



# Total Ownership Cost (TOC) Knowledge Share Space Overview

*“Better, Faster, Cheaper, **Smarter**”*

**ACQUISITION  
REFORM**

**2000**

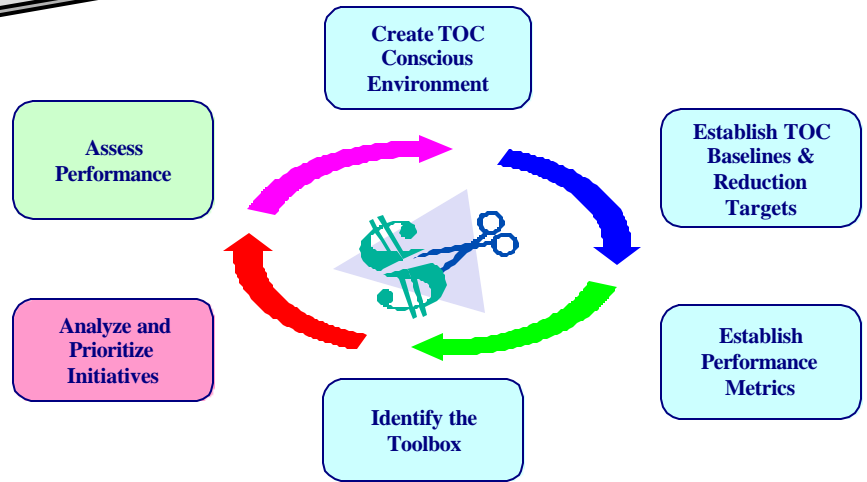
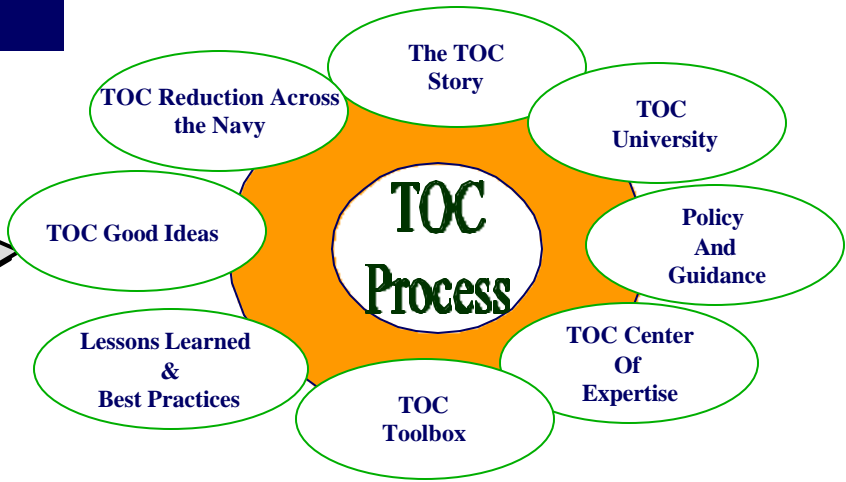
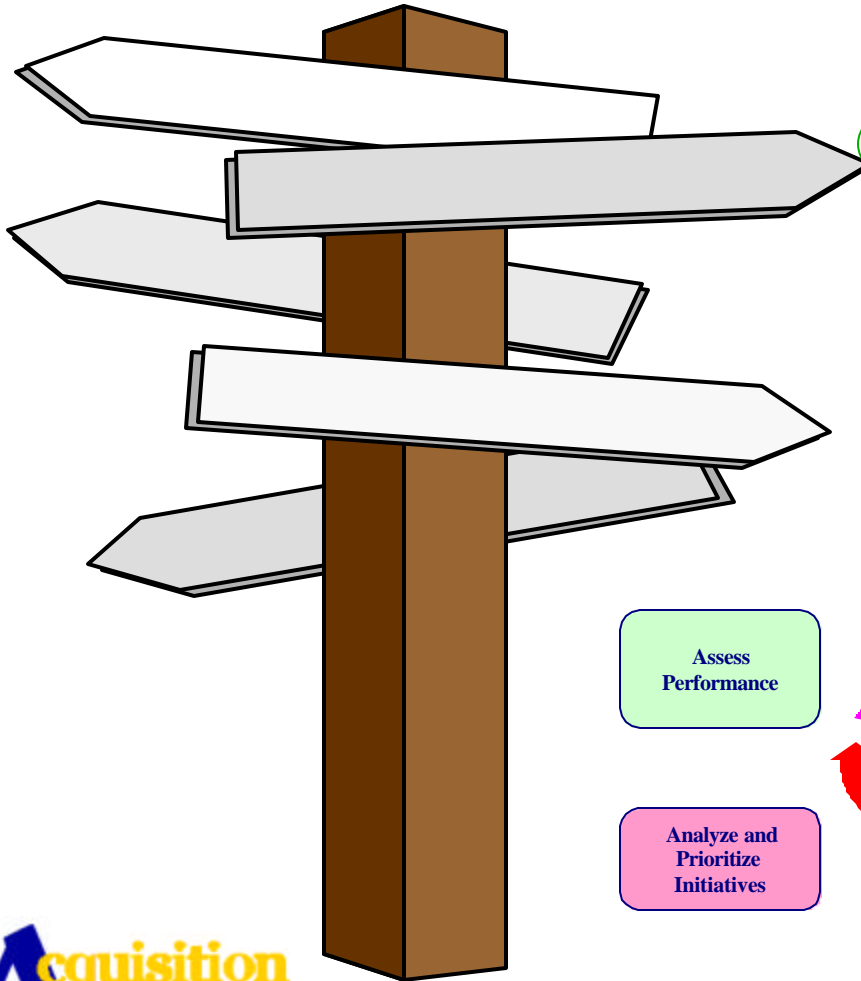
**Mr. Willie Jones**

**DoN TOC Team Leader**

‘ARO TOC Team - Creating a Common Framework for TOC’



# “Without a vision people perish”



# Purpose of Briefing

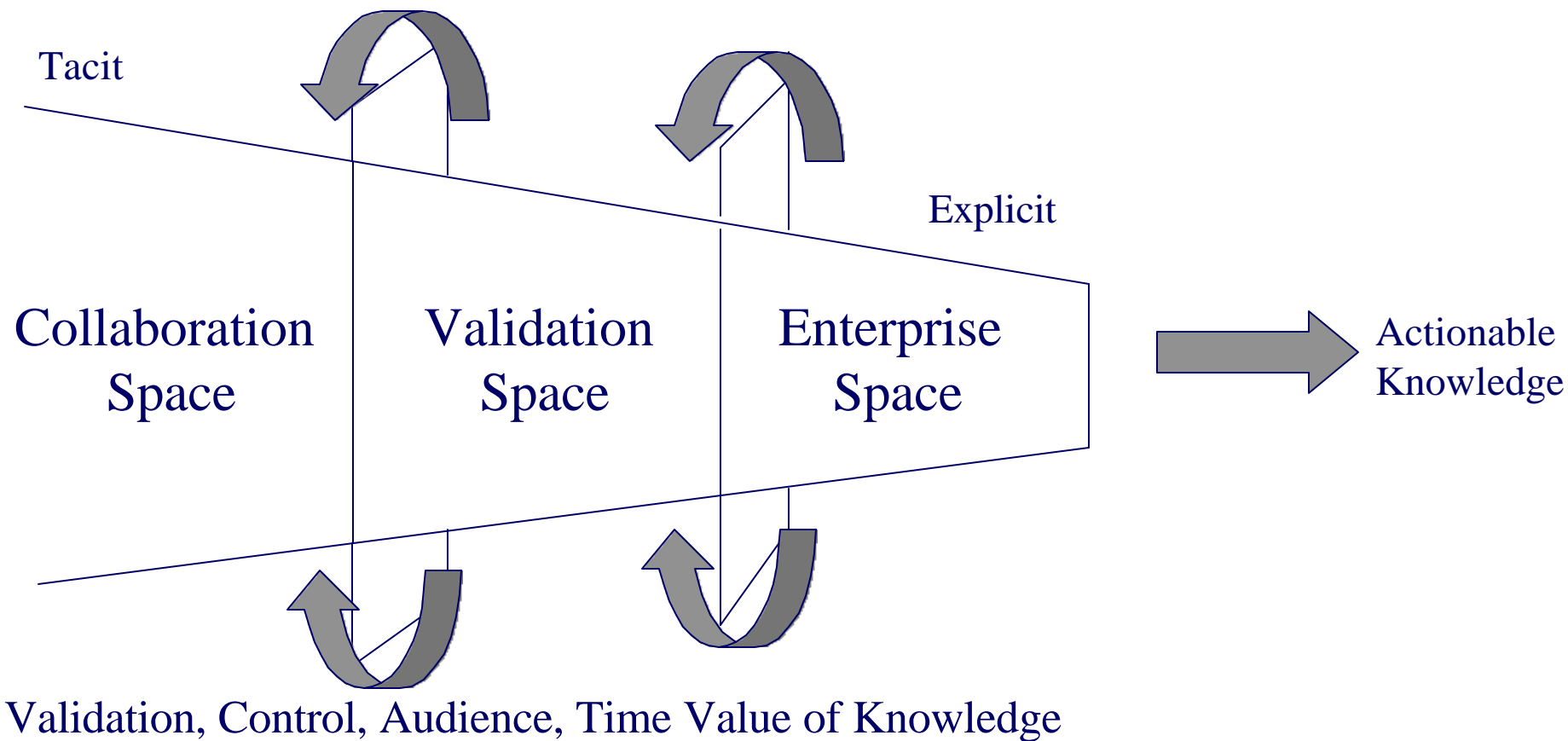
- ◆ Provide information on the TOC Knowledge Share Space (TKSS) Initiative and the establishment of the TOC Community of Practice.
- ◆ Enlist your support in developing requirements for and making contributions to TKSS
- ◆ Make you aware of the need to gain access to the data, information, tools, Subject Matter Experts (SMEs), databases, web page(s), etc... (artifacts) under your cognizance



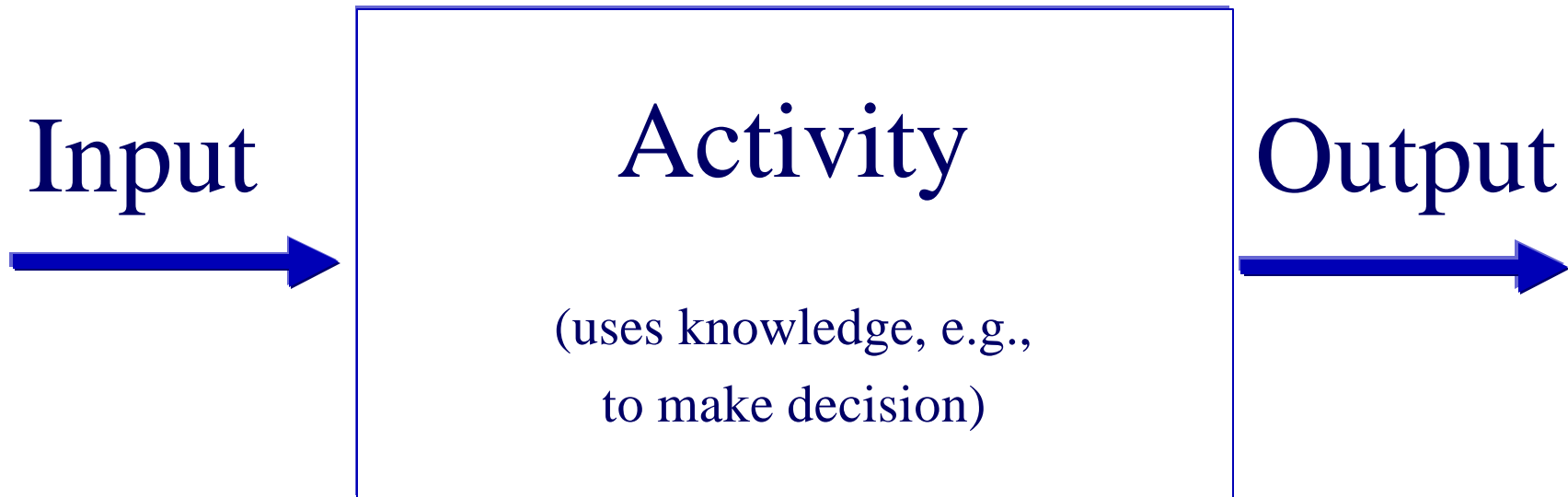
# What is Knowledge

- ◆ **Types** - Knowledge types include tacit - in our heads, or explicit - documented in some way, spoken or written. Also, knowledge can be structured - such as in procedure manuals or courses, or unstructured - such as in email correspondence.
- ◆ **Rules** - Knowledge is the validated, hierarchical network of procedural (know *how* to do something) and declarative (know something is true, possibly *why*) rules that have useful, predictive, and explanatory power for people.
- ◆ **Levels** - Knowledge levels include: recall, comprehension, application, analysis, synthesis, and evaluation.

# Community to Enterprise Knowledge



# Another View of Knowledge



Data/Info => Decisions

Info/Knowledge => New Knowledge

Existing Knowledge => Validated K

Unstructured K => Rules, Lessons, Procedures

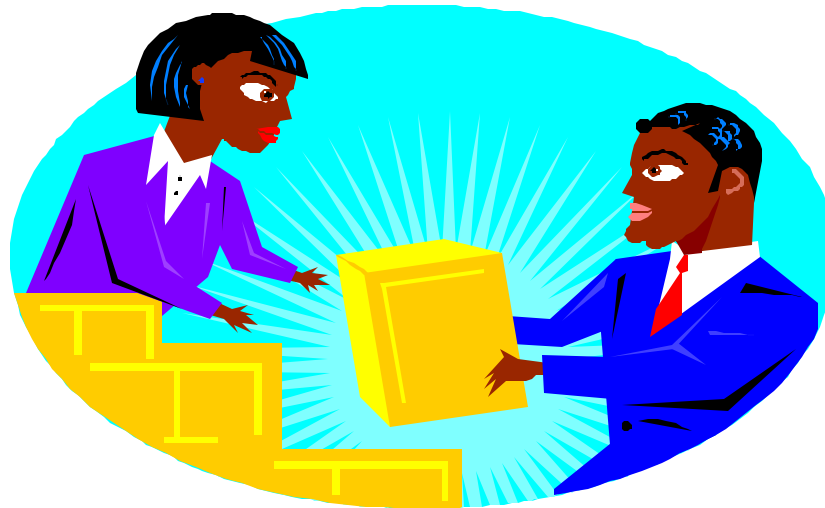
# Basic Definition: Knowledge Management

*“Handling, directing, governing, or controlling of natural knowledge processes (acquire/validate, produce, transfer/integrate K) within an organization in order to better achieve the goals and objectives of the organization.” (KMCI)*



# Another Definition: Knowledge Management

- ◆ Knowledge Environment
  - A Knowledge Environment is an organization's (business) environment that enhances its capability to deliver on its mission (competitive advantage) by enabling it to build and leverage its intellectual capital.
- ◆ Knowledge Management
  - Knowledge management is an organized effort to build, operate, maintain, and proliferate a knowledge environment *(Sources is CSC)*





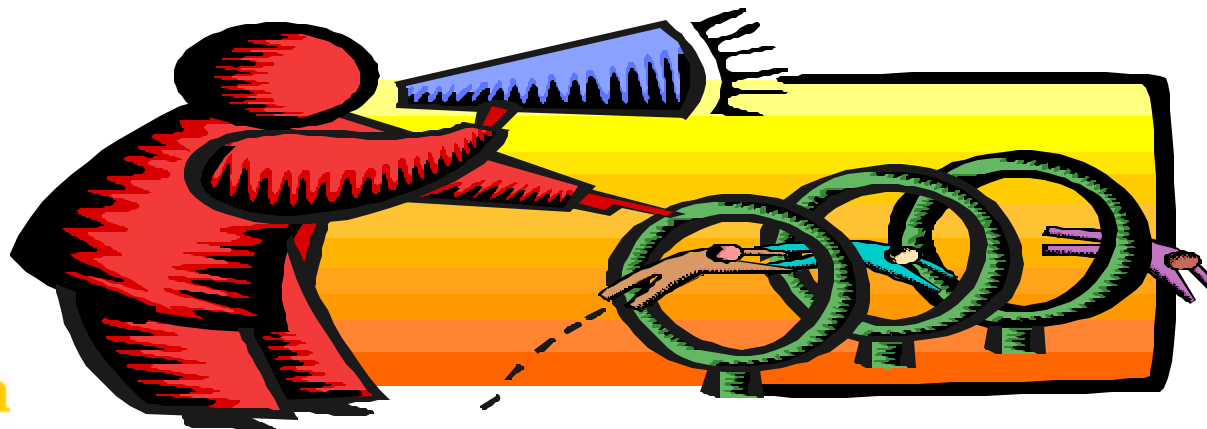
# Knowledge Management

*(the who, what, why, when, where and how)*

- ◆ “KM is a comprehensive, full life-cycle methodology that:
  - Affects people, process, and technology (what)
  - Focuses on the natural knowledge processes performed by all (who) within an organization. (where)

And strives to:

- Efficiently provide the best knowledge to the right person at just the right time (how)
- Meet their needs toward continuously (when) improving the effectiveness of the organization (why) at acceptable risk.”



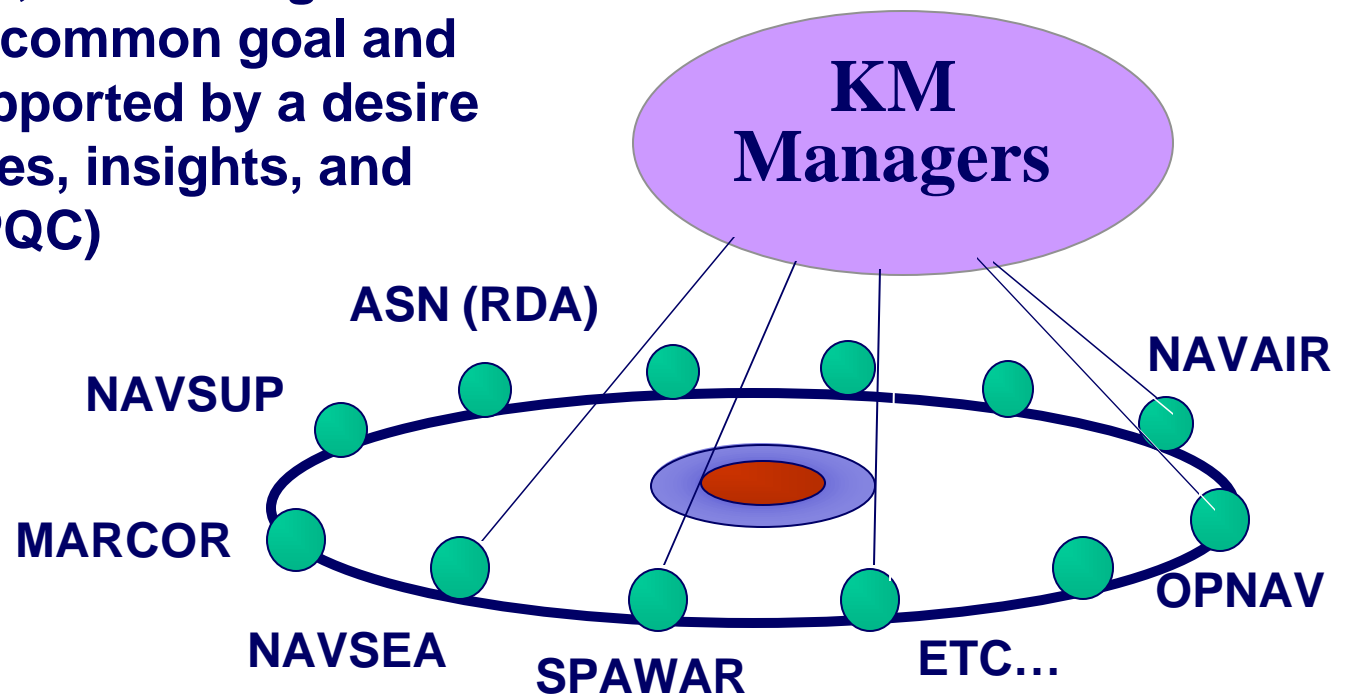
## *Basic Definition: Knowledge Community (Community of Practice)*

*“People with similar interests and issues sharing ideas, solutions and knowledge.”(DSMC)*



# Another Definition: Knowledge Communities (Communities of Practice)

Networks of people, small and large, who come together to share and to learn from one another face-to-face and virtually. These communities -- of practice, of interest, of learning -- are held together by a common goal and purpose that is supported by a desire to share experiences, insights, and best practices. (APQC)





# Acquisition Workforce Roles & Application Scenarios

## DoN ACQUISITION TEAM



**Everyone's Job is TOC Reduction!**

- ◆ Enterprise Managers and Leaders
- ◆ DoN Executive Leadership
- ◆ DoN Decision Authorities
- ◆ Program and Functional Managers
- ◆ Organizational "Staffs"
- ◆ Supervisors and Team leaders
- ◆ Coaches, Teachers, Trainers & Facilitators
- ◆ Acquisition Workforce
- ◆ Warfighter
- ◆ Facilities and Human Resource Infrastructure

**Navy Corporate:**  
SECNAV, CNO, ASN/RDA, ARO

**Six SYSCOMs:**  
NAVSEA, NAVAIR, SPAWAR, MARCOM, NAVSUP, NAVFAC

**Twelve PEOs**

**375 ACAT I-IV Programs**

**Acquisition Workforce:**  
PEOs  
Echelon I, II & III; R&D Ctrs, Field Activities, Ship Yards, NARFs/DEPOTs

**Warfighter:**  
Warfare Mission and Warfare Support

**Industry Support Team:**  
Projects & Services

**Industry Prime Item Builders & Key Subs**

**Industry IR&D & Industry Associations**

**Academia**

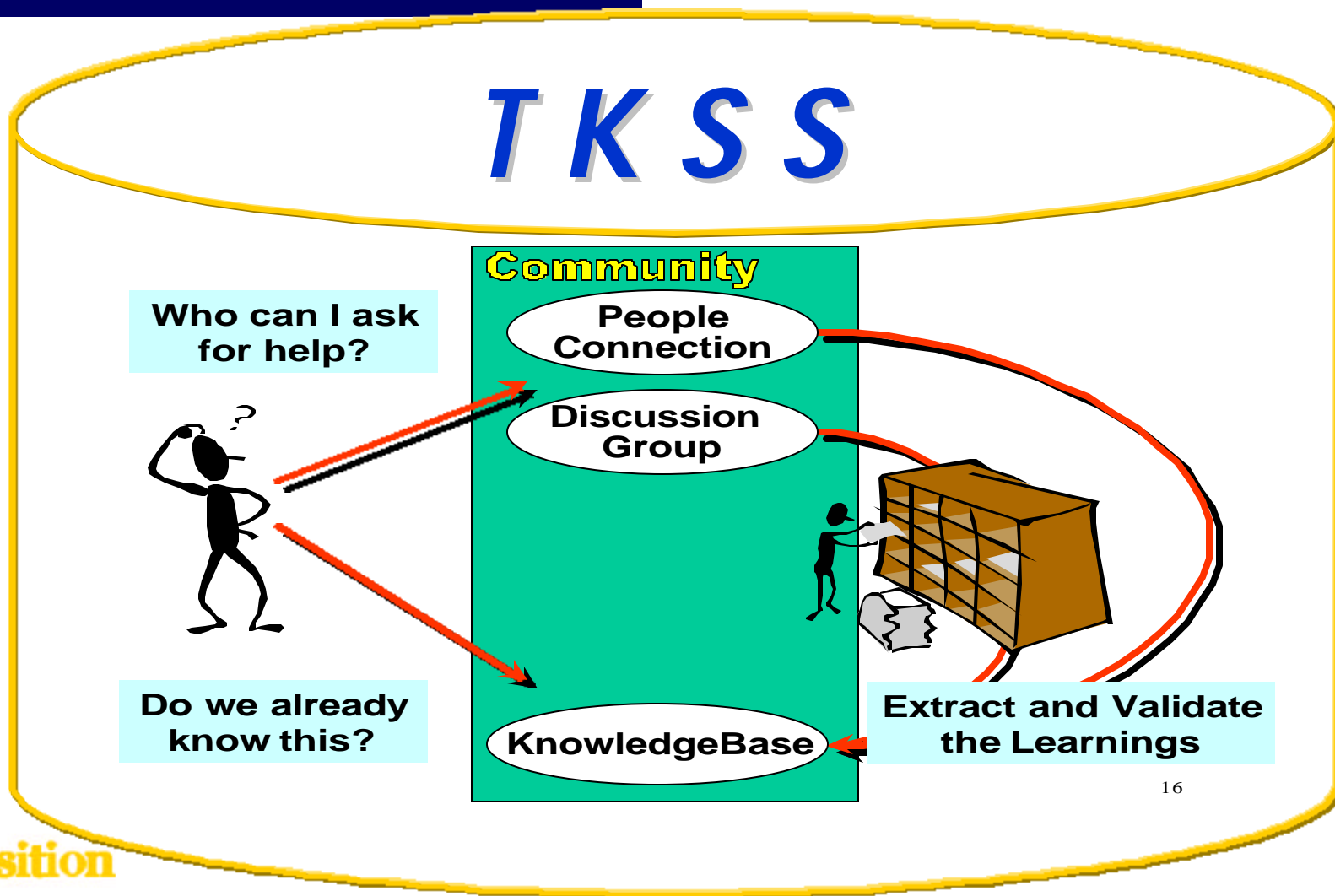


# Why TKSS?

- ◆ Shrinking Size & Loss of Experience of Acquisition Workforce
- ◆ Emphasis on Reducing Total Ownership Costs
- ◆ Knowledge Management Technology Available
- ◆ Emphasis on Making Acquisition Workforce More Efficient and Effective
- ◆ Well Established DoD Priority & Focus Area
- ◆ Enables the establishment of the TOC Community of Practice

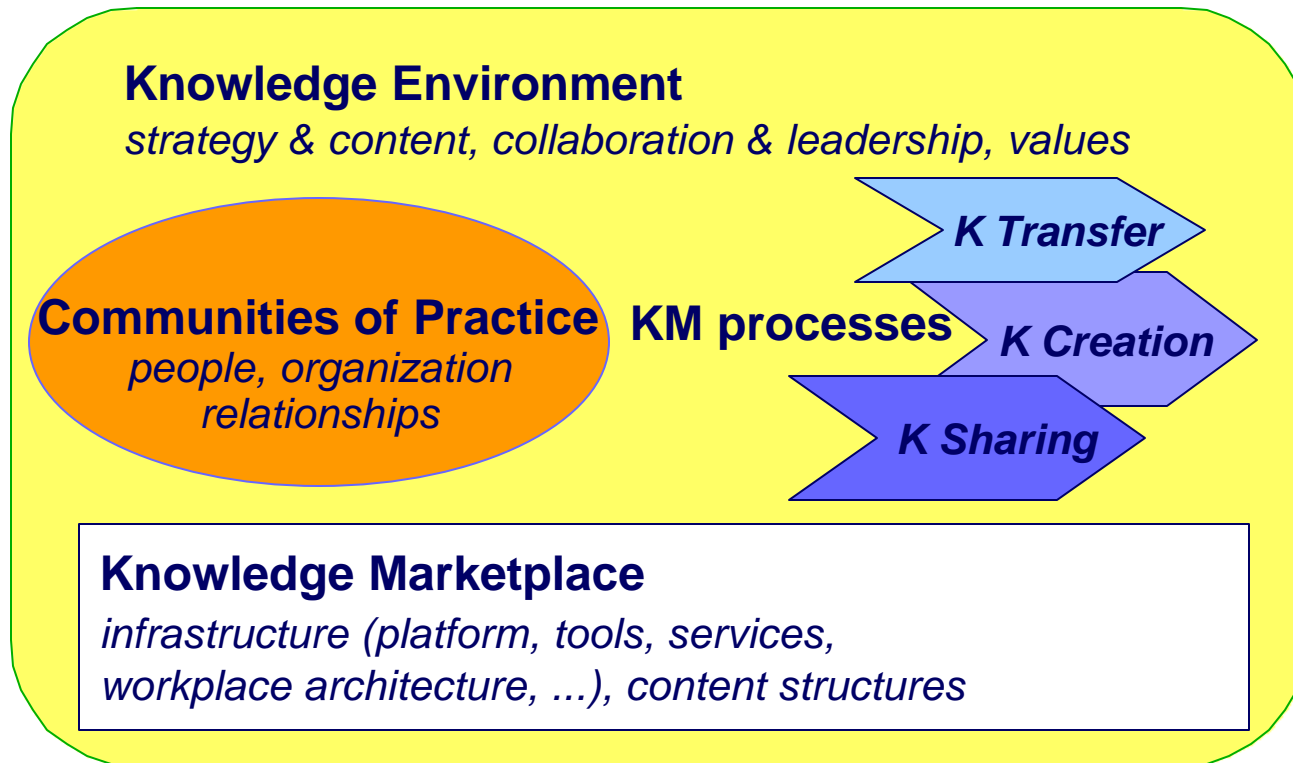


# Tapping the DoN's TOC Experience



# The Knowledge Community

The four components of a socio-technical KM system

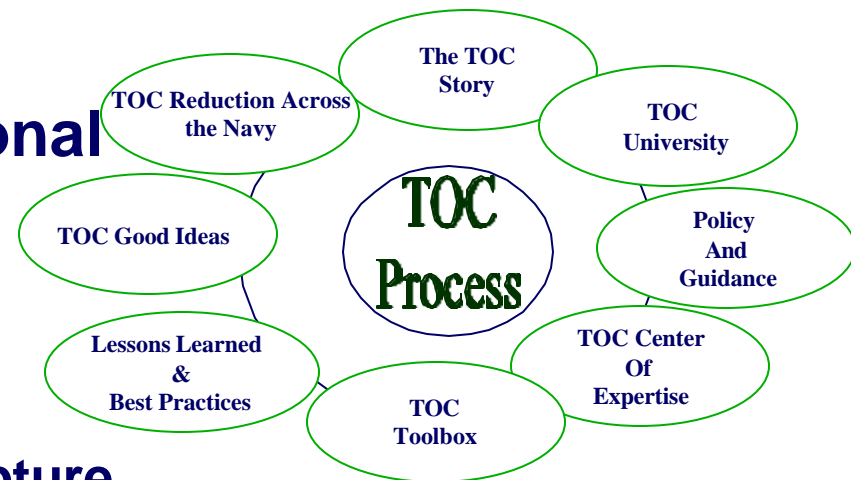


**The heart of a successful KM System is a Knowledge Community (Community of Practice)**



# TOC Knowledge Share Space (TKSS) Purpose

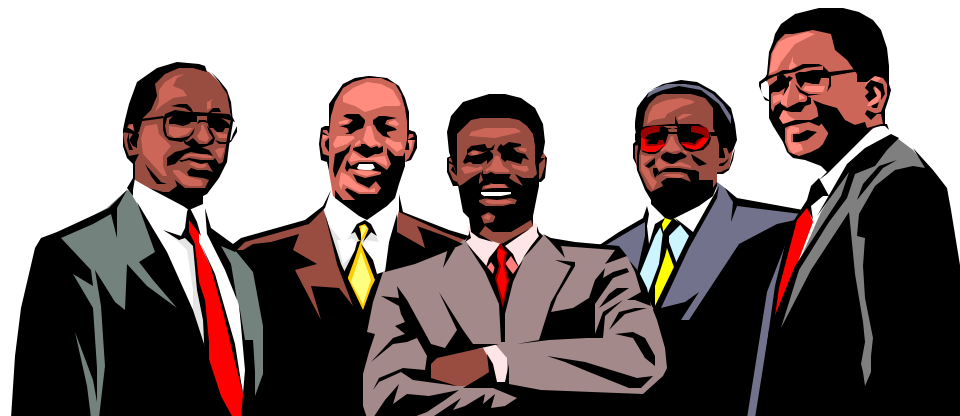
- ◆ To create an interactive knowledge management tool for DoN TOC/TOC-R decision-making, information dissemination, and professional development which:
  - overcomes time and space constraints in the workplace
  - raises worker proficiency
  - establishes reuse, creation, capture and update of knowledge in a real-time, non-intrusive manner
  - enables DoN to operate in a knowledge-centric manner





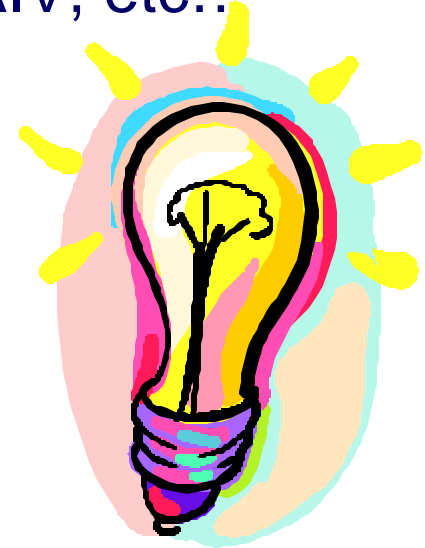
# TKSS Functional Requirements

- ◆ TKSS meets Functional Requirements Three Ways:
  - Serves as a Source of DoN TOC Knowledge
  - Provides means for Collaboration
  - Is a Portal to TOC and Cost Management information within Government and Industry



# TKSS Functional Requirements

- ◆ Source of Knowledge
  - Navy policy and guidance on TOC, CAIV, etc...
  - “Library” catalogue of:
    - Cost Analysis
    - ABCM
    - EVM
    - CAIV
    - Target Costing
    - Other Related Topics
  - Link to related DON, DOD, and Industry sites



# TKSS Functional Requirements

## ◆ Collaboration

- Among TOC Knowledge Workers Navy-wide
- Defined
  - Organizational Elements
  - Project Teams
  - Areas of Expertise
- Undefined
  - Ad-hoc Discussions
  - Requests for Information



# TKSS Functional Requirements

- ◆ Portal to Government and Industry Knowledge
  - User Defined Subscription Service
  - Industry and Government Knowledge:
    - Implementation and Management of TOC
    - Cost Management
    - CAIV Programs
    - Other



## ◆ Will:

- Establish a DoN TOC Knowledge Community Integral to the Workplace
- Link to Other Communities, the Global Grid, IDEs, Commercial and Governmental Inter-/Intra-Nets
- Identify Expertise Within DoN TOC Sub Communities (e.g. Financial, Technical, Etc.) To Facilitate the Creation of Other Knowledge Communities
- Create a Collaborative Forum to Facilitate Building, Supporting and Sustaining the DoN TOC Knowledge Community
- Create a TOC Knowledge Space/portal to Support DoN Users in the Performance of Their Mission
- Create a TOC-R Teaching and Learning Module
- Create a Process for Generating and Capturing Tacit, Explicit, Mandatory and Discretionary Knowledge
  - Government
  - Industry

# TKSS ROI

- ◆ More Knowledgeable/Experienced TOC Community
- ◆ Quality Improvements
  - Processes (e.g. Learning, Training, etc.)
  - Products
- ◆ Substantially Reduced Cycle Times
- ◆ Substantial Increase in TOC Consciousness
  - Awareness
  - “Just-in-Time” Learning and Training
  - Knowledge Transfer/Reuse
- ◆ Improved Integration/Collaboration/Learning within TOC Community
- ◆ Improved Integration/Collaboration/Learning Across Other Communities of Practice



# ***TKSS Collaborative and Learning Approach***

- ◆ Initiate and Enable Collaboration Within the DoN TOC Knowledge Community From a Social, Psychological, Cultural, Political, Organizational and Technological Perspective.
- ◆ Create Community Enabling Framework & “Governing” Principles in the Following Key Knowledge Community Process Areas:
  - Establishment of Knowledge Communities
  - Trust and Communication: mentor, coach & peer
  - Knowledge Model
  - Knowledge Processes and Techniques: Best Practice
  - Collaboration and Learning
  - Enabling Technologies and Tools



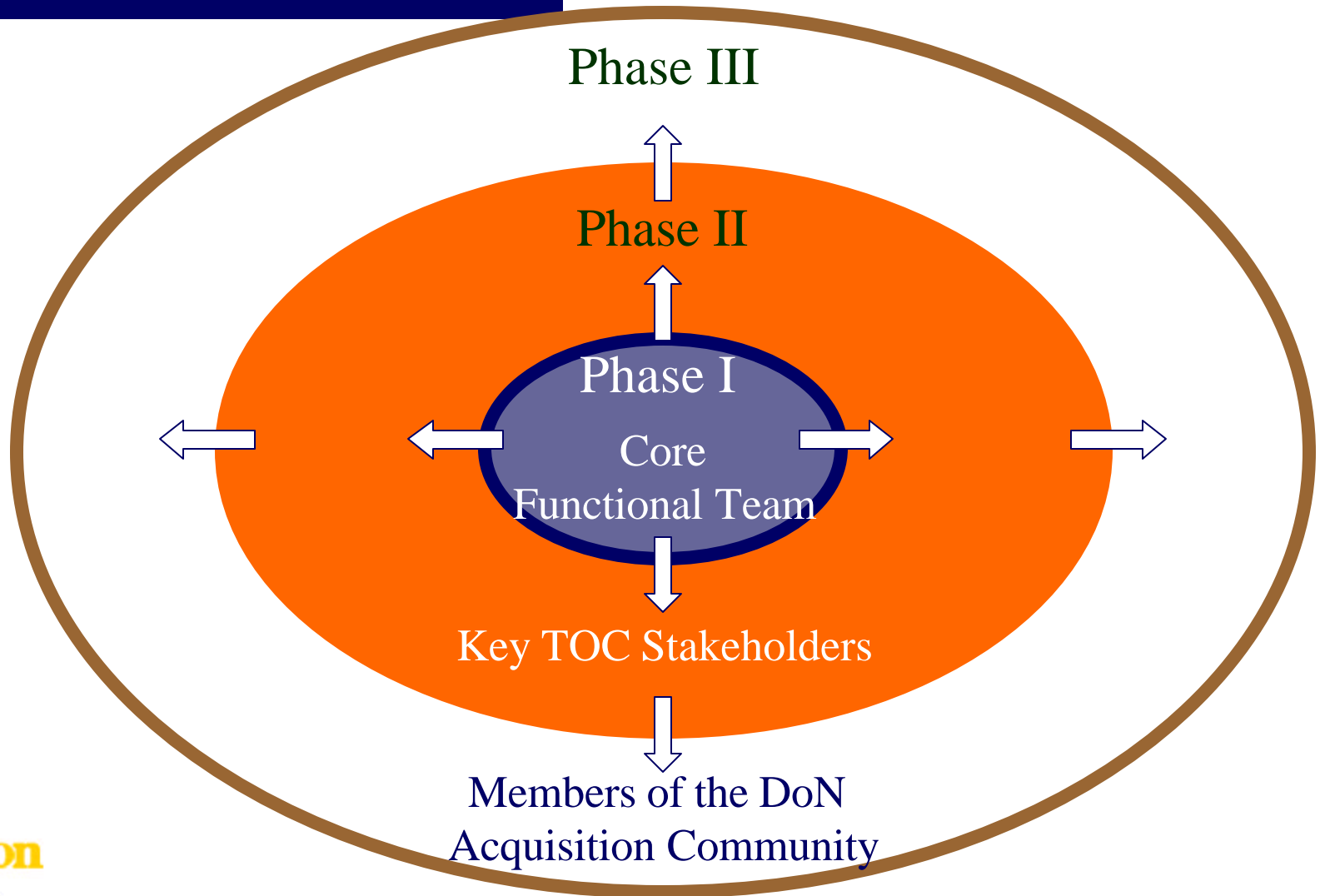
# ***TKSS Collaborative and Learning Approach (Cont.)***

- ◆ Derived From:
  - DoN ARO Collaboration and Decision Support Capabilities
  - University of Arizona - USS Coronado Success/Experience
  - DoN ABM Knowledge Implementation Guide
  - USACOM, PEO IT, etc
  - DESKBOOK, Turbo-Streamliner, Turbo SpecRight
  - DSMC
  - Air Force/Army Knowledge Management Initiatives
  - APQC KM Benchmark Study
  - DoN CIO KM Model
  - Arthur Andersen
  - Institute for Knowledge Management
  - KMCI
  - AFCEA

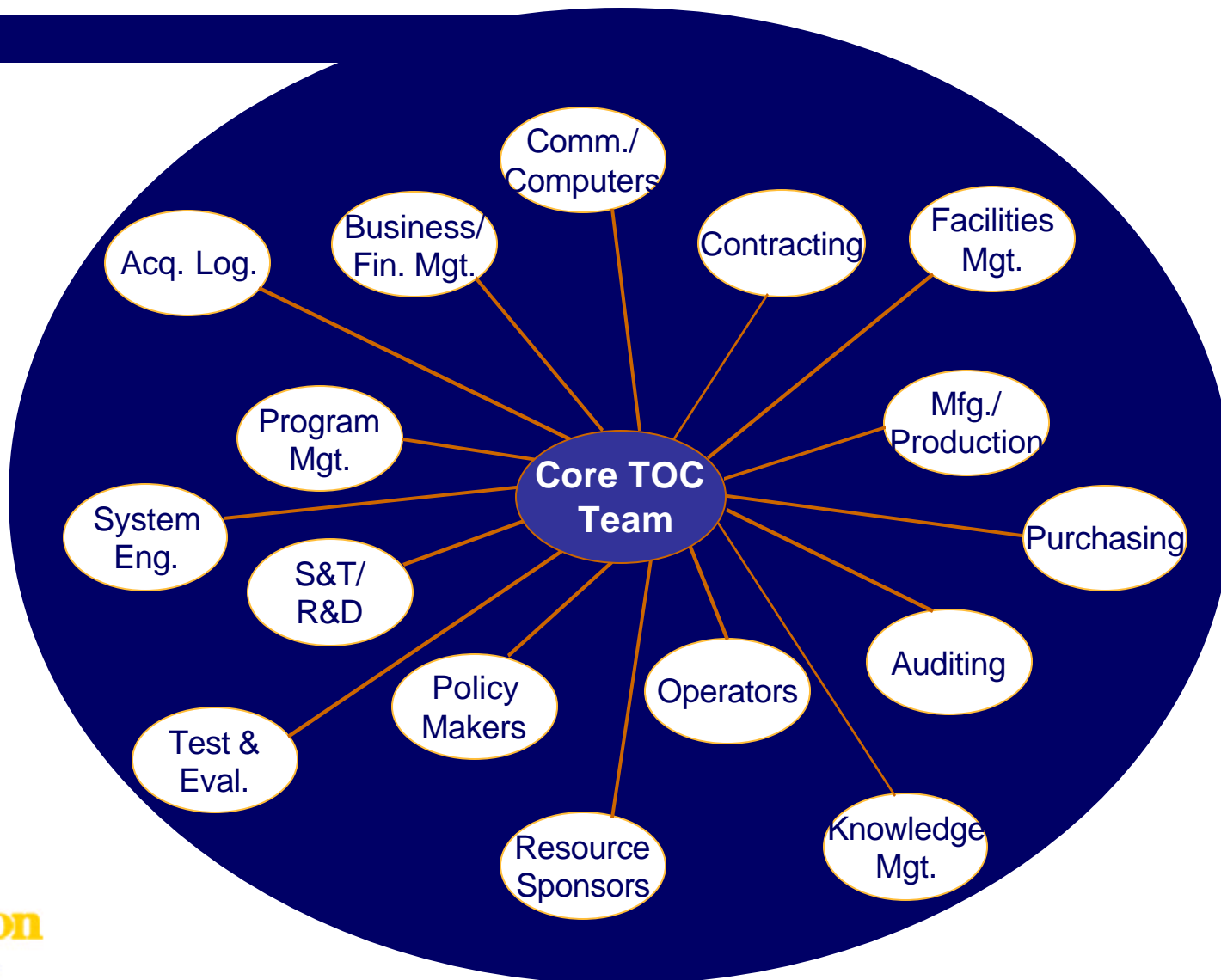




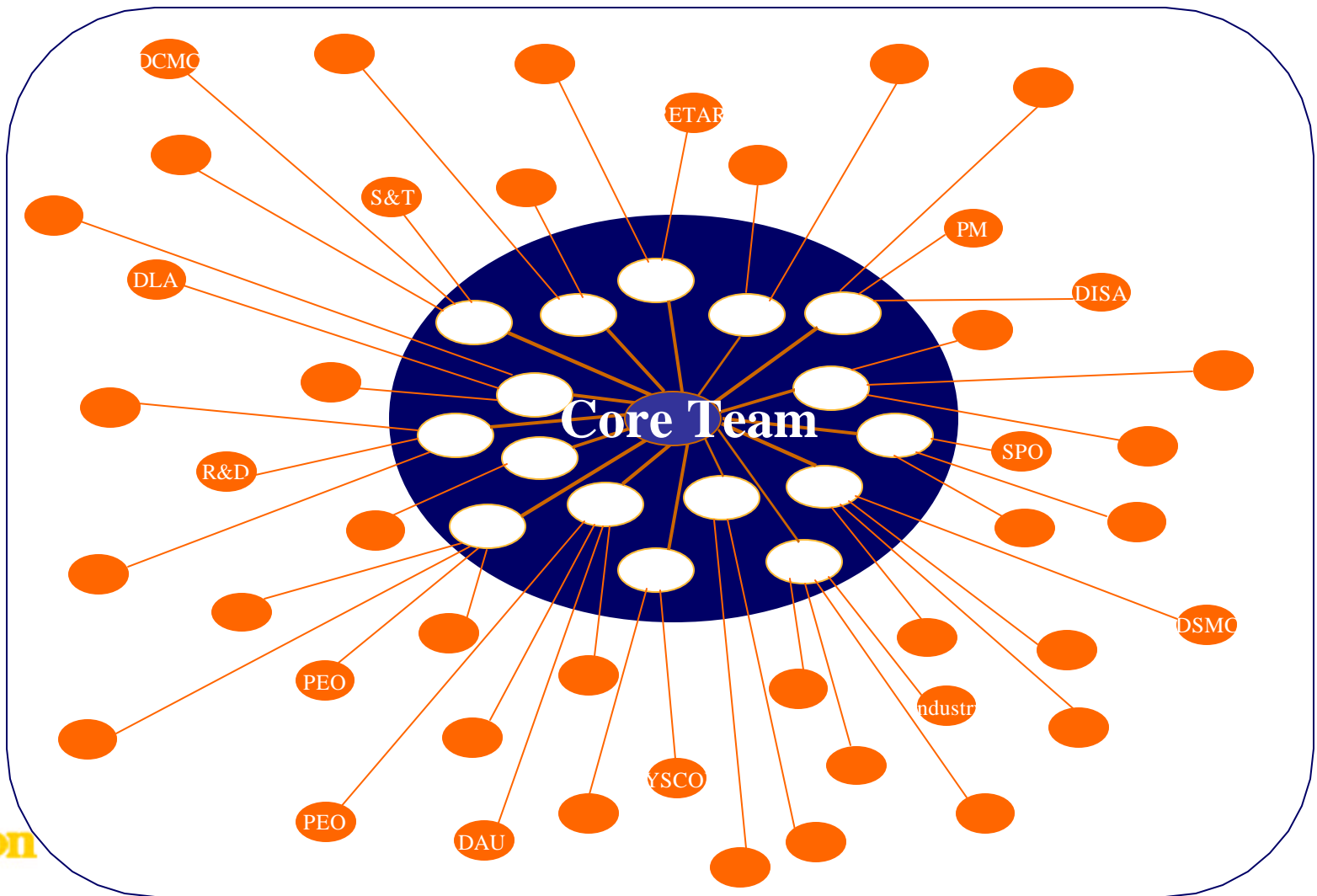
# Phased Approach to TOC Knowledge Community Rollout



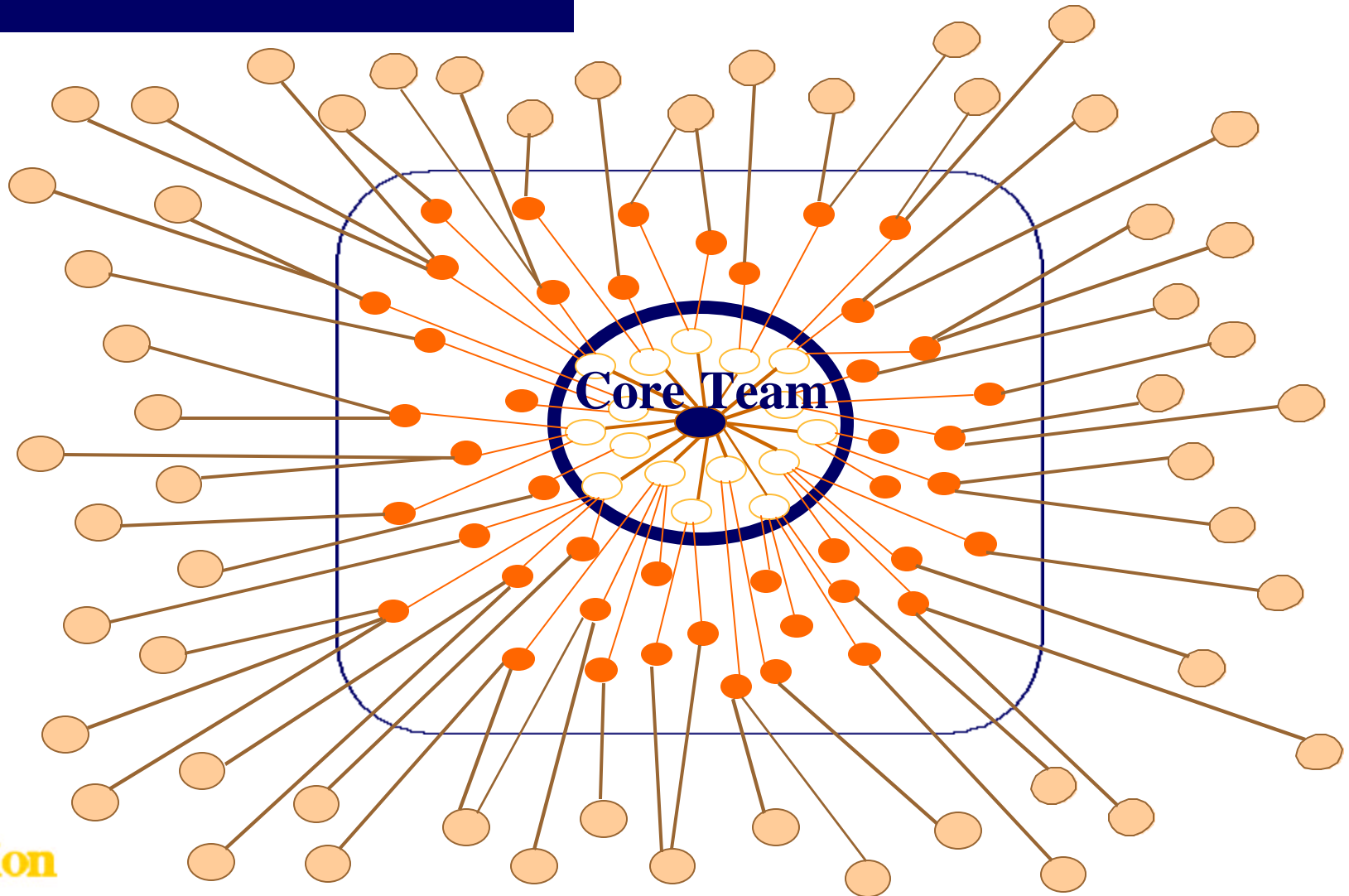
# Phase I Team Composition



# Phase II Expansion to Key Acquisition TOC Stakeholders



# Phase III Expansion to DoN Acquisition Workforce





# ***TKSS Proposed System Design***

- ◆ Platform:
  - GOTS/COTS Framework & Solution
  - Web-based, Zero Client, Distributed System
- ◆ Develop:
  - Standard TKSS “Home Page”
  - Standard TKSS “Portal”
  - Baseline TKSS Collaborative Structure
  - Baseline of Functional Knowledge Input to System

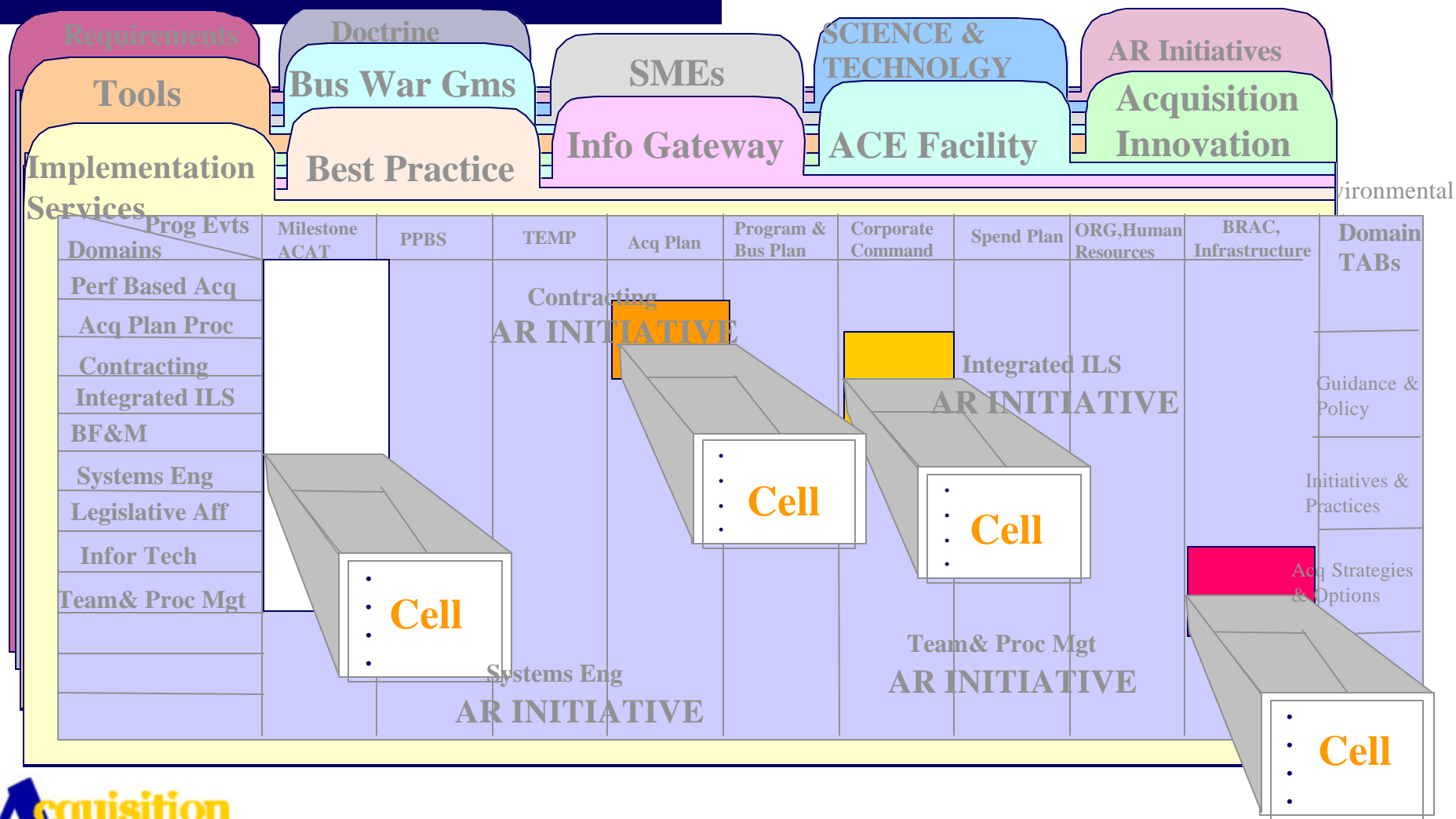
# TKSS Proposed System Design

- ◆ Develop (Cont):
  - Links to Other TOC Sites
  - Links to Other TOC Data Sources
- ◆ Test “Version 1” With Selected User Group
  - ASN(RDA)/ARO Staff
  - TOC/AKM Project Team
  - Selected Program Office(s)

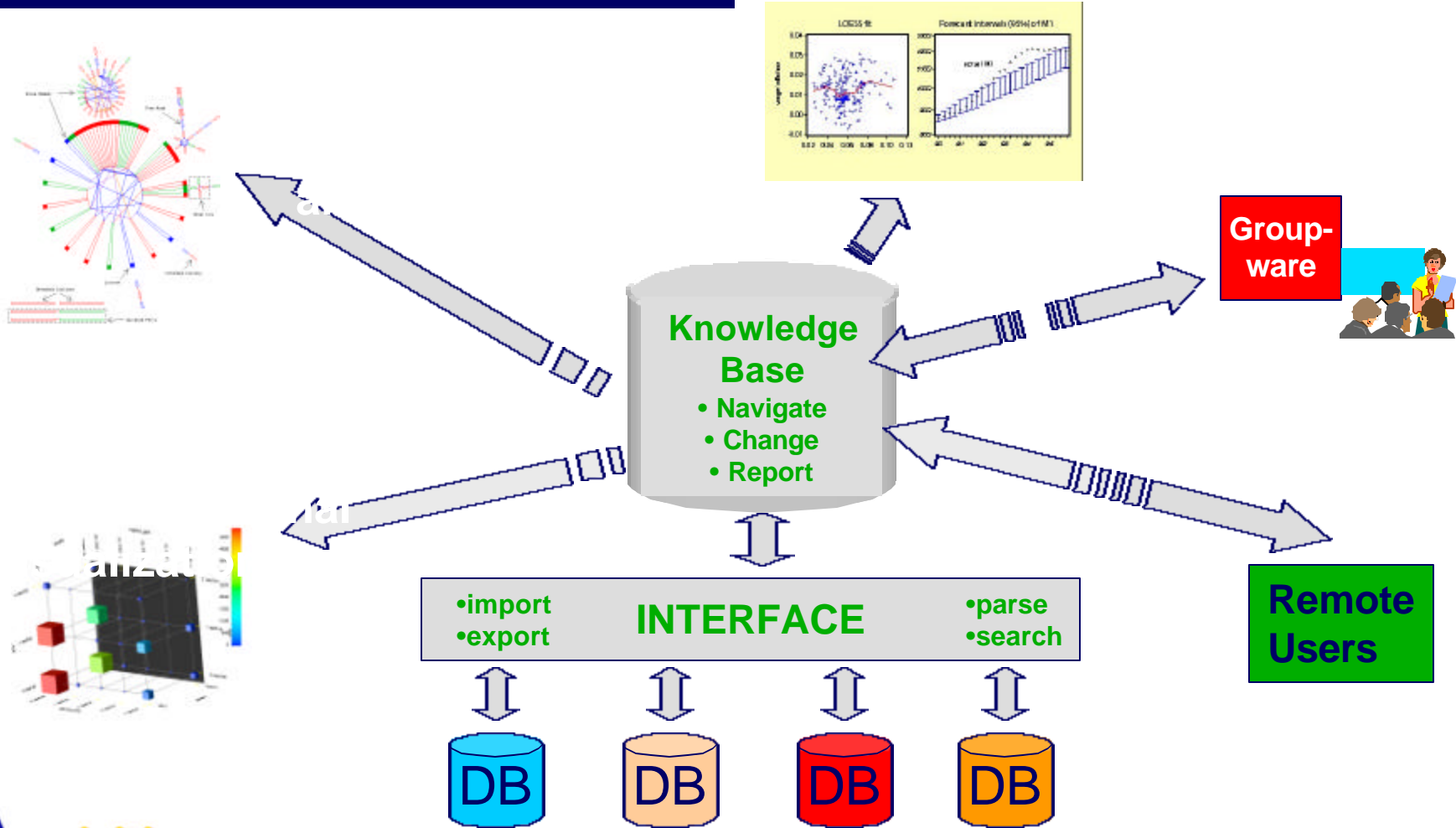




# TKSS Backbone (Knowledge Space Concept)

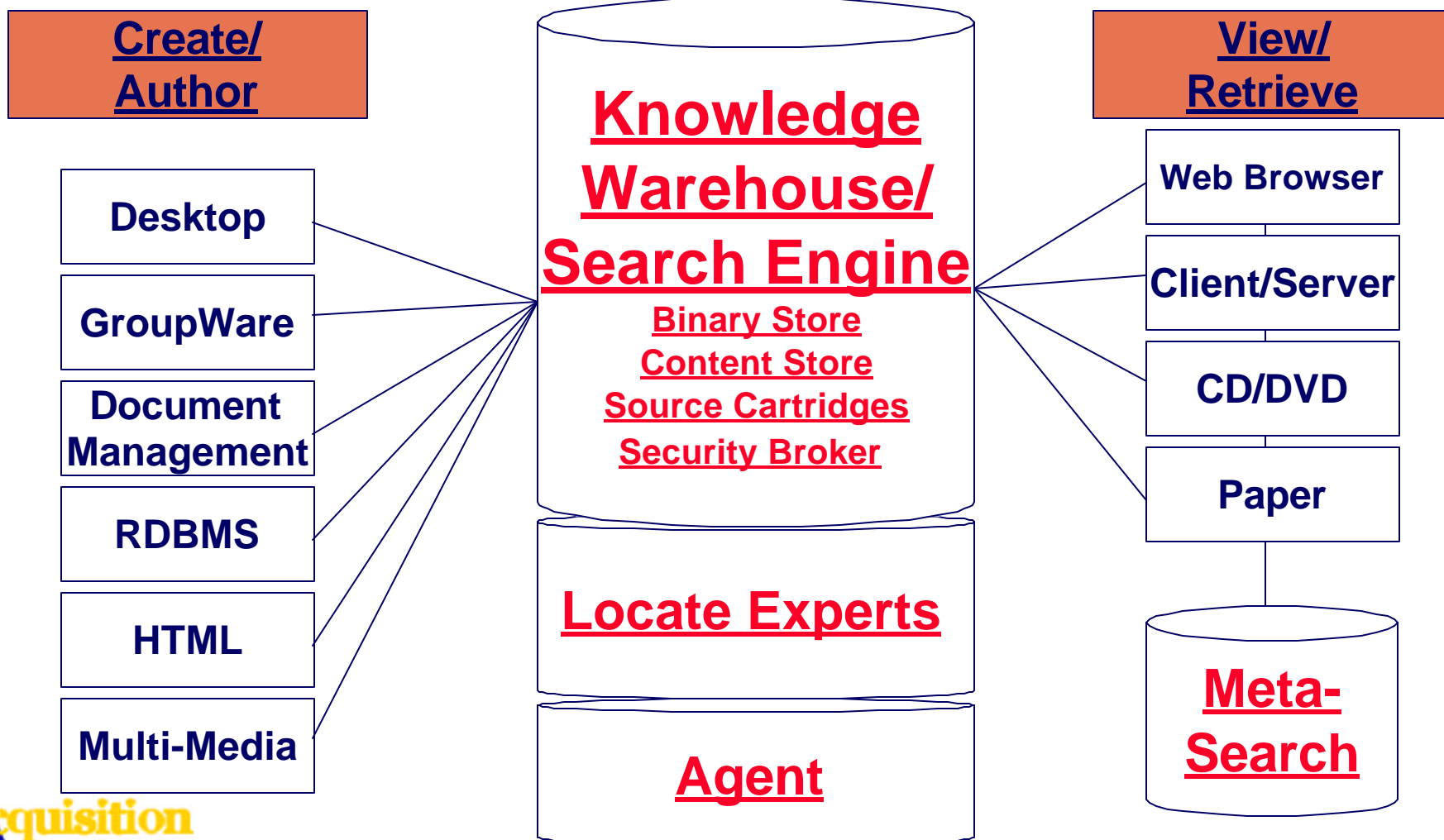


# Workspace Technology





# Physical Architecture



# TOC Knowledge Share Space Portal Concept



R-TOC



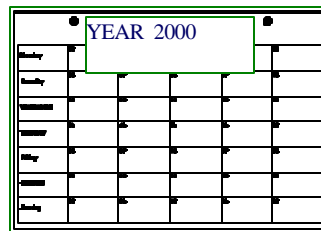
COLLABORATION



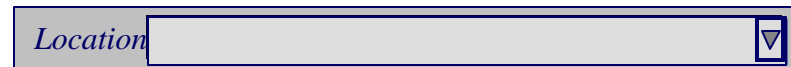
SEARCH



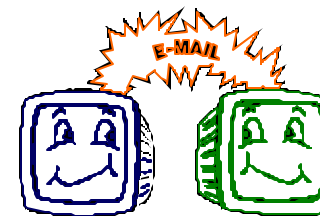
DISCOVERY



COMMUNITY  
CALENDAR



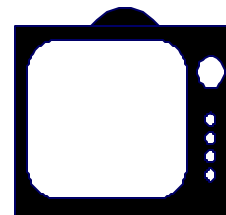
COMMUNITY LINKS



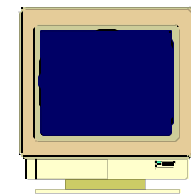
E-MAIL



LEARNING



VTC



DESKTOP  
SERVICES

# TOC Knowledge Share Space Portal Concept



R-TOC



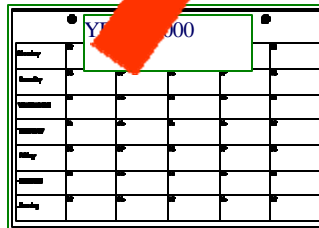
COLLABORATION



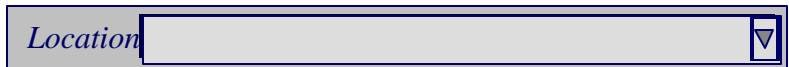
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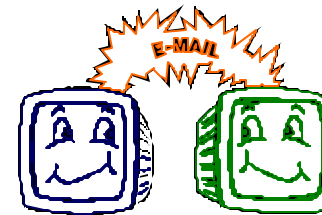
DISCOVERY



COMMUNITY  
CALENDAR



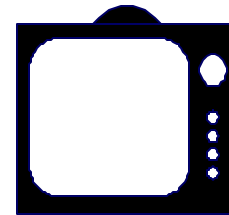
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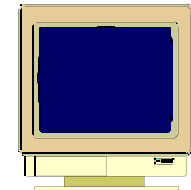
E-MAIL



LEARNING

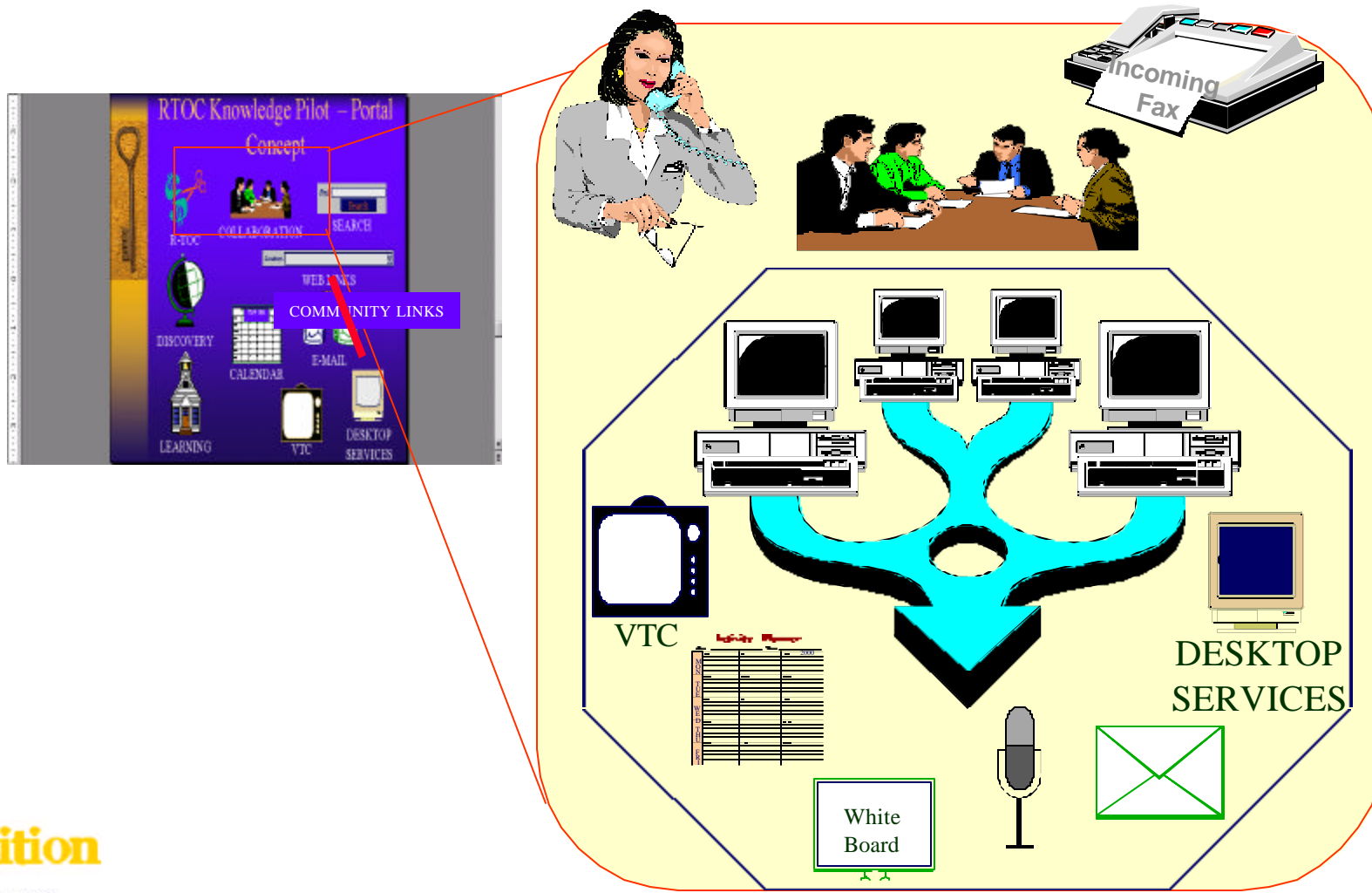


VTC

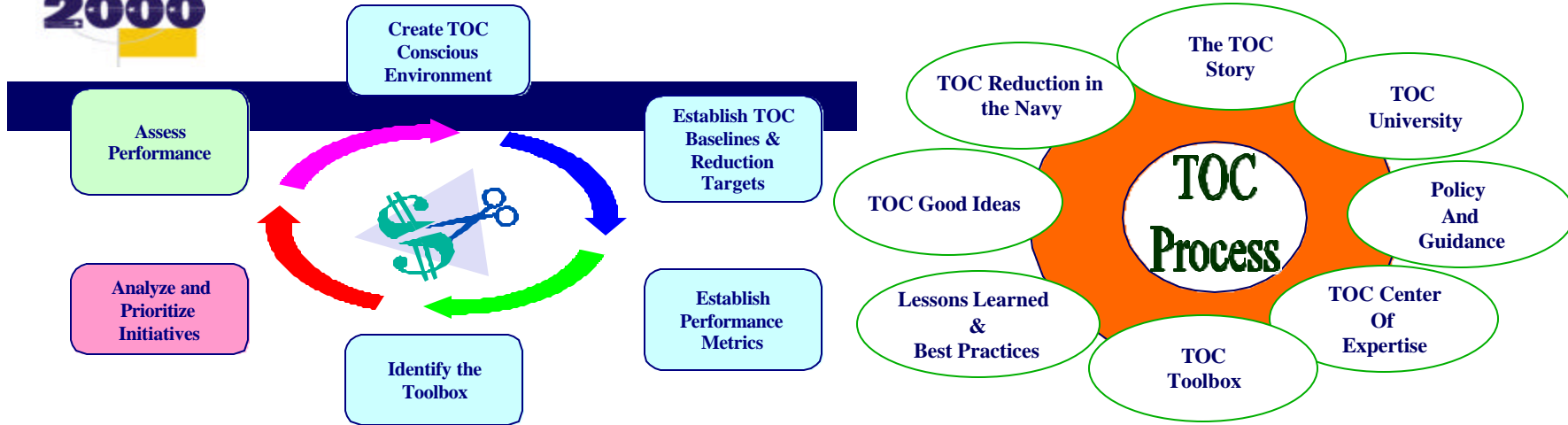


DESKTOP  
SERVICES

# TOC Knowledge Share Space Portal Concept



***GO TO TKSS SCREENS***



**For More Information Contact Mr. Willie Jones  
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**“BETTER,  
FASTER,  
CHEAPER,  
SMARTER”**