



A WHITE PAPER BY
TANDBERG
NOVEMBER 2007

SEE: THE FUTURE OF GOVERNMENT
VIDEO AND THE KNOWLEDGE
MANAGEMENT IMPERATIVE

TANDBERG

See: performance



40 percent of full-time Federal employees will be eligible to retire in the next five years.

An effective organization must document and communicate the knowledge of its workforce to ensure that all information stays within the organization when employees move on. This concern increasingly becomes a priority as demographic shifts and workplace trends change the face of the Federal workforce.

With a significant percentage of Federal employees eligible to retire in the next five years, the Department of Defense (DoD) preparing for Base Realignment and Closure (BRAC) moves, and an increasingly dispersed and mobile workforce, government agencies face a growing requirement for knowledge capture and transfer. Recent legislation mandating training and leadership development, as well as the Human Resources Line of Business initiative are steps in the right direction, but the fact is that many agencies are not prepared.

Visual communication technologies such as telepresence, high-definition video-conferencing, and PC video offer agencies the tools they need to effectively capture and transfer knowledge to maintain and improve productivity in the face of major employee changes.

AN UNCLEAR FUTURE: THE KNOWLEDGE MANAGEMENT IMPERATIVE

Retiring Workforce

The Office of Personnel Management (OPM) reports that more than 40 percent of full-time Federal employees will be eligible to retire in the next five years. While not all workers who are eligible will retire immediately, OPM projects that almost 20 percent of total full-time Federal employees will in fact retire by 2011,¹ leaving a significant hole in the Federal workforce. As these baby boomers reach retirement age, the Federal government must consider ways to retain the tacit knowledge that could walk out the door with these employees.

Because many of these potential retirees spent the majority or the entirety of their careers in government service, the value of their knowledge runs far deeper than an understanding of operating processes. These individuals have seen both successful and failed initiatives, ingrained optimal operating efficiencies, and learned from time-consuming processes. To empower the next generation of the Federal workforce with the knowledge of its predecessors, agencies must identify means to capture lessons learned and best practices.

¹Source: OPM, "Retirement Projects and Eligibility by Supervisory Status and SES FY 2007 Through 2016," documented February 9, 2007



39 percent of Federal agencies have knowledge management policies in place.

To mitigate the expected wave of government employee retirements and support staffing shortages, the Federal government is relaxing former restrictions to enable retired employees to more easily return to Federal work. Agencies are seeking ways to enable Federal retirees to relocate if they desire and still stay connected to their workplaces on a full- or part-time basis, potentially as consultants or advisors.

While this solution can help provide a stop-gap to maintain continuity, it does not offer a long-term solution for maximum productivity. Further highlighting the critical nature of the situation, recent research conducted by TANDBERG indicates that the issue of the retiring workforce is not a top priority for Federal managers today. In a survey of Federal managers, just 22 percent identified the problem of retiring Federal employees as the issue that will most impact the Federal government over the next two years.²

BRAC Moves

BRAC is the DoD's process for reorganizing its installation infrastructure to more efficiently and effectively support its forces, increase operational readiness, and facilitate new ways of doing business. The implementation of the 2005 BRAC recommendations impact more than 800 specific locations, translating to a significant number of resource reductions and shifts. With 25 major installations marked for closure, 24 identified for major realignment, and 765 tagged for smaller action, the turnover in individual resources will be significant. In order to address global defense priorities and ensure uninterrupted levels of support for deployed forces, bases must consider knowledge retention in their BRAC transition plans.

Distributed Federal Workforce

Despite a common misconception, the majority of Federal employees are not based within Washington, D.C.'s Capitol Beltway. In fact, only one in six Federal civilian employees³ works in the greater Washington, D.C. area. With nearly 1.6 million Federal employees distributed throughout the nation and abroad⁴, and an increasingly mobile workforce, the collective knowledge of the government is highly decentralized.

²Source: "See: The Future of Government — A Report on the Retiring Workforce and the Role of Knowledge Management," released October 29, 2007

³Excludes Postal Service, Central Intelligence Agency, National Security Agency, Defense Intelligence Agency, and National Imagery and Mapping Agency

⁴Source: Bureau of Labor Statistics, U.S. Department of Labor, *Career Guide to Industries, 2006–07 Edition*, Federal Government, Excluding the Postal Service



Agencies must identify means to capture lessons learned and best practices.

To address the continuing calls for collaboration between Federal agencies and all levels of government, agencies must identify formal knowledge management processes and procedures to enable the capture and transfer of information, regardless of the specific location of employees.

BLURRY FOCUS: THE CURRENT APPROACH

Knowledge Management

Despite a clear requirement for a commitment to knowledge management, recent research conducted by TANDBERG indicates that only 39 percent of Federal agencies have knowledge management policies in place. Although awareness of those policies is necessary for them to have an impact, TANDBERG research indicates that just 26 percent of managers from agencies that do have knowledge management policies in place believe that the majority of their staff is aware of them.

Agencies today vary in the information they collect through their knowledge management programs. To ensure maximum usefulness, agencies must capture formal and informal, obvious and less top of mind information. Yet agencies rarely document the more informal best practices and lessons learned — information that is often the most helpful during transitions and valuable to new employees. TANDBERG's research reveals that 87 percent of Federal agencies collect official operating processes and procedures; 67 percent collect roles, responsibilities, and chain of command information; and just 37 percent collect informal information on how to do things more efficiently.

Agencies utilize myriad formats for knowledge capture, with many agencies focusing most heavily on the formats used on a daily basis — such as electronic documents and e-mail messages. Other formats, such as video and voice recordings, while recognized by respondents as useful to pass processes and information along to the next generation, are less widely used. Just 27 percent of Federal managers report using video recordings, and a mere 18 percent report using voice recordings.



Training and Development

To transfer collected knowledge to new employees, most agencies provide new hire training on processes, procedures, and technology; however, many lack continuing education programs for employee development. TANDBERG research reveals that 82 percent of Federal agencies provide new hire orientation, but just 48 percent offer issues-based education.

Post-hire training enables employees to stay abreast of market trends, new legislation, and evolving requirements and is essential to agency productivity and performance. Underscoring the critical nature of a commitment to training, research conducted by WorldatWork, a not-for-profit professional association dedicated to knowledge leadership, identifies training and development opportunities as one of the most important predictors of retention.⁵

In today's Federal environment, training often takes the form of traditional in-person classroom interactions — 89 percent of respondents in TANDBERG's survey noted that their agencies used this format. New technology-enabled formats offer agencies opportunities to improve effectiveness and efficiencies of training, minimizing costs associated with bringing people to one classroom. Formats such as online and video-based distance learning, while less employed by agencies today, provide viable alternatives to in-person training sessions. Further, video-based solutions consider the attitudes and aptitudes of the next generation Federal employee who grew up with the Internet, immediate access to information, and visual interactive tools.

Recognizing the critical role of training and development programs throughout an employee's Federal career, the Chief Human Capital Officers Council (CHCOC) formed a new subcommittee on learning and development in August 2006. The mission of the Subcommittee on Learning and Development is to help create a culture of continuous learning and employee development that will facilitate performance improvements throughout the Federal government. To enhance and improve organizational performance, the Subcommittee on Learning and Development will examine, explore and propose new and existing learning and development programs.⁶

⁵ Vault.com, "Retention, the Hidden Benefit of Training"

⁶CHCOC Annual Report to Congress Fiscal Year 2006



**SEE: CLEARLY
VIDEOCONFERENCING – AN INNOVATIVE APPROACH TO KNOWLEDGE
MANAGEMENT**

Considering the impending resource turnover and access to today's technology, Federal agencies are in a unique position to reshape knowledge management as well as training and development programs. While 86 percent of respondents in TANDBERG's study identify video recordings as somewhat or very effective formats to pass processes and information along to the next generation, only 20 percent of respondents report they leverage the technology for knowledge management. Video technology enables agencies to bring these programs into focus, offering benefits not available through traditional mediums. Specific benefits offered by video technology include:

- **Global Collaboration:** Enables employees across town or around the globe to share knowledge and participate in essential training, regardless of location
- **Face-to-Face Interaction:** Offers users a natural communication experience in ways that other technologies cannot, improving the learning process by enabling employees to connect with the teacher and material on a verbal and visual basis, thereby avoiding misunderstandings and saving time
- **Increased Productivity:** Allows for quicker decision-making, by bringing all of the essential people and information together at a moment's notice
- **Timeless Meetings:** Provides the ability to communicate information in real time to a wide audience or to record and archive video content for later viewing — for example, enabling retiring or transitioning workers to share information with new recruits at the time of presentation or at a future, more convenient date
- **Minimize Travel:** Enables face-to-face meetings without the costs and environmental impact of automobile or air travel
- **Work/Life Balance:** Offers employees the flexibility to communicate visually with co-workers from any location with an Internet connection — improving work/life balance and supporting telework initiatives — meeting the expectations that the next generation of employees have for their workplaces

Video offers the Federal government an innovative tool for improved knowledge management as well as training and development, providing tangible benefits to the Federal workforce.



SEE: TANDBERG

TANDBERG enables effective knowledge capture and training — providing Federal agencies with a total video solution that easily integrates with existing infrastructure.

The TANDBERG Total Solution:

- Provides an end-to-end video solution, including management tools, video infrastructure, and endpoints for workers at all levels of an agency
- Enables users to record meetings and access materials previously recorded by retiring or transitioning employees
- Offers professional services to help agencies implement and maintain video solutions, enabling agencies to maximize the value of their product investments
- Integrates with existing networks and desktop tools, providing a solution that works with familiar and often already-installed tools and integrates seamlessly with solutions from leading technology vendors, including Nortel, IBM, and Microsoft
- Offers agencies technology options that fit their current requirements as well as scale to meet future needs, including solutions ranging from sophisticated telepresence and conference room solutions to application-specific tools for healthcare and public safety to mobile set-top units and desktop PC video



Focused on the Future of Government

As Federal agencies look toward the next generation workforce, TANDBERG provides a next generation solution to meet their evolving and dynamic requirements.

- **Next Generation Technology:** TANDBERG solutions are IP-based and IPv6 compliant, minimizing the data transfer delay between networks, crucial for effective videoconferencing. By delivering visual communication on IPv6 networks, TANDBERG enables Federal agencies to future-proof long-term investments in communications infrastructure and solutions
- **Next Generation Work Environment:** TANDBERG enables employees to connect from across the globe, whether it is from a Washington, D.C. headquarters, a field office in Eastern Europe, or a teleworker's home office in the Midwest. The next generation of the Federal workforce places high priority on work/life balance, the ability to work effectively from home, as well as the opportunity to minimize individual and organizational environmental impact. TANDBERG enables agencies to meet these prospective employee preferences, offering video solutions such as TANDBERG Movi, which allows PC users with a Webcam and an Internet connection to join a videoconferencing network, enabling visual communication from anywhere
- **Next Generation Utility:** Importantly, TANDBERG's solutions are as easy to use as a telephone. With products such as Entrypoint, users both inside and outside of the network can instantly access specific resources within the agency through intuitive menu systems. Tools such as FindMe™ enables users to set up a single phone number for all of their video and non-video communication devices, so even if they are on the road, callers do not need to dial several numbers to find them

A Knowledgeable Partner

With a dedicated Federal office in the Washington, D.C. area, TANDBERG understands and is dedicated to the business of government. And, TANDBERG has a first-hand understanding of agencies' requirements, with solutions installed in every Cabinet-level agency, operations throughout the DoD and global intelligence community, and all branches of the military.

To ease the buying process and meet agencies' varying acquisition requirements, TANDBERG offers agencies myriad ways to procure TANDBERG solutions, including through the GSA schedule, 8(a) authorized resellers, and a vast partner network.



CONCLUSION

While Federal agencies face significant challenges in capturing the tacit knowledge held by departing and transitioning employees, they own the opportunity to adopt new tools that support the next generation. Leveraging infrastructure already in place in nearly every agency, video-based knowledge management and educational programs provide agencies with a user-friendly, practical, and cost-effective solution to enable knowledge retention and next-generation training. Understanding the requirements of Federal agencies, TANDBERG offers a logical solution to support these initiatives — providing an end-to-end video solution that integrates with existing platforms and applications. To learn more about TANDBERG and The Future of Government research, please visit: <http://www.tandberg.com/thefutureofgovernment>.

TANDBERG Federal
1860 Michael Faraday Drive
Reston, Virginia 20190-5328

Telephone: +1 703 709 4281
Toll Free: +1 888 VTC 4 GOV
Fax: +1 703 709 4231

E-Mail: federal@Tandberg.com
www.tandberg.com