

ADVANCING KNOWLEDGE AND THE
KNOWLEDGE ECONOMY

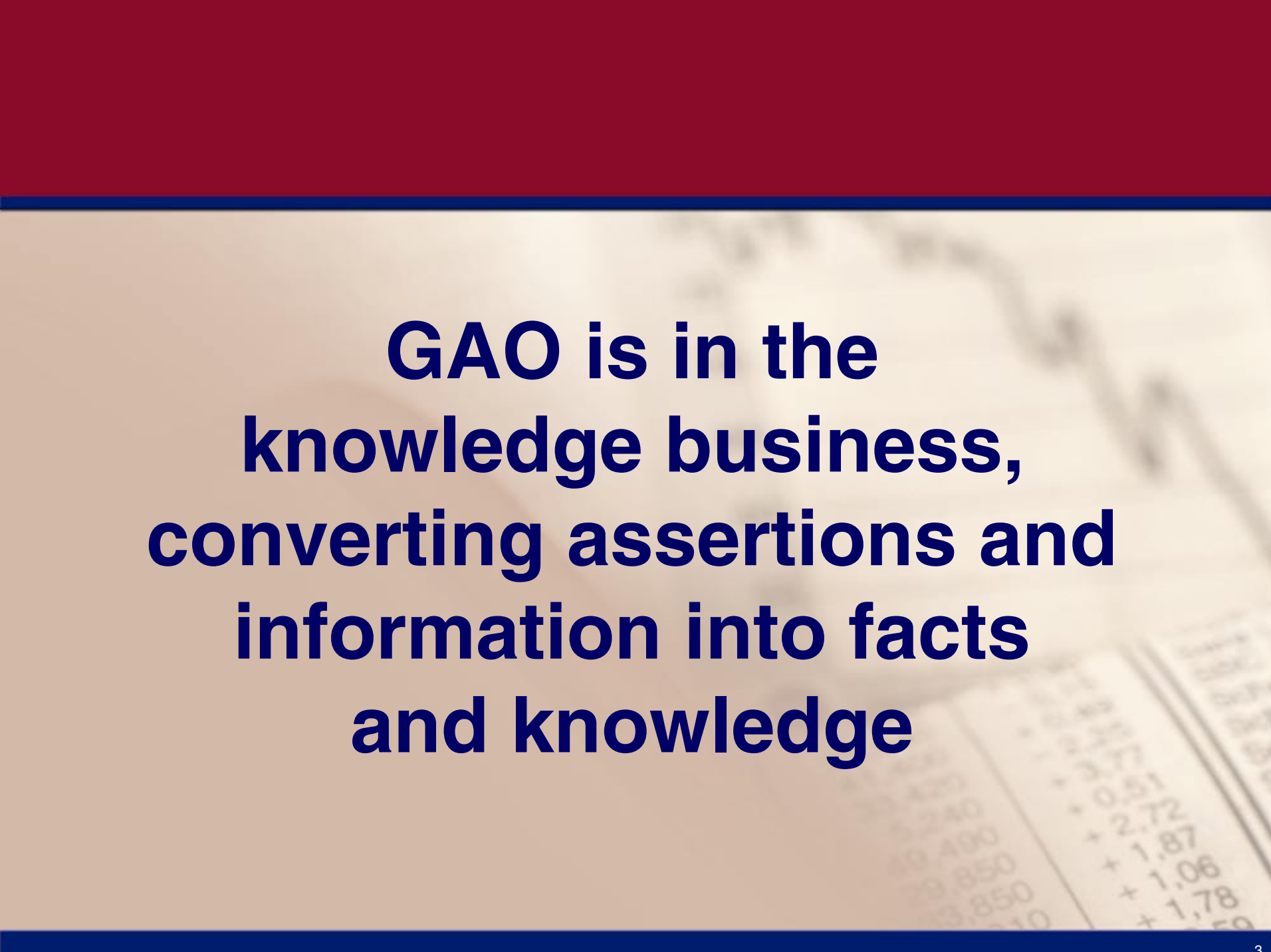
The Honorable David M. Walker
Comptroller General of the United States

National Science Foundation's International Conference
National Academies
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How Is Knowledge Defined?

Webster defines knowledge as

- “ (1) the fact or condition of knowing something with familiarity gained through experience or association
- (2) acquaintance with or understanding of a science, art, or technique
- (3) the sum of what is known: the body of truth, information, and principles acquired by mankind.”

The background of the slide features a blurred image of a globe on the left and a calculator on the right. The calculator's display shows a list of numbers with plus signs, including 2,240, 29,490, 29,850, 29,850, and 10. The text is centered in a bold, dark blue font.

**GAO is in the
knowledge business,
converting assertions and
information into facts
and knowledge**

GAO's Strategic Plan



SERVING THE CONGRESS AND THE NATION GAO'S STRATEGIC PLAN FRAMEWORK

MISSION

GAO exists to support the Congress in meeting its constitutional responsibilities and to help improve the performance and ensure the accountability of the federal government for the benefit of the American people.

THEMES



Long-Term Fiscal Imbalance

National Security

Global Interdependence

Changing Economy

Demographics

Science and Technology

Quality of Life

Governance

GOALS & OBJECTIVES



Provide Timely, Quality Service to the Congress and the Federal Government to ...

Address Current and Emerging Challenges to the Well-Being and Financial Security of the American People *related to ...*

- Health care needs and financing
- Education and protection of children
- Work opportunities and worker protection
- Retirement income security
- Effective system of justice
- Viable communities
- Natural resources use and environmental protection
- Physical infrastructure

Respond to Changing Security Threats and the Challenges of Global Interdependence *involving ...*

- Emerging threats
- Military capabilities and readiness
- Advancement of U.S. interests
- Global market forces

Help Transform the Federal Government's Role and How It Does Business to Meet 21st Century Challenges *by assessing ...*

- Roles in achieving federal objectives
- Government transformation
- Key management challenges and program risks
- Fiscal position and financing of the government

Maximize the Value of GAO by Being a Model Federal Agency and a World-Class Professional Services Organization *in the areas of ...*

- Client and customer satisfaction
- Strategic leadership
- Institutional knowledge and experience
- Process improvement
- Employer of choice

CORE VALUES

Accountability

Integrity

Reliability

What Do We Mean By Knowledge Management?

Knowledge management

- Involves sharing reliable information across boundaries, both internally and externally
- Links people across boundaries to share knowledge they may not otherwise share
- Includes technological tools to facilitate knowledge sharing
- Helps organizations maximize their value and manage their risk

Knowledge Management: Networks People Across Boundaries

▶ **President**

Lead
Advocate
Recognize

▶ **Congress**

Authorize
Oversee
Fund

▶ **Private Sector**

Partner
Recognize
Support

▶ **OMB**

Lead
Coordinate
Link

▶ **GAO**

Review
Audit/evaluate
Recommend

▶ **Foundations**

Partner
Research/Fund
Integrate

▶ **OPM**

Lead
Review
Advise/Assist

▶ **Academia**

Partner
Educate
Research

▶ **Agencies**


Lead
Design
Implement

▶ **Media**

Inquire
Investigate
Report

Keys To Facilitating Knowledge Management

- Strategic Plan (overall and for the workforce)
- Core values
- Organizational alignment
- Recruiting, staffing, development, and succession planning strategies
- Capturing, assessing, and disseminating employees' skills and knowledge information
- Modernizing and integrating institutional, unit and individualized performance measurement and reward systems
- Employee empowerment and effective communications
- Updated and integrated training and development programs
- Technology infrastructure for sharing knowledge both internally and externally
- Utilizing advisory groups
- Developing effective partnerships...

The background of the slide features a blurred image of a calculator and a pen. The calculator is positioned in the lower right quadrant, showing several numbers and plus signs. A pen is visible in the upper right quadrant, angled downwards. The overall background is a light beige color with a dark blue horizontal bar at the top and bottom.

**Partnerships across many
boundaries with well
respected and trusted
organizations that have
complementary missions
and core values**

GAO: Leading By Example

- **Internal Examples**

- Strategic plan, core values, and organizational alignment
- Workforce plan (e.g., knowledge and skills gap analysis)
- Succession planning
- Knowledge transfer program
- Training and development curriculum (e.g., PDP, leadership, technical, behavioral, institutional)
- Performance management systems
- Staffing management systems
- Library and research services

GAO: Leading By Example

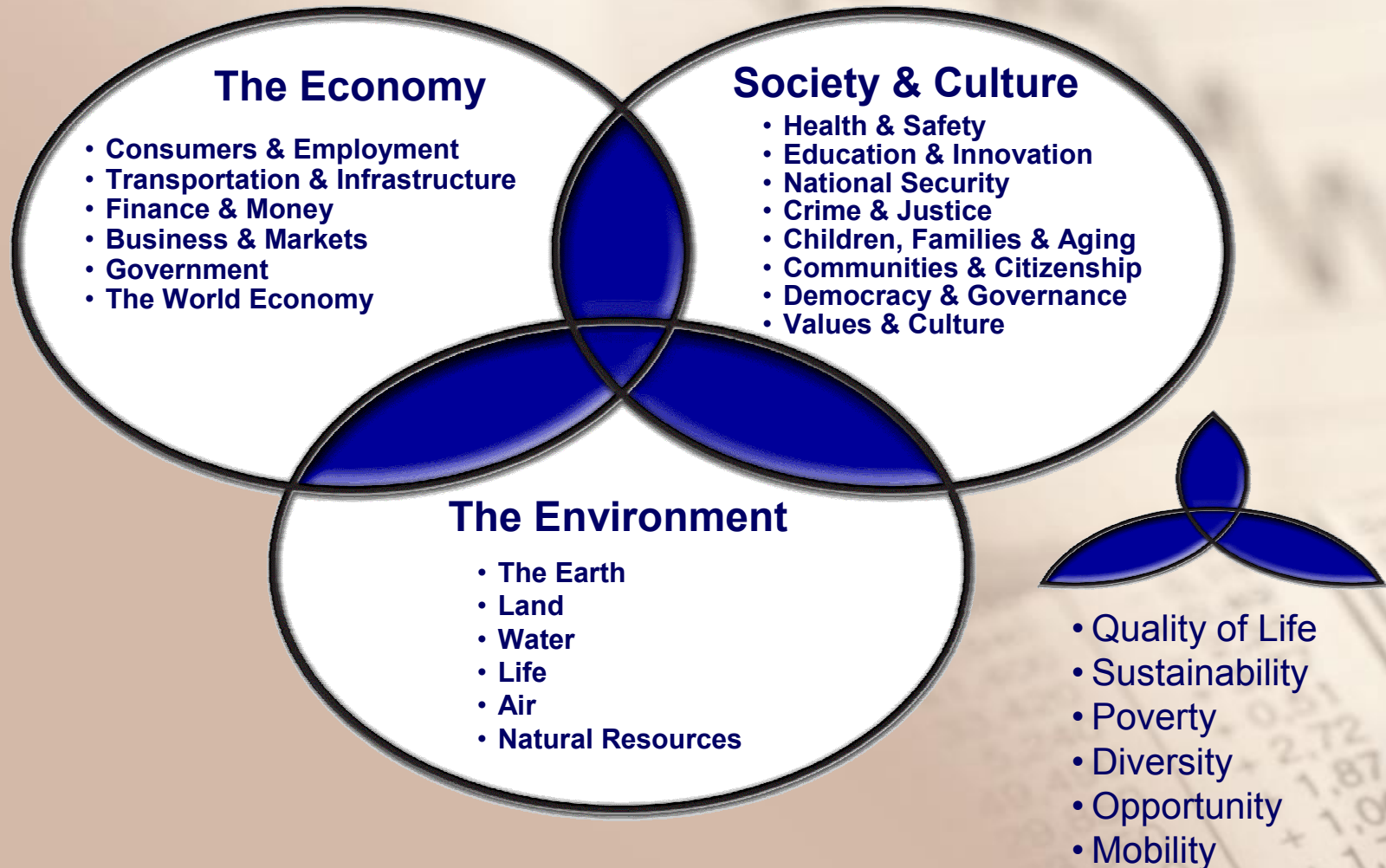
- **External Examples**

- Global Working Group
- National Intergovernmental Audit Forum
- INTOSAI
- Domestic Working Group
- Joint Financial Management Improvement Program (JFMIP)
- Joint Auditing Standards Coordinating Forum
- 21ST Century speaker series
- CG and agency external advisory groups
- CG forums
- Peer review
- Key National Indicators Forum

Key National Indicators

- **WHAT:** A portfolio of economic, social, environmental and security related outcome-based statistics that could be used to help assess the nation's and other governmental jurisdictions' position and progress
- **WHO:** Many countries and several states and localities have already undertaken related initiatives (e.g., Australia, New Zealand, Canada, United Kingdom, Oregon, Washington, and Charlotte)
- **WHY:** Development of such a portfolio of indicators could have a number of possible benefits, including
 - Serving as a framework for related strategic planning efforts
 - Enhancing performance and accountability reporting
 - Informing public policy decisions, including much needed baseline reviews of existing government policies, programs, functions, and activities
 - Facilitating public education and debate as well as an informed electorate
- **WAY FORWARD:** Consortium of key players led by the National Academies domestically and related OECD efforts internationally

Framework for a Comprehensive National Indicator System



Selected Knowledge-Sharing Technology Tools and Services That Help GAO Get Its Job Done

- Internet and intranet access
- Remote access tools (Neotaris, GroupWise)
- IPTV viewing and learning (e.g., CG chats, web-based courses, CPE requirements)
- Report reproduction (e.g., “PAG” services such as editing, graphics, composition)
- Library and research materials assistance
- Workplace communication and database services (e.g., EAGLE, DM 5.0, NetMeeting, teleconferencing)
- Video services (broadcasts, recording televised programs)
- Skills and knowledge electronic inventory
- Staffing system

Knowledge Management: Helps To Maximize Value and To Reduce Risk

- Helps leaders facilitate and manage change
- Supports results orientation and matrix management (i.e., with mechanisms to bring the right people with the right skills together to maximize the value and manage risk involved with any undertaking)
- Aids coordination and integration across borders, sectors, agencies, units, levels, and boundaries, etc.
- Helps managers plan their IT efforts to support employees' knowledge-sharing needs
- Helps employees identify with their organization's strategic plan
- Helps leaders and employees embrace needed cultural transformation

Knowledge Management: Helps to Maximize Value and Reduce Risk

- **Assists in:**
 - Building expertise
 - Enhancing professional development
 - Empowering employees
 - Improving recruitment and retention
 - Improving retention
 - Facilitating succession planning
 - Recognizing and rewarding value-added actions and actions to mitigate risk

Transformation: A New Model for Government Organizations

Government organizations will need to:

- Become less hierarchical, process-oriented, stovepiped, and inwardly focused
- Become more partnership-based, results-oriented, integrated, and externally focused
- Achieve a better balance between results, customer, and employee focus
- Work better with other governmental organizations, non-governmental organizations, and the private sector, both domestically and internationally, to achieve results
- Focus on maximizing value, managing risk, and enhancing responsiveness within current and expected resource levels

Key Leadership Attributes For Success

- *Courage*
- *Integrity*
- *Innovation*

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