, 177–178
Department of the Navy, 175–176
Federal Aviation Administration, 174
Federal Bureau of Investigation, 184–186
General Services Administration and, 169–170
Homeland Security, 180–184
information sharing in Europe and, *185*
Knowledge Management Working Group and, 171–173
National Aeronautics and Space Administration, 174–175
overview, 168–174, 186–187
presidential support for, 173–174
Treasury Department, 178–180

Federal Highway Administration (FHWA), 35, 99, 106
Federal Knowledge Management Working Group (FKMWG), 171–173, 196–198, 201, 250
Ferlise, Victor, 232
Fifth Discipline, The (Senge), 16, 39
Financial incentives, 115
Firewall, **282**
Firstgov.gov website, 11, 261
Flowers, Robert B., 136–137
Foreign Affairs Systems Integration (FASI) project, 88–93
Forte, Angela, 18
Fort Monmouth (New Jersey), 239
Four exemplars model, 47
Four pillars model, 47
France, 17
Fremont (California), 130, *130*
Fuller, Steve, 46

G

Gaebler, Ted, 18
Gardner, Christopher, 49
Gaston, Stephen J., 188, 198
Gehman, Harold W., 220
General Information on Innovation in Korea (report), 161
Geographic information technology (GIT), 268–69
George Mason University, 87
Girard, John P., 47
Gladstone, Bryan, 54
Global Earth Observation System of Systems, *120*
Global reform movement, 17–18
Goddard Space Center, 170
Goldin, Dan, 213, 220
Goods, manufactured, 150
Gore, Al, 151
Government. *See also* Federal government; Public sector; *specific agencies and departments*; Transformation of government and knowledge management
Government *(continued)*
  administrative policy themes of, 257
  "bottoms" up transformation process and, 110
  collaboration in, 69
  enterprise architecture in, 265–66
  innovation in
    focus of, 153–54
    global trend in, 165
    muddled, 157–58
    overview, 149–50
    public safety, 158–61
    reasons for, 154
    technology, 155–57
    transformation of agencies and, 154–57
  knowledge audits and, 33
  knowledge management system in improving, 3
  local, 20–22, 98–99, 168
  management engineering approach to running, 264
  management themes of, 257
  market pressures and, 65
  objectives of, 72
  one–stop shopping and, 11, 172
  organizational learning and, 125–26, 132
  performance measurement and, 59–62
  reinventing
    Clinton and, 8, 151
    e–government and, 8, 18, 22
    innovation and, 151
    knowledge management and, 16
    learning organization and, 16
    organizational learning and, 16
    rationality in information technology and, 72–73
    twentieth–century efforts, 11, *11*
  services, 151, 156, 172
  state, 98–99, 168, 266–67
Government Performance and Results Act (GPRA), 8
Government secure intranet (GSI), **282**
Great Lakes Interagency Task Force (GLTF), 119, *120*, 121

Griffiths, Peter, 33
Grimshaw, David, 60
Groupware, **282**
Guzzo, R.A., 115

H

Halsey, Cyndia, 235
Harris, Shane, 188
Hjelmervik, Ove Rustung, 188
Ho, Alfred Tat–Kei, 3
Hobbins, William T., 197
Hoffman, Ed, 211–12, 215–17, 222, 225
Holley, L.M., 151
Holm, Jeanne, 175
Holowetzki, Antonina, 114
Holtzman, J., 215
HTML, **282**
Human capital, 11, 196, 218–19, **282**
Human interactions
  challenge of, 86
  community of practice and, 30, 34–35, 93, 95–103
  definition and description of, *27*, 28, 41
  importance of, 84–85
  knowledge audits and, 32–34
  knowledge registry and, 35–36
  knowledge repositories and, 85, 103–04
  in local government, 98–99
  overview, 83–84, 104–05
  principles, successful, 89, *90*
  processes
    knowledge acquisition, 87–88, 104
    knowledge sharing, 87–88, 104–05
    knowledge utilization, 87–88, 104–05
    overview, 86–87
    at U.S. State Department, 88–93
  stakeholders and, 85–86
  in state government, 98–99
  value of, 85–86
Human Resources Planning (HRP), 15
Hylton, Ann, 83, 93

I

Illinois, 71–72
Implementation of knowledge management
  challenge of, 86
  community of practice and, 85, 93, 95–103
  definition of implementation and, 83
  importance of, 84–85
  knowledge audits and, 85, 93–95, *94–95*
  knowledge base and, 85
  knowledge repositories and, 85, 103–04
  in local government, 98–99
  overview, 83–84, 104–05
  principles, successful, 89, *90*
  processes
    knowledge acquisition, 87–88, 104
    knowledge sharing, 87–88, 104–05
    knowledge utilization, 87–88, 104–05
    overview, 86–87
    at U.S. State Department, 88–93
  in public versus private sector, 4–5
  stakeholders and, 85–86
  in state government, 98–99
  value of, 85–86
Implicit knowledge. *See* Tacit knowledge
Improved Financial Performance (IFP), 14–15, **282**
Industry. *See* Private sector
Information. *See also* Information processes
  access to, 20, 172
  architecture, 48–49
  audits, 32–34, 85, 93–95, *94–95*, **284**
  converting, to knowledge, 30–31
  definition of, **283**
  highways, 8
  learning process and, 128–31
  management, 195
  sharing, in Europe, *185*
  technology in managing, 126
Information and communications technology (ICT)
  chief knowledge officers and, 198–99

Information and communications technology (ICT) *(continued)*
definition of, **283**
developments in, 270
e–government and, 17
knowledge management and, 21–22, 48, 50–51, 54
technology and, 48
as unifying element in transformation of government, 258
Information processes
data collection and, 29–30
definition and description of, 27–28, *27*, 41
interoperability and, 58
key, 51–56, *51*
mobile technology and, 56–59
overview, 45–46, 62–63
performance measurement and, 59–62
role of technology in, 48–50
wireless technology and, 57–59
Information resource management (IRM), 10, 72, 88–89
Information Services, 267–69
Information technology (IT)
architecture influences
Federal Enterprise Architecture and, 73, *74*, 75–76, *75*, 80
integrating knowledge management and, 73, *74*, 75–76, *75*
missing, 78–80
objectives, 72
overview, 72
rationality and, 72–73, 81, 170
role for knowledge management and, bigger, 76–78
U.S. Department of Interior and, 80
definition of, 48, **283**
evolution of knowledge management in public sector and, 6
knowledge management and, 48, 170
police departments and, 158–61
in private sector, 170
productivity and, 21
Information Warfare (IW) program, 203–04
Innovation. *See also* Government
behavioral, 153–54
benefit of knowledge management, 60–61, *61*
chief knowledge officer and, 156
components, 153
definition of, 149, 152–54, *153*, **283**
distribution, 152
forms of, 152–53
invention versus, 149
knowledge sharing and, 23
in Korea, 161–66
market, 152–53
muddled, 157–58
network, 165
organizational, 152
organizational learning and, 155
in organizations, 150–52
overview, 149, 166–67
in private sector, 150–52
problems with, 156–57
process, 152
product, 152
in public safety, 158–61
raw material, 153
in Tacoma (Washington), 152, 157–58
in technology, 155–57
Innovation officer, 163
Innovative Road–Map for the Five Main Sectors of Society, 161, 163–64
Instant messaging (IM), 57
Integrated Learning and Development Department (ILDP), 221, 223
Integration
of data, 56
definition of, 56
of Federal Enterprise Architecture, 73, *74*, 75–76, *75*
knowledge, **285**
of knowledge management, 73, *74*, 75–76, *75*
of technology architecture, 51–53
Intellectual assets. *See* Knowledge assets
Intellectual assets management (IAM), **283**

Intellectual capital, 15–16, 38, 85–86, 104, **283**
Intellectual capital manager (ICM), 206
Intellectual property rights, **283**
Internalization, 28, 30–31, 68, **283**
International Center for Applied Studies in Information Technology (George Mason University), 87
Internet, **284**. *See also* World Wide Web
Interoperability, 58
Intranets, 8, 16, 68
Invention, 149. *See also* Innovation

J

Jackson, Susan, 235
Joint Forces Command's Collaborative Information Environment (CIE), 71

K

Kelly, Rich, 227
Keslar, Emerson, 227–28
Keslar, Grace, 228
Kettl, Donald F., 84
Khobar Towers, *139*
Kidd, J.B., 242
Kloman, Erasmus H., 210
KM.gov website, 100, *101*, 205
Knowledge. *See also* Explicit knowledge; Knowledge management (KM); Tacit knowledge
  access to, 172
  barriers to, 252
  capturing
    steps, 234–38
    tacit knowledge, 230–31, 234–35
    video, 232
  common sense, 130
  converting information to, 30–31
  cultural, **278**
  definition of, **284**
  managing, 75, 177, 200
  open enterprise and, 191–94
  organizational learning and, 128–32, 153, *153*
Knowledge *(continued)*
  scientific, 129, 234–35
Knowledge acquisition, 87–88, 104
Knowledge assets, 86, **284**
Knowledge assurance manager (KAM), 206
Knowledge audits (k–audits), 32–34, 85, 93–95, *94–95*, **284**
Knowledge base, 16, 76–77, 85, 86, **284–85**
Knowledge–Based Community Oriented Problem Solving System (K–COPS), 159
Knowledge broker, **285**
Knowledge–Centric Organization (KCO) toolkit, 176
Knowledge chain, 16
Knowledge community leader (KCL), 205–06
Knowledge–Creating Company, The (Nonaka and Takeuchi), 16
Knowledge creation, 30, 66, 68, 82
Knowledge development, 66, *67*
Knowledge engineering, 8
Knowledge flows, **285**
Knowledge harvesters, identifying, 235–36
Knowledge integration, **285**
Knowledge life–cycle engineer (KLE), 205
Knowledge management (KM). *See also* Evolution of knowledge management in public sector; Implementation of knowledge management; *specific organizations implementing*
  acceptance of, growing, 15, 189–90
  benefits of, 60–62, *61*, 85–86
  capabilities, 75, *75*, *77*
  chief information officer and trends in, 54
  collaboration and, 65
  collaboration culture and, 108
  components of, fundamental, 23, 46–48, *47*
  culture change and, need for, 261–64
  definition of, 19–20, **285**

Knowledge management (KM) *(continued)*
e–government and, 13–16
failures to adopt, 109
in Federal Enterprise Architecture, 261, *262*, 263
function of, 7
historical foundations of, 3–5, 32
in improving government, 3
information and communication technology and, 21–22, 48, 50–51, 54
information technology and, 48, 170
integrating, 73, *74*, 75–76, *75*
knowledge acquisition and, 87–88
knowledge sharing and, 113–14
knowledge utilization and, 87–88
in Korea, 164
leadership and, 199
learning and, 199–200
limitations of, 7–8
local government and, 20–22, 168
managing function of, need for, 190
organizational culture and, 108
organizational learning and, 127–28, *127*
organization and, 199
people side of, 20
President's Management Agenda and, 84, 86, 104, 173–74
processes of, 87–88
reinventing government and, 16
social processes enabling, 66, *67*, 68–69
software products and, demand for collaborative, 54–55
in state government, 168
technology and, 7, 48–50, 54, 199–200
technology side of, 19–20, 30, 83
at U.S. Department of Defense, 106, 121–24
at U.S. State Department, 91
views of, 6, 8, 19
worlds of, 19–20
Knowledge Management Assessment Tool (KMAT), 47
Knowledge Management Division of the Bureau of Strategic Sourcing and Procurement, 71–72
Knowledge Management Integration community of practice, 99
Knowledge Management Roundtable, 87, 100, 104
Knowledge management strategic plan, **285**
Knowledge management system (KMS). *See also specific subsystems*
as evolving discipline, 27–29
government improvement and, 3
information and communication technology and, 50–51
learning process and, 128
money spent on, 23
organizations and, 24–25
overview, 23–25, 40–41
processed–based mission assurance, 36
in public sector, 45
subsystems
collaborative culture, *27*, 28, 36–38, 41
human interactions, *27*, 28, 32–36, 41
information processes, 27–30, *27*, 41
organizational learning, *27*, 28–29, 38–41
overview, 25, *26*, 27–29, 40–41
social processes, *27*, 28, 30–32, 41
tools used in, 31
total, 24–25, 29
view of, 8
Knowledge Management Toolkit (Tiwana), 7–8
Knowledge manager (KM), 191, 205, **285**
Knowledge mapping, 48, 244, 246, **285**
Knowledge process manager (KPM), 205
Knowledge registry, 35–36
Knowledge repositories, 85, 103–04, **285–86**
Knowledge research engineer (KRE), 205
Knowledge retention, 100
Knowledge segment, **286**
Knowledge Services Network (KSN), 174

Knowledge sharing
collaborative culture and, 36–38
in Europe, *185*
in human interaction process, 87–88, 104–05
innovation and, 23
knowledge management and, 87–88, 113–14
at National Aeronautics and Space Administration, 222–25
organizational learning and, 64, 66, *67*
problem solving and, 36–37
Knowledge system engineer (KSE), 205
Knowledge transfer, 66, *67*, 68
Knowledge transfer engineer (KTE), 205
Knowledge utilization, 87–88, 104–05
Knowledge workers, 6, **286**
Knox, Jim, 175–76
Kolb, David, 68
Kopelman, R.E., 115
Korea, 161–66
Kusunoki, Ken, 149

L

Lawrence, Elton, 40
Leadership
direction dimension of, 143
drive dimension of, 143–44
guidelines, *123*
knowledge management and, 199
management dimension of, 144
in organizational learning, 64, 142–44
performance measurement, 92–93, *92*
relationship dimension of, 144
strategy dimension of, 142
U.S. Army Corps of Engineers and, 142–44
Leaders as Teachers and Mentors initiative, 225
Learning. *See also* Learning organization
activity, 66
adaptive, 131, *131*, **275**
collaborative, 38
cycle, 68
double–loop, 39–40, **279–80**
Learning *(continued)*
knowledge management and, 199–200
operational, 140
organizational learning and, 128–31, 153, *153*
process, 126, 128–29
single–loop, 131, *131*, **288–89**
sources, 140–41
strategic, 140
team, 39
technical, 140
Learning Network, 141–42
Learning organization
Canada and, 264
creating, 145
culture of, 263–64
definition of, 126–28, **286**
descriptions of, *129*
evolution of, 132
Fremont (California) and, 130, *130*
function of, 18
knowledge chain and, 16
as model for public sector, 264
organizational learning and , 131–36
reinventing government and, 16
as systemic concept, 141
U.S. Army Corps of Engineers and, 137–41
Learning Organization Doctrine (USACE guide), 137
Learnings documents, preparing key, 237–38
Lee, Geunioo, 21
Leidner, D., 50
Lesser, Eric L., 103, 169
Lessons Learned database, 183–84, **286**
Lessons Learned Information Sharing (LLIS.gov), 183–84
Leverage, **286**
Lewin, Kurt, 30, 64, 68
Lewis, Bob, 55–56
Liebowitz, J., 250
Local area network (LAN), 57
Local government, 20–22, 98–99, 168
Loyalty to cause, 39
Luthans, F., 115

M

MacFarlane, Ken, 228
Malafsky, Geoffrey, 52
Management engineering approach, 264
Management by Objectives (MBO), 19
Management processes, 8
Marker, Oliver, 15–16
Markle Foundation, 180
Mars program, 220
Master's Forums, 222
Matura, Rosemary, 228
Maturo, Anthony, 216–17, 222
McDermott, Richard, 23, 125
McElroy, Mark, 189–90, 191, 193
McKeen, James D., 200–01
McNabb, David E., 114–15
Mechanical device, 25
Mechanisms, 24–25
Mental models, 38
Mentoring, **286**
M–government, 57–59
Middleware, 80
Miller, Page, 230
Ministry of Government Administration and Home Affairs (MOGAHA) (Korea), 161–66
Mobile technology, 56–59
Moon, M. Jae, 3, 58–59
Moore, Andy, 5
Mulhern, Ilene, 235
"My California on the Go," 59
Myers, Andrew, 60
"My Mobile Virginia," 59

N

Nappi, Suysan L., 227–39
National Academy of Public Administration (NAPA), 210
National Aeronautics and Space Administration (NASA)
  Academy of Program and Project Leadership and, 211, 216–17, 220
  Apollo management system, 209
National Aeronautics and Space Administration (NASA) *(continued)*
  ASK Magazine, 222, 224
  Center for Program and Project Management Research, 222
  Challenger tragedy, 211, 214
  Columbia tragedy, 220
  faster, better, and cheaper projects, 213–14
  Goddard Space Center of, 170
  Integrated Learning and Development Department (ILDP), 221, 223
  knowledge management at
    adoption of, 170
    Boyle and, 216–17, 220–22
    first generation, 211–13
    fourth generation, 220–22
    Goldin and, 213, 215, 220
    Hoffman and, 211–12, 215–17, 220–22
    knowledge sharing and, 222–25
    Maturo and, 216–17, 222
    overview, 209–11
    second generation, 213–17
    strategic plan for, 170, 174–75
    third generation, 217–20
  Leaders as Teachers and Mentors initiative, 225
  Lunar Orbiter mission, 210
  Mars program, 220
  Master's Forum, 222
  National Academy of Public Administration and, 210
  Office of Safety and Mission Assurance, 36
  Program Excellence Team, 213–14
  Program Management Council, 214
  Program Management Council Working Group, 214
  Program and Project Management Improvement, 211–14
  Project Management Development Process, 215
  Project Management Institute, 216–17
  Surveyor mission, 210
  Transfer Wisdom Workshops, 222, 224–25
  Virtual Research Center, 104

National Aerospace Information Architecture Committee, 174
National Association of State Chief Information Officers (NASCIO), 56, 264, 266–67
National Environment Policy Act (1969), 39
National Memorial Institute for the Prevention of Terrorism (MIPT), 183
National Performance Review (NPR) Act, 10–11, *11*, 73
Naval Network Warfare Command, 176
New technology, **286**
New York Division of Parole, 59
New York State, 58–59
Nicolay, John, 20
Nonaka, Ikujiro, 12, 16, 19, 30–31, 149
Nongovernmental organizations (NGOs), 55

O

Office of the Chief Engineer (OCE), 220
Office of Enforcement (now the Office of Terrorism and Financial Intelligence), 178–79
Office of the Inspector General (OIG), 89
Office of Management and Budget (OMB)
  Chief Information Officers Council and, 100, 171
  enterprise architecture analyses mandated by, 7, 266
  Federal Enterprise Architecture and, 12, *12*
  Federal Enterprise Architecture Management System and, 12, *12*
  Human Capital Scorecard and, 218–19
  information resources management and, 72
  reference models and, 73, 75
  tasks and responsibilities of, 72
  U.S. Agriculture Department and, 15
  U.S. Forest Service and, 15
Office of Personnel Management, 69
Office of Safety and Mission Assurance (NASA), 36
Office for Technology (OFT) (New York), 59
O'Hara, Colleen, 100
"One environment rule," 55
Online University Directory, 271
Operational interoperability, 58
Operational learning, 140
Organizational behavior, 64
Organizational Best Practices Index, **276**
Organizational change, barriers to, 109–10
Organizational climate, 109–10, 114–15
Organizational culture. *See also* Collaborative culture
  barriers to organizational change and, 109–10
  change advocates and, 110
  community of practice and, 108
  definition of, 107–08, 111, 113–15, **286–87**
  dimensions of, 113–14
  factors affecting, 111, *112*, 113
  knowledge management and, 108
  organizational climate and, 109–10
  organizational learning and, 64
  in public sector, 107–08
  Virginia Department of Transportation and, 249–51
Organizational learning
  adaptive learning and, 131, *131*
  in Brazil, 132, 134–35
  in Canada, 40, 125, 132, *133*
  collaborative learning and, 38
  components of, 38–39
  cycle of learning and, 68
  definition and description of, *27*, 28–29, 41, 64, *129*, 132, **287**
  double–loop, 39–40, **279–80**
  economic realities and, 138
  e–government and, 16
  environment and, 38
  factors shaping, 4
  generative change and, 40
  government and, 125–26, 132

Organizational learning *(continued)*
information and, 128–31
innovation and, 155
knowledge and, 128–31, 153, *153*
knowledge management and, 127–28, *127*
knowledge sharing and, 64, 66, *67*
leadership and, 64, 142–44
learning and, 128–31, 153, *153*
learning organization and, 131–36
model of, *127*
occurrence of, 125
organizational culture and, 64
overview, 125–26, 145
performance measurement, 132–35
in Poland, 132, 134–35
political realities and, 138
at Public Service Commission of Canada, 40
reasons for, 137–38
reinventing government and, 16
single–loop, 131, *131*, **288–89**
sources of, 140–41
talent realities and, 139–40
technical, *139*
at U.S. Corps of Engineers, 136–42
at U.S. Department of Agriculture, 135–36, *135*
at U.S. Forest Service, 39–40
work realities and, 138
Organizational memory, **287**
Organizational performance, improving, 3
Organizational policies, 115
Osborne, David, 18
O'Toole, Laurence J. Jr., 83
Outreach, 100
Outsourcing, 14, 62, **278**

P

Paskvan, Anthony, 235
Peer assist, **287**
Pentagon renovation, *139*
Performance measurement
e–diplomacy, 91–93, *92*
government and, 59–62
Performance measurement *(continued)*
information processes and, 59–62
knowledge management, 92–93, *92*
leadership, 92–93, *92*
organizational learning, 132–35
reference models, 73, 75
Performance measurement engineer (PME), 206
Performance reference model (PRM), 73, 263
Perry, James L., 21
Personal mastery, 38
Pettigrew, A.M., 109
Piaget, Jean, 30
PMA. *See* President's Management Agenda
Poland, 132, 134–35
Polanyi, Michael, 31
Police departments and information technology, 158–61
Policy directives. *See* Social processes; *specific names*
Political culture, 108
Portal, **287**
Portugal, 17
Practice, 97–98, **287**. *See also* Community of practice (CoP)
President's Management Agenda (PMA)
business reference models in, evolution of, 81, *81*
collaboration and, 65
components of, 73
definition of, **287–88**
e–government initiatives of, 14–5, 73, 82
e–learning and, 269
establishment of, 11
Federal Enterprise Architecture and, 73
human capital and, 218–19
knowledge management and, 84, 86, 104, 173–74
problems and, 128
Standards for Success and, 14
transformation of government and, 257, 259, 273

Private sector
financial incentives in, 115
information technology in, 170
innovation in, 150–52
public sector versus, 4–5
return–on–investment metrics and, 60
Privatization, 62
Problems, 128
Process–based mission assurance (PBMA) knowledge management system, 36
Process, identifying key, 234–35
Process optimization, 16
Process team, **288**
Productivity, 21, 154
Products, manufacture of tangible, 150
Program Excellence Team (PET), 213–14
Program Management Council (PMC), 214
Program Management Council and Working Group (PMCWG), 214
Program and Project Management Improvement (PPMI) program, 211–14
Project Management Development Process (PMDP), 215
Project Management Institute (PMI), 216–17
ProReading, 103
Prusak, Larry, 222, 227
Public administration discipline, 80–81
Public manager, new, 111
Public safety, innovation in, 158–61
Public sector. *See also* Evolution of knowledge management in public sector; Government
activities of, 173
chief information officer in, 170–71, 173
chief knowledge officer in
activities of, 200
certification, government–approved, 201–03
challenges facing, 200–01
characteristics of, 198–01
Public sector
chief knowledge officer in *(continued)*
at Department of Defense, 203–04, *204*
at Department of the Navy, 204–06
emergence of, 190–91
at Federal Energy Regulatory Commission, 193, *193–94*
functions of, 196–98
at General Services Administration, 191, *192*
open enterprise and, 191–94
overview, 188, 206
practices shaping role of, 195–96
collaborative culture in, 107–08
knowledge management in, 66, *67*
knowledge management system in, 45
learning organization model for, 264
manager, new, 111
organizational culture in, 107–08
private sector versus, 4–5
return–on–investment metrics and, 60
Public Service Modernization Act (Canada), 40
Public services, 151, 156, 172

Q

Qiao, Yuhua, 10–11
Quick win, **288**

R

Rationality and information technology, 72–73, 81, 170
RDI (results–driven instrumental) methodology, **288**
Records management, 75, **288**
Reed, B.J., 151
Reference models, 73, 75. *See also specific names*
Regulatory/Inspection Secretariat (R/IS), 116
Reichers, A.E., 114–15
Reilly, Kathleen, 235
Reinventing government. *See* Government

Reinventing Government (Osborne and Gaebler), 18
Return on investment (ROI), 60, **288**
Rewards systems, 115
Riccelli, Rick, 232
Robertson, James, 53
Roeder, Stephanie, 15–16
Roo Moo–hyun administration, 161
Roth, Kevin, 230
Rubenstein–Montano, B., 250
Ruddy, T., 250
Ruggles, R., 201
Russ, William, 227

S

Sakowicz, Marcin, 134
SAS Users' Group, 99
Saunders, Marcelline, 55
Schein, Edgar H., 113
Schneider, B., 114–15
Science Applications International Corporation (SAIC), 229–30
Scientific knowledge, 129, 234–35
Scott, Ian, 199–200
Search engine, 56, **288**
Secure Collaborative Operational Prototype Environment for Counterterrorism (SCOPE), 186
Semantics, 100, *101*
Senge, Peter, 16, 38–39, 127–28
Sepic, F. Thomas, 114–15
September 11, 2001, terrorist attacks, 116, 180
Server, **288**
Service access and delivery element, 78–79
Service interface and integration element, 78–79, *79*
Service platform and infrastructure element, 78
Services component reference model (SRM), 73, 75, 77–78, *77*, 263
Set of tactics, 113
Shared vision, 39
Shucet, Philip, 240–41
Single–loop learning, 131, *131*, **288–89**
Smith, Mark, 132
Snyder, William M., 23, 106, 125
Socialization, 28, 30–31, 68
Social organisms, 24–25
Social processes
  best practices, 70–72
  combination, 28, 30–31, 68
  converting information into knowledge, 30–31
  definition and description of, *27*, 28, 41
  externalization, 28, 30–31, 68, **281**
  information technology architecture and Federal Enterprise Architecture and, 73, *74*, 75–76, *75*, 80
    integrating knowledge management and, 73, *74*, 75–76, *75*
    missing, 78–80
    objectives, 72
    overview, 72
    rationality and, 72–73
    role for knowledge management and, bigger, 76–78
    U.S. Department of Interior and, 80
  interactive
    best practice models, 70–72
    monitoring agency progress with collaboration, 69–70
    overview, 66, *67*, 68–69
  internalization, 28, 30–31, 68, **283**
  knowledge management and, 66, *67*, 68–69
  management agenda influences, 80–81, *81*
  overview, 64–65, 82
  socialization, 28, 30–31, 68
  tacit versus explicit knowledge and, 31–32, *32*
Social system, 23
Software products, demand for collaborative, 54–55
Special interest groups (SIGs), 100, *101*, 172
Spira, Jonathan, 50
Staff development, 115, 140, 145, 269–70
Stakeholders, 85–86

Stankosky, Michael, 47, 199
Staples, D. Sandy, 200–01
State government, 98–99, 168, 266–67
State and Local Government Coordination and Preparedness (SLGCP) (formerly the Office of Domestic Preparedness), 183
State Messaging and Archive Retrieval Toolset (SMART), 91
Statewide Wireless Network (SWN), 59
Storck, John, 103
Storytelling, **289**
Strategic knowledge management (KMS), **289**
Strategic learning, 140
Strategic Management of Human Capital (SMHC), 15, **289**
Structural capital, **289**
Subject matter experts (SMEs), 228, 232, 235–37
Suppliers, 20
Supply chain, 150
Svieby, Karl–Eri, 31
Sweitzer, Steve, 102
Systems, 24–25
Systems concept, 25, 39
Systemwide Homeland Analysis and Resource Exchange (SHARE), 182

T

Tacit knowledge
  access to, 173
  capturing, 230–31, 234–35
  definition of, 6, 19, 29–30, **289**
  explicit knowledge versus, 31–32, *32*
Tacoma (Washington), 152, 157–58
Tactical Training Group—Pacific (Department of the Navy), 176
Takeuchi, Hirotaka, 16, 19, 30–31, 149
Task Force on the Coordination of Federal Activities in the Region (Canada), *117*
Taxonomy, 99–100, *101*, **289**
Team learning, 39
Technical interoperability, 58
Technical learning, 140
Technical reference model (TRM), 73, 78–80, 263
Technology. *See also specific types*
  community of practice and, *102*
  information and communications technology and, 48
  information management and, 126
  innovation in, 155–57
  integration of architecture, 51–53
  KM.gov website and, 100
  knowledge management and, 7, 48–50, 54, 199–200
  new, **286**
  problems with, 156–57
  productivity and, 154
  set of tactics and, 113
Technology Transfer Program, 174
Terrorist Threat Integration Center (TTIC), 182
Thai, Hi V., 10–11
Themes, categorizing by major, 238
Thesaurus, **289**
Thompson, J.R., 211
Thompson, K.R., 115
Tiwana, Amrit, 7–8, 19, 87
Total cost of ownership (TCO), 53
Total Quality Management (TQM), 19, 185, 195–96
Traffic Flow and Enterprise Management (TFEM), 174
Traffic Flow and Enterprise Management Collaborative Communications System, 174
Training programs, 115, 140, 145, 269–70
Transfer Wisdom Workshops (TWWs), 222, 224–25
Transformation of government and knowledge management
  "bottoms up" process, 110
  as continuous process, 64–65, 110
  culture change and, 261–64
  e–government and, 259–61
  e–learning and, 269–71, *272*, 273
  enterprise architecture and, 259, 264–69

Transformation of government and knowledge management *(continued)*
overview, 257–58, *257*, 273–74
President's Management Agenda and, 257, 259, 273
unifying element, 258
Transport Canada, *117*
Turnover of knowledge workers and, 6

U

Ullman, Renee, 232, 235
United Kingdom (UK), 13, 17, 62
Universities Space Research Association, 222
U.S. Air Force, 194
USALearning.gov website, 269
U.S. Army Communications–Electronics Life Cycle Management Command (C–E LCMC)
afterthought about, 239
capturing knowledge and
steps in, 234–38
video, 232
continuation of program, 233–34
developing knowledge center and, 228–34
overview, 227–28, 238–39
pilot project, 230–321
question challenging, 231–32
U.S. Army Company Command community of practice, 99–100, 102–03
U.S. Army Corps of Engineers (USACE), 136–42
U.S. Census of Population, 29
U.S. Defense Information Systems Agency (DISA), 203
U.S. Department of Agriculture, 15, 135–36, *135*
U.S. Department of Defense (DoD)
chief information officer at, 121–22
chief knowledge officer at, 203–04, *204*
collaboration culture at, 71, 106, 121–24
Defense Architecture Framework, *76*
Federal Enterprise Architecture at, *76*
knowledge management at, 106, 121–24
U.S. Department of Health and Human Services (DHHS), 99
U.S. Department of Homeland Security (DHS), 180–84, 186
U.S. Department of the Interior (DOI), 80
U.S. Department of Justice, 182
U.S. Department of the Navy (DON), 47, 175–76, 204–06
U.S. Department of Transportation, 35
U.S. Department of the Treasury, 178–80
U.S. Forest Service, 15, 39–40
U.S. General Accounting Office (GAO), 69, 157, 177–79, 257, 259–60
U.S. General Services Administration (GSA), 108, 115, 169–70, 191, *192*
U.S. State Department, 88–93, 267–69

V

Value chain, 150, 153
Vendors, 20
Vertical management information systems, 9
Video for capturing knowledge, 232
Virginia, 58–59. *See also* Virginia Department of Transportation
Virginia Department of Transportation (VDOT), knowledge management at
communities and projects and, 244–46
first community and, 241–43
goals of division and, 241–44
implications of, 252
knowledge mapping projects and, 246
lessons learned from, 252–55
network identification and, 247–49
office expansion and, 243–44
organizational culture and, 249–51
overview, 240–41, 255
recommendations for, 252
worker loss and isolation and, 251
Virginia Information Technology Agency (VITA), 59
Virtual Knowledge Repository, 176
Virtual Research Center (VRC), 104
Virtual team, **290**
Voice–over Internet Protocol (VoIP), 268
Voss, Angi, 15–16

W

Wallace, Rick, 230
Wang, Kesheng, 188
Ward, Gary, 5
Washington State, 172
Watson, Hugh J., 4
Web–based communication systems, 68
Web–based knowledge manager, 191
Web browser, **290**
Wenger, Etienne, 23, 125, 227
Wheeler, E.T., 156
White pages, **290**
Wiig, Karl M., 45, 201
Wilson, J.Q., 111, 113–14
Wireless technology, 57–59
Workforce and Human Capital for Information Technology Committee, 171
Working patterns, improving, 164–65
WorkPads, 59
World Wide Web
  access to information and, 20, 173
  definition of, **290**
  e–learning and, 271, 273
  growth in use of, 21
  information highway and, 8
  mobile technology and, 57

X

XML, 56, **290**

Z

Zachman, John, 264–65