

National Aeronautics and
Space Administration
Office of the Administrator
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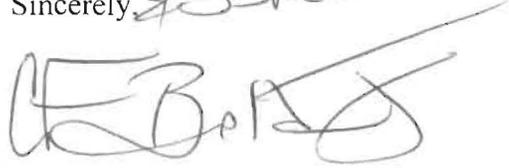
Vice Admiral Joseph W. Dyer, USN (Ret.)
Chair
Aerospace Safety Advisory Panel
National Aeronautics and Space Administration
Washington, DC 20546

JOB
Dear Admiral Dyer:

Enclosed is NASA's response to the recommendation from the 2011 Fourth Quarterly Meeting of the Aerospace Safety Advisory Panel (ASAP). Please do not hesitate to contact me if the ASAP would like further background on the information provided in the enclosure.

I look forward to receiving continued advice from the ASAP that results from your important fact-finding and quarterly meetings.

Sincerely,

Charles F. Bolden, Jr.

Charles F. Bolden, Jr.
Administrator

Enclosure
2011-04-01 Chief Knowledge Officer Positions

ASAP Tracking Number 2011-04-01
Chief Knowledge Officer Positions

Finding:

Johnson Space Center (JSC) has done an excellent job with lessons-learned capture and documentation on the Constellation Program; likewise, a good effort is underway to capture knowledge and lessons-learned on the Shuttle Program. As noted in ASAP's Third Quarter Report, the Goddard Space Flight Center (GSFC) also has a good knowledge management model. Both JSC and GSFC have Chief Knowledge Officers.

Recommendation:

To ensure the identification and capture of critical NASA implicit and explicit knowledge, the ASAP recommends NASA establish a single focal point (a Chief Knowledge Officer) within the Agency to develop the policy and requirements necessary to integrate knowledge capture across programs, projects, and Centers. Additionally, the ASAP recommends that NASA consider establishing Chief Knowledge Officer positions at all NASA Centers and in all Mission Directorates to ensure standardization of programs and lessons-learned as we move forward.

Rationale:

A single focal point within the Agency provides clear responsibility and authority to ensure an integrated Agency-wide process and archive for knowledge capture. A similar focal point at each NASA Center and each Mission Directorate would facilitate this function at the local level.

NASA Response:

NASA agrees with the finding, recommendation, and rationale of the ASAP concerning the topic of Chief Knowledge Officer positions. Currently, NASA agrees that excellent efforts in knowledge capture occur unevenly across the Agency due to decentralization and that these efforts are not optimally integrated. Many of the necessary activities and functions of knowledge capture are currently being facilitated informally by the Office of the Chief Engineer (OCE) through the NASA Academy of Program, Project, and Engineering Leadership (APPEL). The Academy possesses many strengths in successfully implementing knowledge sharing and curation activities for the Agency, not least of which are its strong reputation across Centers and Mission Directorates, as well as its domestic and international network of knowledge and content experts across Government, academia, and industry partners and stakeholders. In light of the ASAP recommendation, the Agency has designated the NASA APPEL Director as the Agency Chief Knowledge Officer (CKO), and OCE will work with Centers and Mission Directorates to identify, nominate, and designate Knowledge Points of Contact to support the local-level tasks of identification and capture of critical NASA implicit and explicit knowledge. The CKO will convene a Knowledge Working Group with knowledge professionals from Centers and Mission Directorates to set common strategies and direction for NASA knowledge capture activities and functions, to include interviews with successful practitioners to identify knowledge strategies used in the field. The APPEL Director/Agency CKO will establish NASA Procedural Requirements (NPR) for NASA Knowledge Policy that supersedes the current NPR 7120.6, Lessons Learned Process, and moves the Agency as a whole toward establishing and leveraging updated mechanisms such as smart networks and common integrated tools for the identification and capture of tacit and explicit Agency knowledge.

Enclosure