# Knowledge Management

# What is knowledge?

- "Knowledge is the small part of ignorance that we arrange and classify." --Ambrose Bierce (1842 - 1914)

- What we know --- purified by reality

- Knowledge continuum:
  - Data ⇒ Information ⇒ Knowledge (Tacit & Explicit)

    (Fuller understanding of data in context)

    (Information refined by reliable practice)

- Two kinds of knowledge:
  - Explicit: formal; systematized; recorded for posterity; "book knowledge;" "white papers;" policy manuals; general documents
  - Tacit: personal "know-how;" "tricks of the trade;" seasoned intuition; resident in individuals; typically developed from experience

# What is knowledge management (KM)?

• "A discipline that promotes an integrated approach to identifying, capturing, evaluating, retrieving and sharing enterprise information assets." (Gartner Group)

• "KM is the process through which an enterprise uses its collective intelligence to accomplish its strategic objectives." (Ramon Barquin, Barquin International, Inc.)

• A "people enabler" not a technological solution

• Steps of KM process:
  - K creation
  - K capture
  - K application
  - K measurement

# Why is acquisition KM important?

• Research = groups beyond 200 - 300 people lose grasp of collective K, & over time, a large quanttity of K resides with only a few people in the organization

• Federal acquisition profession needs KM:
  - Budget cuts, downsizing (1993 - 1998, 1102 series Contract Specialists diminished at rate of 8% - 9%/yr.; 42% retirement eligibility by 2008; 22% by 2003)
  - Limited incoming talent (1:6 outside hires)
  - Contracting-out emphasis
  - Increased procurement actions, e.g., competitive sourcing
  - Private sector demand for experienced federal Contract Specialists

• Transfer abundance of acquisition knowledge being lost by attrition
• Increase efficiency & productivity
• Capture & spread internal know-how, best practices & experience
• Eliminate “reinventing the wheel”
• Avoid repeating same mistakes

# What is acquisition KM content?

- Acquisition regulations such as FAR & agency FAR supplements
- Pertinent statutes & Executive Orders
- Relevant work samples
- Training opportunities & case studies
- Sound practices, promising practices, lessons learned
- Workbook competencies
- Relevant articles
- Acquisition experiences

# Cont. What is acquisition KM content?

- Live group collaboration
- Live group problem-solving
- “Ask an Expert”

# How is acquisition KM deployed?

- Web-based portal typically

- Web-based KM portal is a common Web access point for delivery of highly integrated & highly sophisticated knowledge, using specialized features, to a target audience.

- Portal becomes the targeted users' preferred access point for most efficiently & productively accomplishing work

- Web-based portal is the most advanced technical tool for KM deployment…& is continuously improving

# Quality KM Site Functional Capabilities

- Quick, easy, immediate, ubiquitous access
- Single sign-on access to all linked sites
- Email account
- Links to sources of explicit K (where it's maintained!)
- "Chat rooms"
- "Threaded discussions"
- Customization - presentation & content delivery based on criteria set by user
- Personalization - tailor the presentation of content to individuals or classes of customers based on profile info

# Cont. Quality KM Site Functional Capabilities

- Alerting - matches incoming streams of new information against users' profiles & "pushes" it to them by user-selected means
- Search & Retrieval with Filtering
  - Can find out who else has been searching on a topic
  - Can direct search agent to push new info to desktop, cell phone, or hand-held computer
- Virtual work space or "e-room" where docs are easily exchanged
- Web conferencing
- Virtual communities of practice (e.g., Contract Specialists, Price & Cost Analysts, Procurement Analysts)
- Shared presentations
- Networks of subject matter experts

# How do you create an acquisition KM portal?

- Senior management buys into KM concept & need for KM culture

- Senior management establishes critical prerequisites for the acquisition workforce:
  - Major culture change - other-focused
  - Sharing highly prized & supported
  - Rewards & recognition for contributing to KM
  - Use encouraged, NOT mandated
  - Credit for most use of KM
  - "Best Seller" list of most frequently accessed contributions
  - Performance plans include requirement for KM use and contributions

- Decide whom portal is to serve

- Link KM to measurable business goals & overall business strategies -- and derive KM solution from user needs to address the goals & strategies

- Implement, maintain & evolve

# KM Portal Do's & Don't's

- CIO lead? --- NOT!!!
- DO make a key content manager the lead
- DO NOT focus on the technical tool enabling KM
- DO focus on your users & their behavior & culture
- DO NOT concentrate on technology generally
- DO concentrate on integrating business goals & business strategies, & meeting user K needs

# Will there be a federal acquisition portal?

- GSA's new Intellectual Capital Management Office, in collaboration with the PEC, leading the federal acquisition KM portal project
- Interagency user group providing guidance
- YOU can participate NOW in this portal for Reverse Auctioning, PBSC, Share-in-Savings & more by free registration at http://67.104.144.235

# Will there be a Treasury acquisition portal?

- Office of Procurement (OP) EC Team has initiated a Treasury acquisition KM portal project to complement the federal acquisition portal under development by GSA
- Current year funding has been obtained
- Bureau user representatives have provided input
- The OP Web site has been re-engineered to a “pre-portal” status
- What do you want at the Treasury Acquisition Portal?

# Why should I make proper use of an acquisition KM portal?

- Increases efficiency & productivity
- Indicates a personal change indicative of the new essential sharing/collaborative acquisition culture
- Enhances your marketability in the job market - gov or private sector
- Rewards entitlement (at management discretion)
- Matter of acceptable performance

# Examples of KM Portal Sites

• U.S. Army's Army Knowledge Online (www.us.army.mil) - One-stop super site for employees

• U.S. Navy's Surface Warfare (www.swonet.com) - Some portal aspects to this site catering to the Navy's approx. 8,600 surface warfare officers

• CIO Council's KM Working Group (www.km.gov) - General KM info

• Commercial General KM Site (www.eknowledgecenter.com)

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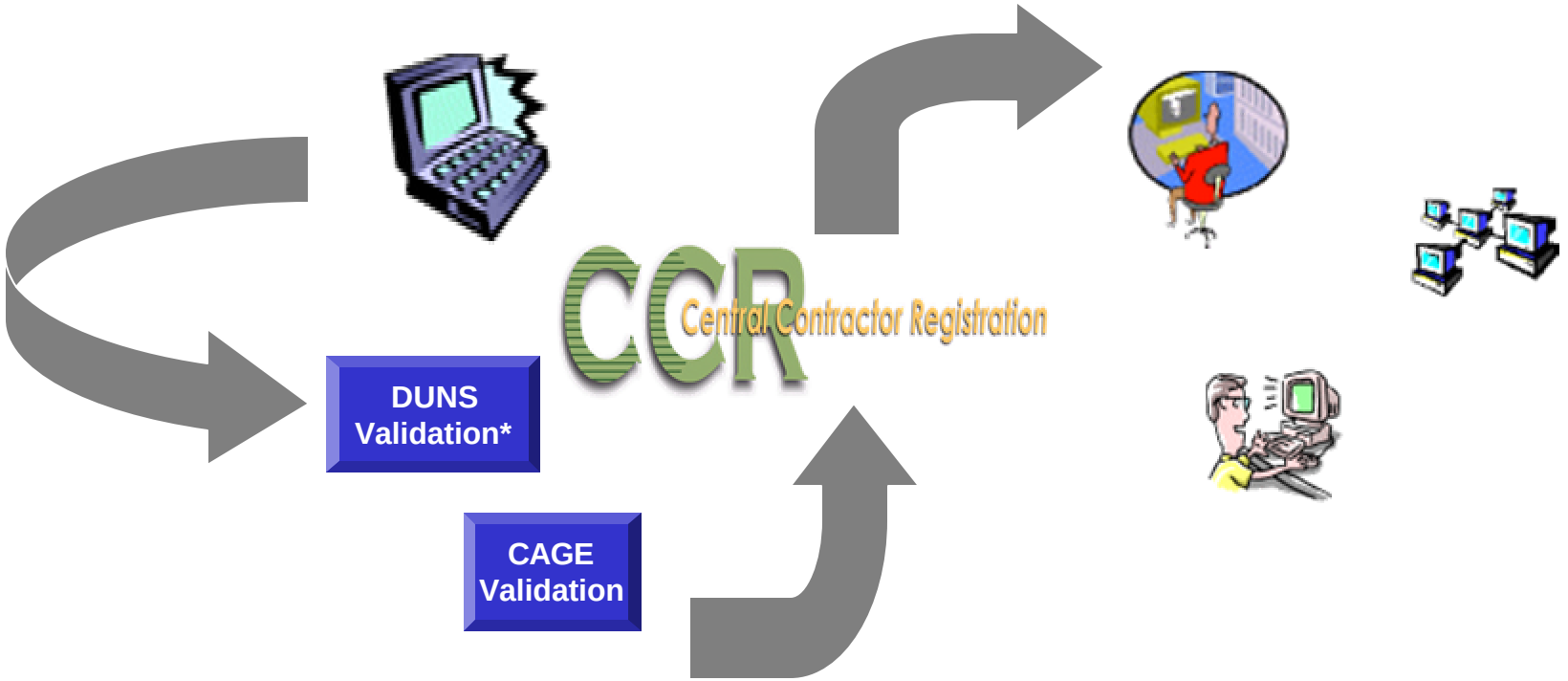
# Central Contractor Registration (CCR) System

# What is it?

- As of 10/1/02, the single point of vendor registration for provision of organizational information
- Located at www.ccr.gov
- Developed & maintained by DoD with PWC support
- Operational for DoD in 1998
- Occasioned by industry multiple registration complaints
- Used to collect & use company administrative & EFT data
- Designed for electronic interfacing with automated procurement &/or financial systems
- May be accessed through CCR Tools by Web browser or through CD's
- Vendor maintains own data
- Secure access to Proprietary & Sensitive data

# What data is collected?

- **DUNS/DUNS+4 Number**
  - **Agreement with D&B to do a quick assignment if for CCR**
- **CAGE Code (DoD, NASA, DoE Use)**
  - **If vendor doesn't have one, it is assigned (except foreign)**
- **TIN/SSN**
- **Legal Name, Doing Business As Name, Address**
- **Type of Organization & Socio-economic Status**
- **Types of Goods & Services (NAICS, SIC, FSC, PSC)**
- **EFT and Remittance Information**
- **Points of Contact**
  - **Gov't Business, Electronic Business, Past Performance**
- **EDI Transaction Information**




**Database Metrics (As of May 2002)**
- Approximately 197,000 active vendors
- 2500+ new vendors per month
- 9 hours processing time April 2002 (Requirement is <48 hours per DFARS)

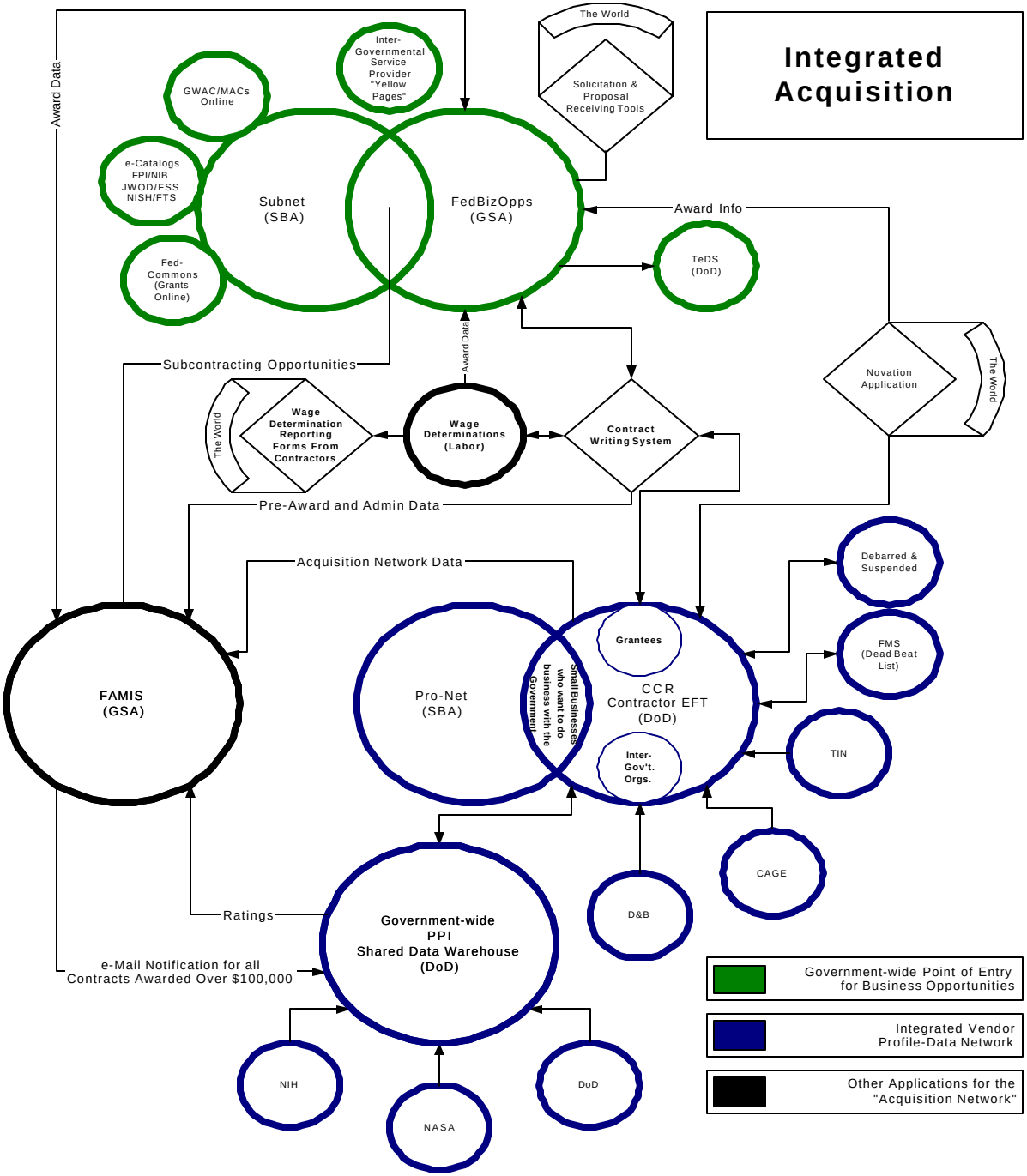
**Weekly processing indicates that:**
- 60% actions are updates
- 20% actions are new
- 20% actions are deletes/expired

# Market Research Use

- Buyers locate firms expressing specific expertise
- Vendors identify potential business partners
- Buyers obtain EFT data
- Buyers obtain reliable, accurate general company info

# Future Enhancements

- **SBA PRONet validation of socio-economic factors (Fall 02)**
- **HP/Oracle architecture (12/02)**
- **XML dissemination options (12/02)**
- **Expansion to cover grants**
- **Annual vendor certifications & representations**
- **Expansion to cover Inter-Agency agreements**
- **TIN validations with the IRS**
- **Mark outstanding debtors**
- **Capability to email vendors & CO's automatically from CCR**


Integrated Acquisition
Award Data
Inter-Governmental Service Provider "Yellow Pages"
GWAC/MACs Online
e-Catalogs FPI/NIB JWOD/FSS NISH/FTS
Fed-Commons (Grants Online)
Subnet (SBA)
FedBizOpps (GSA)
The World
Solicitation & Proposal Receiving Tools
Award Info
TeDS (DoD)
Subcontracting Opportunities
Award Data
Wage Determination Reporting Forms From Contractors
The World
Wage Determinations (Labor)
Contract Writing System
Novation Application
The World
Pre-Award and Admin Data
Acquisition Network Data
FAMIS (GSA)
Pro-Net (SBA)
Small Businesses who want to do business with the Government
Grantees
CCR Contractor EFT (DoD)
Inter-Gov't. Orgs.
Debarred & Suspended
FMS (Dead Beat List)
TIN
CAGE
D&B
Ratings
Government-wide PPI Shared Data Warehouse (DoD)
e-Mail Notification for all Contracts Awarded Over $100,000
NIH
NASA
DoD
Government-wide Point of Entry for Business Opportunities
Integrated Vendor Profile-Data Network
Other Applications for the "Acquisition Network"

# Cont. Integrated Acquisition Environment - Benefits for the CO

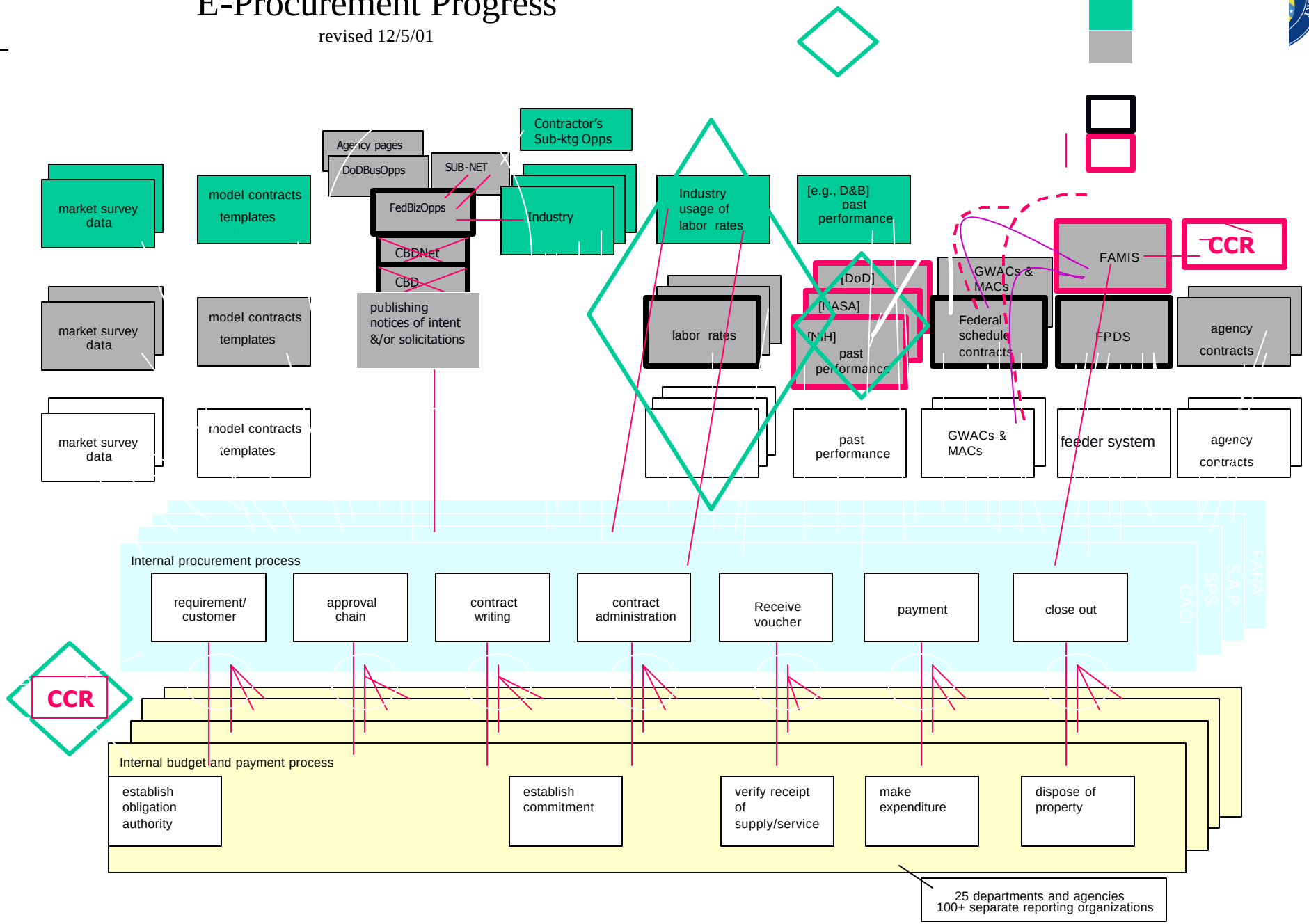
- Vendors
  - Complete admin profile (name, address, POC's, etc.) (DoD, CCR)
  - EFT data (DoD, CCR)
  - Past Performance history (DoD, Past Performance Information Review System, PPIRS)
  - Debtor List (FMS, CCR)
  - Debarred/suspended vendors (Excluded Parties list, GSA)
  - EEO compliance (DOL)
  - Socio-economic certifications & status (SBA, PRONet)
  - Representations & Certifications
  - Associated labor rates
  - Current Government contracts
  - Current Government grants
  - Current subcontracting opportunities
  - Dun & Bradstreet report
  - Past Government contracts
  - Past Government grants

# Integrated Acquisition Environment - Benefits for the CO

- Pre-populate all government procurement forms
- Pre-populate contract writing system documents

# E-Procurement Progress

revised 12/5/01



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# Federal Business Opportunities
# FedBizOpps
# FBO

# What is it?

- **The GPE - Government Point of Entry for doing procurement business with the government**
- **Located at www.fedbizopps.gov**
- **Maintained by GSA; controlled by a GSA Project Team answering to an Interdepartmental User Group**
- **Gives vendors a single location to obtain all federal procurement actions required to be synopsized by the FAR**
- **Offers vendors automatic email notifications of business opportunities**
- **Helps "level the playing field" for small businesses**

# Background

- **Derived from a NASA system of the mid-1990's**
- **Sponsored by the Interagency Acquisition Internet Council**
- **Became statutory 10/1/01**
- **CDB or CBDNet extinct as of 1/02**
- **All federal government must use for synopsis AND solicitation posting (or indexing)**
- **May be used for simplified acquisitions**
- **Funded by GSA/FSS and participating agencies**

# Some Features & Stats

- **24/7/365**
- **Web-based, JAVA code**
- **Full Text Search**
- **Prime Posting of Subcontracting Opportunities**
- **Statistics Drill Down**
- **Search enhancements**
- **Stats - March 2002**
  - **16 million hits**
  - **156,000 registered vendors**
  - **19,000 federal buyers**

# Market Research Use

- **ONLY need to enter your email address or use full text search**
- **Locate synopses/solicitations so you can**
  - **– develop similar ones**
  - **– collaborate with another agency on a joint requirement**
- **Receive automatic email notices for selected organizations or Product Service Classifications**
  - **– to develop similar ones**
  - **– to collaborate with named points-of-contact or experts**
- **Draft solicitation postings**
- **RFI postings**

# Future Enhancements

- **Interested vendor lists (7/02)**
- **Online buyer stats (7/02)**
- **Combined synopsis/solicitation notice (7/02)**
- **NAICS code data fields**
- **Links to FAMIS, CCR, PRONet, Past performance data bases, etc.**

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