

66th International Astronautical Congress 2015

48th SYMPOSIUM ON SAFETY, QUALITY AND KNOWLEDGE MANAGEMENT IN SPACE  
ACTIVITIES (D5)

Knowledge management and collaboration in space activities (2)

Author: Dr. Edward J. Hoffman

National Aeronautics and Space Administration (NASA), United States, ehoffman@nasa.gov

IDENTIFYING CRITICAL KNOWLEDGE AT NASA: A FOUR-PART FRAMEWORK

**Abstract**

As an organization that strives to learn from its successes and failures over the past six decades, NASA faces the challenge of prioritizing its critical knowledge so practitioners can find what they need when they need it. Through qualitative interviews with senior leaders, the NASA Chief Knowledge Officer has identified four elements that shape an organization's critical knowledge base: 1) People: Do people with decision-making authority enable the flow of knowledge or constrict it? 2) Processes: Do processes utilize a risk-based approach to program/project control that enables flexibility and innovation? 3) Technical excellence: Does the organization have the expertise it needs? 4) Knowledge services: Is knowledge shared through activities ranging from document and video libraries to face-to-face events? This definition of critical knowledge offers a broad-based way of gauging the health of an organization's knowledge enterprise.