Knowledge Management in the TIC/Library of a Navy Lab

Dr. Jay Liebowitz, Harrisburg University of Science and Technology
Mentor: Dr. Jack Price, Director of Research
2020 Navy Summer Faculty Research Program

Background and Objectives

Over the years, knowledge management (KM) has played an important role in many organizations. In particular, the Library (or Technical Information Center—TIC) can be a key part of the information and knowledge capture, sharing, and transfer functions. A 2020 Navy Summer Faculty Research effort was focused on examining knowledge management in libraries, seeing how the TIC can be positioned for KM, and then determining a KM strategy broadly across the Navy Lab with associated metrics for measuring its scientific health.

Methodology

In order to perform research data triangulation, there were three main sources of data:

1. External/Internal Survey of 15 Library Directors (5 in the Navy; 10 from Government/Universities)
2. Literature Review/Industry Best Practices
3. Navy Lab Interviews (Ten)

Results

KM in TIC/Library Survey (Major Lessons Learned):

Navy: "Harvest" the personal collections of classified and other materials (reach out to the end users to put documents in library repository); Need to modernize our workflow; Having research material that can be easily accessed for desktops; Need to share information and knowledge; Focus on the needs of your community and evolve with those needs

Others: Provide a single service point that is user-friendly; Avoid information silos; Monitor the questions and know your audience; Develop a FAQ; Keep things in one place; Use meta-tagging/metadata; Proactively educate, market, and reach out consistently

Literature Review/Industry Best Practices

Some Leading Industry Library/KM Tools:
- **Knowvation/Bibliovation (PTFS)**
- **Springshare Suite (LibGuides/LibAnswers, etc.) (Springshare)**
- **Iron Mountain**
- **KMWorld.com (Content, Document, and KM Tools)**
  - **Smart Logic Semantic AI platform (Semaphore)**
  - **OpenText, 2020; OpenText Enterprise Content Management**
  - **Slack, Yammer, Fusion, Teams, Sharepoint, etc.**

Internal Navy Lab Interviews (Requested Recommendations)
- **Increase the functionality of the TIC to include some knowledge management roles**
- **Improve the searchability of technical reports and other materials (Bibliovation should help, but will also need digitization)**
- **Realign library and knowledge management functions from Business Operations to the Office of Technology and Innovation (headed by the Chief Technology Officer)**
- **Develop a KM strategy with specific attention to knowledge retention and improving knowledge sharing across the enterprise**
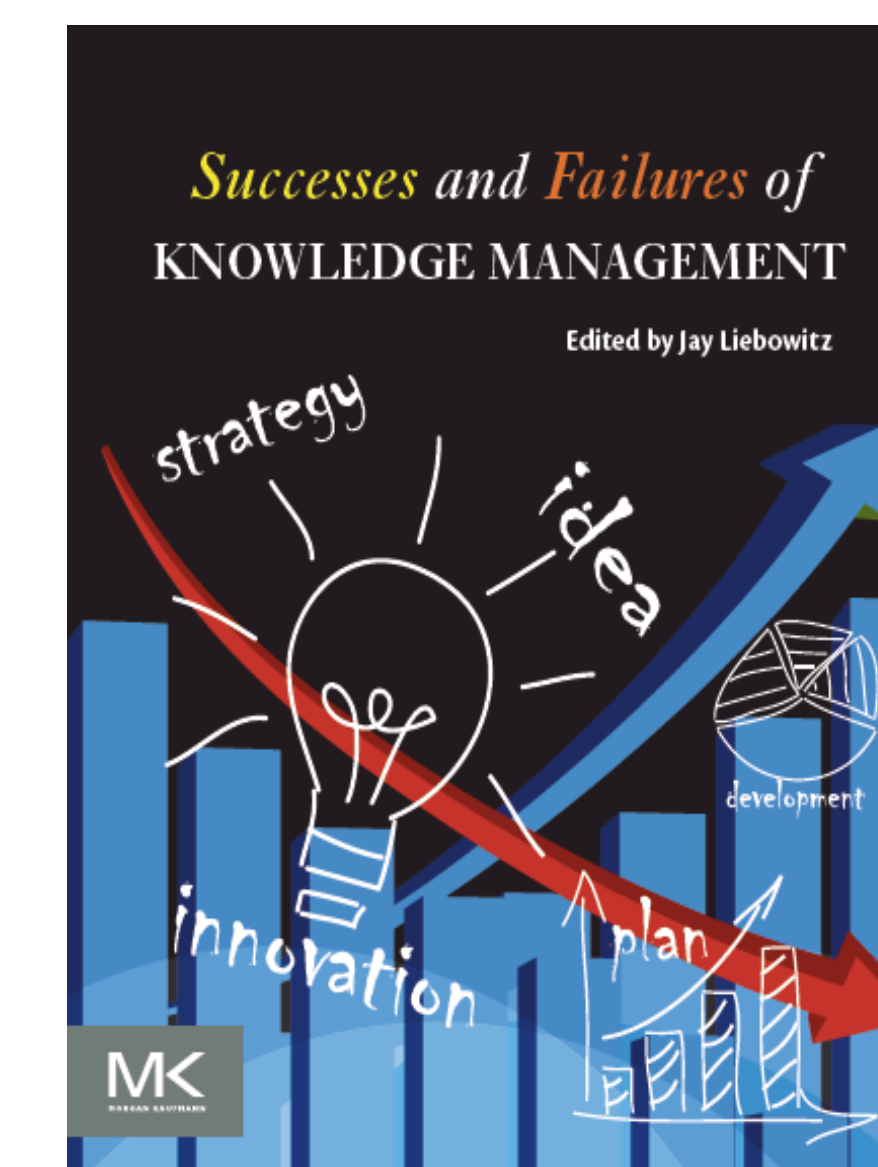
Preliminary Recommendations

KM Organizational Alignment

- Move the TIC/Library from Corporate Communications to under the CTO
- CTO should be the KM champion or create a CKO position
- Formalize a Strategic Planning Office within Corporate Operations to be also aligned with the CTO
- Create Knowledge Stewards and Knowledge Retention Project Officer positions among the Departments/Major Projects
- Create a KM Working Group chaired by the CTO/CKO, with representation from the Department Knowledge Stewards, Knowledge Retention Project Officers, HR Director or designee, Strategic Planning Director or designee, CIO or designee, Public Affairs Director or designee, TIC/TRC/Library Directors or designee, and any other interested parties

KR and KS&T Activities

- Implement a Knowledge Retention SOP
- Develop an online searchable video, web-based knowledge preservation project in critical knowledge areas
- Codify lessons learned in a lessons learned repository and continue to 'push' appropriate lessons to users
- Write Navy Lab case studies of bittersweet projects and develop 'best practice' project web materials
- Inject knowledge sharing proficiencies into the recognition and reward structure
- Broaden the strategy for record retention
- Establish a knowledge sharing and recognition day
- Create a Retirees and Alumni Assoc.
- Through Knowledge Stewards and Knowledge Retention Managers, embed key KM and record management processes into the daily activities of employees and implement a change management program to help in this regard
- Continue to conduct exit interviews
- Continue and webcast the Navy Lab-wide colloquia and mini-courses/tutorials.
- Develop an expertise directory/locator system contained within the intranet
- Develop a multimedia asset management system for knowledge and record retention, and build the network infrastructure to support its development and usage.

Acknowledgments