Agenda

- Rockwell Collins Introduction
- Our KM Journey
- A Little Help From Our Friends
- Assessment
- Revitalization
- Where Are We Now?
- Era of Adoption
- Measures
- Success
Rockwell Collins at a Glance

- Creating the most trusted source of communication and aviation electronic solutions.
- 20,000 Employees Globally – *North America, Europe, Brazil, Russia, India, China*
- $4.8 Billion in Sales
- Recently Named to DiversityInc Top 50 list
- Rockwell Collins-brand aircraft electronics are **installed in the cockpits of nearly every airline in the world** and its airborne and ground-based communication systems transmit nearly **70 percent of all U.S. and allied military airborne communication**.
- Established **24/7 global service and support** capability, more than 80 worldwide locations and more than 3,200 dedicated employees, we offer Original Equipment Manufacturers with quality service, logistics and field support.
- Rockwell Collins is focused on **leveraging its core strengths and expanding them through acquisitions and alliances** to provide new capabilities to its current and future customers.
- The company is **well-positioned for the future** with significant avionics content on the Boeing 787 Dreamliner and the Airbus A350XWB. In addition, the company is expanding its military offering to the ground market while continuing to be a leader in providing aviation solutions across domains.
Rockwell Collins at a Glance

Cockpit Electronics

Network Centric operations

Displays

Navigation

© Copyright 2011 Rockwell Collins, Inc. All rights reserved.
Our KM Journey

2001

Communities of Practice
Book of Knowledge
Skills Management

2004

Communities of Practice
Epedia (wiki Knowledgebase)
Workforce Skills Inventory
Key enabler: Enterprise Search

2007

Assessment
Revitalization
Era of Adoption

2010
A Little Help From Our Friends

Our KM Program is About Partnership

- **APQC**
  - KM CAT (Knowledge Management Capability Assessment Tool)
  - Visioning Workshop
  - KM Measures
  - Advanced Working Group
  - Sponsors and Partners for KM Research

- **Rockwell Collins**
  - Rockwell Collins University, Expertise Location, Mentoring (Human Resources)
  - Sharepoint, Enterprise Search (Information Technology)
  - Social Media, Strategic Communication Efforts (Corporate Communications)

- **Customers/Partners**
  - Learn from those we work with and for. Standardization and common thinking create better solutions. Better for KM team, Better for our company’s bottom line.
KM Assessment Results

APQC’S Stages of Knowledge Management Maturity™

Level 5
Innovate

Level 4
Optimize

Level 3
Standardize

Level 2
Develop

Level 1
Initiate

Continuously
improving practices

Measured and
adaptive

Common processes
and approaches

Localized and
repeatable practices

Growing awareness

Scalable
Knowledge

Enable
Knowledge

Applied
Knowledge

Ad hoc
Knowledge

5:1 Proven ROI at Level 4

People – Level 2
Strategy – Level 3
Content and IT – Level 2
Process – Level 2

Rockwell Collins Key Opportunities for Improvement to Reach Level 3

- KM focus areas are aligned with business strategies and critical success factors (Relationships and Alignment)
- KM methods and tools are available to knowledge workers on demand (Collaboration and Coaching)
- Standardized taxonomies for classifying core knowledge assets exist (Search)
- Business critical success factors (CSF) and key performance indicators are identified (Measurement)

Level 2 – February, 2010
Revitalization
A Renewed Vision of Knowledge Management at Rockwell Collins

VISION
Accelerate Knowledge. Create Value.

MISSION
A ccess: Provide the ability to get what I need to do my job better
C onnect: Foster collaboration and innovation through a portfolio of standard services and tools
T ranscend: Enable a seamless knowledge exchange with no boundaries

GOALS
• Connect people to people
• Build a global and Inclusive knowledge sharing environment
• Make knowledge integrated, simple, relevant and flexible
• Create, capture, use and reuse knowledge

STRATEGIC FRAMEWORK
• Communication
• Knowledge flows on the natural path
• Improve and sustain through lean
• Measures tie to business value
Where Are We Now?

Knowledge Sharing
- Communities of Practice (CoPs)
- Epedia (wiki) – The Engineering Encyclopedia
- Critical Skills Management and Expertise Location
- Phase Retirement Plans
- Enterprise Search – A Partnership with IT
- Research Center
- Comprehensive Communication Plan
- Change Management

Reward and Recognize
- Engineer of the Year Corporate Award Program
- Summer Engineering Project Program (SEPP)
- Annual Engineering Directors’ Summit
- Executive Engineer/Dual Degree Masters Program
- Directed Match Mentoring

Education & Skill Development
- School of Engineering
- Project Management Education/Certification
- Systems Engineering Education/Certification
- Executive Engineering/Dual Degree
- Engineering New Hire Orientation
- Recruitment Events
- Lean Facilitation and Training
- Workplace Coaching
Era of Adoption
Shifting our Focus - Individual KM Practices and Technology to Communication, Education and Coaching.

• We Discovered:
  – People ARE NOT using KM tools and practices because they don’t know they exist, they don’t know how, and they don’t understand the value TO THEM!

  – Too many people, moving too quickly to meet deadlines that seem impossible. No time to focus on learning something new.

  – We are too close to the solutions, and are making assumptions everyone is aware and understands. “If you build it, they will come” mentality.

• What do we do about it?
  – It’s NOT just about the tools, it’s about changing behavior and making it relevant.

  – Communicate in order to drive demand. Pull vs Push.

  – Educate by coaching, not by telling. Formal training is good for mechanics, not adoption. Focus on informal learning opportunities and leveraging our networks.

  – Measure KM above and in the flow to show true business value.

  – Practice what we preach!
Communicate and Change Behavior

• **Purpose:**
  - Create Awareness and Desire
  - Education and Teach Employees “How”, give them the knowledge they need
  - Develop Agents of Change and Coaches, help them apply the knowledge they seek
  - Help sustain a knowledge sharing environment

• **Delivery Methods:**
  - Traditional: Newsletter Articles, Weekly Enterprise Communications, Flyers, RC Company Magazine
  - Existing Channels: CoPs, Employee Networks, Internal Conferences, Staff Meetings, workplace coaching

**Communication Results in Record Metrics in June for Enterprise Search**

- A +20% increase in Enterprise Search usage was reported following demonstrations delivered to 12 Community of Practice meetings throughout May. The biggest increase was in the use of PDM (Product Data Management) searches among Engineering users.
Creating a Learning Organization

Formal Training

- Rockwell Collins University
  - Mirrors University Model
  - Governed by Learning Council
  - Made Up of Five Schools
  - Internal Development
  - External Off-the-shelf Course Offerings
  - Internal Course Offerings
  - Mentoring Program

- Delivery Methods
  - External Classes
  - External Instructors on-site
  - University Led
  - Internal SME Led
  - Computer Based Training
  - Virtual Training
Creating a Learning Organization

Workplace Coaching / Just-in Time Training

RC Challenges:
- Global Market
- Size and Complexity of Programs
- RC Competency Shift

Workplace Coaching Services:
- Lean Education and Facilitation
- Skilled Modeling Workshops
- Wiki Facilitation and Education
- Lessons Learned Facilitation and Education
- Focus Groups, Surveys, and Feedback
- Sharepoint Education
- Engineering Non-Advocacy Reviews
- Communication plans
- Social Media Uses and Education
- People Change Management
Measure Our Progress
Above the Flow

- Start by measuring KM activities above the flow of our process – show relevancy, impact and value.
- Include hard measures such as number of participants, knowledge articles, courses offered and requests for workplace coaching.
- Report customer satisfaction and successes through storytelling, surveys, and interviews.
- Begin to quantify soft measures.
Measure Our Progress

In the Flow

**Approach:**
- Due to incomplete data, we will continue to collect for two years to show correlations of KM activities to real business measures
- Incorporate into Engineering Scorecard in fiscal year 2013
Success
Changing Behavior Through Communication, Education, Coaching

VISION
Accelerate Knowledge. Create Value.

MISSION
Access: Provide the ability to get what I need to do my job better
Connect: Foster collaboration and innovation through a portfolio of standard services and tools
Transcend: Enable a seamless knowledge exchange with no boundaries

GOALS
• Connect people to people
• Build a global and inclusive knowledge sharing environment
• Make knowledge integrated, simple, relevant and flexible
• Create, capture, use and reuse knowledge

STRATEGIC FRAMEWORK
• Communication
• Knowledge flows on the natural path
• Improve and sustain through lean
• Measures tie to business value

• Keys to Success:
  – Build Relationships
  – Coach
  – Make it Relevant, Impactful and Valuable
  – Solicit Feedback
  – Collect Stories
  – Communicate
  – Partner
  – Regularly Assess
  – Implement Improvements
  – Reward and Recognize
  – Celebrate Success
  – Measure Value

“Knowledge flows along existing pathways in organizations. If we want to understand how to improve the flow of knowledge, we need to understand those pathways.”

~ Larry Prusak, Founder, Institute of Knowledge Management
Questions?
Rockwell Collins Contacts

• **Mike Gries**
  *Manager, Knowledge & Process Development*
  *(Engineering Development Process and Education, Measures, KM, Workplace Coaching)*

• **Lynda Braksiek**
  *Manager, Knowledge & Critical Skills Management*
  *(KM, Change Management, Learning & Development, Workplace Coaching, CoP Lead)*

• **Melissa Rammelsberg**
  *KM Project Manager*
  *(Project Management, Wikis, Change Management, Workplace Coaching, CoP Lead)*

• **Anne Wiskerchen**
  *Social Media Communications Specialist*
  *(Communications, Portals, Social Media, Workplace Coaching, CoP Lead)*
Epedia Knowledge Base

Current State
- This collaborative space provides an environment for gaining and contributing knowledge on engineering People, Process, Tools and Technology.
- Best practices, tool policies, lessons learned, governing process and guidelines, FAQs, and tools support model are among the artifacts searchable within Epedia.
- Includes People, Process, Tools and Technology, Forums for Tool Support
- Governed by Epedia Council to set strategic and tactical direction

Challenges
- Growth and Adoption
- Governance – Strategy and IT Infrastructure
- Moderator Role

FACTS:
9,200 Articles and Growing
6,000 Unique Visitors Per Month
20,000 Visits Per Month
1,700,000 Hits Per Month
New Employee Feedback – RC India

“Best thing about Rockwell Collins is that most of the information is well documented on sites like Epedia, ETIForum and Sharepoint”, she says. She suggests newcomers not to be hesitant and to use all the knowledge and rich experience of people that is readily available.
Communities of Practice at RCI

• **Purpose**
  – The intent of CoPs is to link people to people to share knowledge. CoPs are open to employees to network with peers, share best practices, solve problems, and tell “stories” about work experiences. CoP co-leads are typically employees who form a CoP around an area of expertise, have passion for their craft and desire to share what they know and learn.

• **Current State**
  – 73 Active Communities
  – Categories of CoPs:
    – Domain (4), Enterprise Framework (13), Financial (1), Human Resources (3), Project Management (4), Electrical (6), Engineering Infrastructure (8), Mechanical (8), Product Life Cycle (11), Software (6), Systems (10)
  – Self-forming, led by practitioners, held over the lunch hour
  – Funding for lunch, reward & recognition
  – CoP² – Community for CoP leaders

• **Challenges**
  – Overcoming cultural barriers to sharing information
  – Overcoming global challenges – Do virtual CoPs work? Do we accommodate all time zones and cultures?
  – Value Proposition – employees and leaders. Is this time well spent? Is it worth giving up my lunch hour? Is it worth paying for lunches?
RCI Enterprise Search

• **History**
  - Key Design and Development Cycle Time Reduction initiative in 2006
  - Productivity tool and key enabler to knowledge management provided by e-Business and Engineering and Technology

• **Current State**
  - Key Design and Development Cycle Time Reduction initiative in 2006
  - Productivity tool and key enabler to knowledge management provided by e-Business and Engineering and Technology
  - One of the most widely used systems at Rockwell Collins with over 17,000 unique users executing an average of 34 queries each

• **Governance and Future State**
  - Expand Coverage (Metadata, Faceted Search, Fileshares)
  - Improve Usefulness and Adoption
  - Search Council

• **Challenges**
  - Data content inclusion
  - Overcoming cultural barriers
  - Making it relevant
  - Keeping it simple
TCP v4.3 release. TCP v4.2.2 (Internal Release) The will provide advance guidance to the TCP user community that tailoring logic changes are forthcoming in a future TCP v4.3 release. TCP v4.2.1 TCP v4.2.1 is the fourth version of the TCP to be hosted in the new web-based planning tool. Known Problems

[Epedia] TCP Release Notes - ePedia
[Epedia] Referencing TCP Version Configuration - ePedia
[Epedia] Tailoring the TCP - ePedia
[Epedia] How to Answer the TCP Questionnaire - ePedia
[Epedia] How to Add a TCP Practice Article - ePedia

Display more results like this...

[PDF] IPTM-2050 Making the Use of Standard TCP over RF a... IPTM-2050 Making the Use of Standard TCP over RF and SATCOM Links a Reality IP Traffic Manager (IPTM) is a TCP performance enhancer that significantly improves TCP performance over long latency, error-prone, wireless networks. IPTM enables the use of TCP over HF/VHF/UHF radio and File Name: iptm data sheet.aspx Similar Pages

Date: 27-Mar-2011

IPTM-2050 IP Traffic Manager
IPTM is a Transmission Control Protocol (TCP) performance enhancer that significantly improves TCP performance over long latency, error-prone, wireless or satellite networks. IPTM gives you the use of TCP
Skills Management

- **History**
  - Three runs at Skills Management/Expertise Location Systems.

- **Current State**
  - Workforce Skills Inventory tool for managing Engineering critical skills
  - Skills reviewed with Chief Engineer’s Council, manager enters employee skills, updated annually.
  - Not accessible by employees
  - Workforce Information Network (WIN) Phonebook System
    - Does Not Include Skills Related Information

- **Future State**
  - Researching solutions that will meet employee and leader needs for managing critical skills and finding experts
  - Investigating the impact and value of social media

- **Challenges**
  - Overcoming cultural barriers
  - Keeping it simple