

necessarily need to be from the information technology world, he or she has to understand the tools in sufficient depth to estimate the overhead associated with their use.

One of the most significant issues regarding the CKO position is whether it warrants full- or part-time focus. In most cases, because the tasks of the CKO are simply amplified and focused versions of those performed by general management, there is usually a critical organization size below which a full-time CKO isn't needed. In addition, someone has to be constantly in charge of collecting, organizing, maintaining, archiving and distributing information. Normally, this function isn't performed by the CKO but by knowledge integrators, who are also responsible for actively seeking information to add to the knowledge store.

Because of the variability in what can be expected of the CKO, the requirements for the position are necessarily broad. Although there is no formal CKO certification and no university tracks leading to a degree in



#### IN THE REAL WORLD

### Help Wanted

When the Federal Energy Regulatory Commission (FERC) posted a position job description for its first chief knowledge officer, it listed only two qualifications:

- ① Ability to manage knowledge, corporate strategies, and technology for leveraging intellectual capital and know-how to achieve gains in human performance and competitiveness
- ② Ability to formulate and implement knowledge management policy initiatives and to direct an organization in the accomplishment of short- and long-term objectives

The chief knowledge officer at FERC oversees the Office of Knowledge Management and Integration. As in many large corporations, the CKO now reports directly to the chief information officer for the FERC.