DOD & Federal
KM
Symposium
15-17 May 2018

Panel: Military Service's Perspective on KM

Kimberly Walz, U.S. Navy

Dave Van Laar, U.S. Army

Lt Col Dan Newberry, U.S. Air Force

Elaine LaMaster, U.S. Air Force

Moderator – John Holloway, DOD CIO

DISA

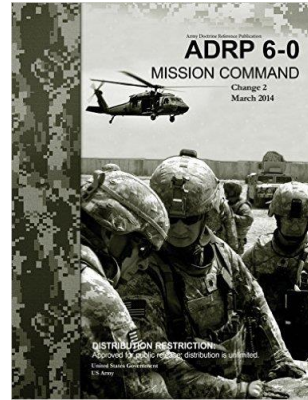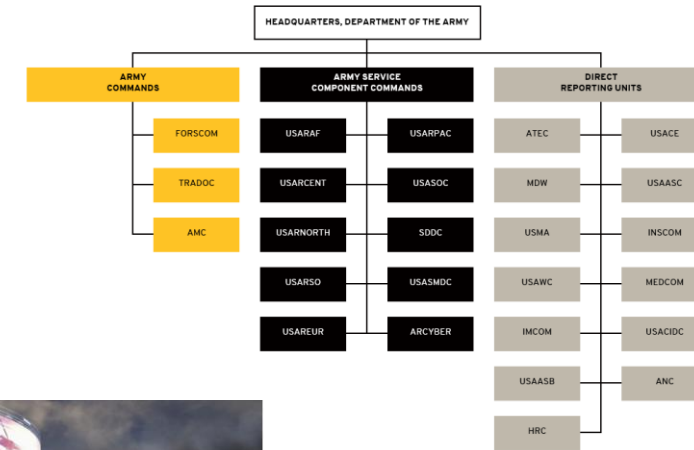*The U.S. Army Perspective of Knowledge Management*

- **Doctrine**

- **Functional**

- **Structure**

- **Policy**

   Way Ahead

3

- **The Army view:** KM is seen through the dual lenses of the *Mission Command Philosophy* and Army's *Mission Command Warfighting Function*.

  - **The Philosophy:** "*the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to* **empower agile and adaptive leaders** *in the conduct of unified land operations.*" Para 1-5, ADRP 6-0, Mission Command (2014).

  - "**Success** *in operations demands timely and effective decisions based on applying judgement to* **available information and knowledge**" para 2-35, ADRP 6-0, Mission Command (2014).

– **The Warfighting Function:**

1) Knowledge Management is a **staff task** within the Mission Command Warfighting Function. It is also listed as part of the Army Universal Tasks. (ART 5.3.1 Conduct Knowledge Management)

2) The Knowledge Management definition was modified in 2014 to "*Knowledge management is the **process** of enabling **knowledge flow** to enhance shared understanding, **learning**, and decisionmaking.*

3) Learning implies organizational **knowledge creation**. Essentially, The Army's concept of the organization is that it is more than entity to collect and process information. Army organizations must create new knowledge through the interaction of its people with the environment. This is predicated upon a climate of trust and a willingness to try alternative solutions. This **new knowledge** is then applied to emerging opportunities and technologies in order to remain competitive and relevant in the operational environment.

4) Success depends on proper alignment of **People**, **Process**, & **Tools** within the **Organization** and culture.
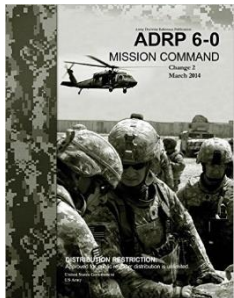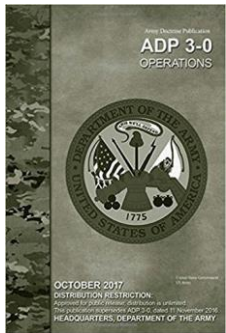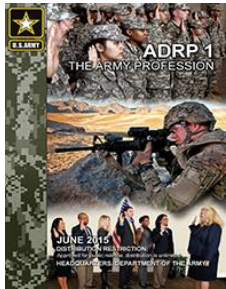
- ADRP 1 – The Army Profession— Shared understanding, learning and organizational culture
- ADRP 1-03 – Army Universal Task List – Conduct Knowledge Management
- ADP 3-0 & ADP 6-0 –Specified task under Mission Command
- FM 6-0 – Chapter 3 – Managing Knowledge and Information
- FM 3-96 Brigade Combat Team— Brigade XO responsible for knowledge management
- ATP-6-01.1—Techniques for Effective Knowledge Management
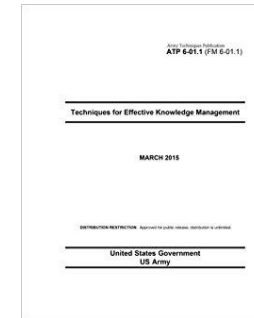
- Organization and Structure
  - Total coded KM military tactical / opn positions = 247
  - Other Positions   = 103
  - Total   = 350
  - Embedded KM sections (1-6 personnel) at every operational and tactical HQ level to enable ***Knowledge Flow.***
  - However, not every Army HQs has an authorized KM section.
- Continuing & ongoing effort to code positions as KM throughout the Army.

Headquarters Type	Total KM Personnel
XXXX Army	15
XXX Corps	15
XX DIVISION	55
+ Sustainment CMDs	84
X Functional & Support Bdes	78

7

Training

– <u>3 Week</u> KMQC awards a skill identifier of Knowledge Management Professional

– 20 hour Mobile Training course on request

– Senior Leader Executive Overview

Leader Development

– Integrated within Army Modeling and Simulation Officers Course

– Integrated within Army Signal Warrant Officers Advance Couse

– Command and General Staff College Elective

– 3 Week KMQC listed as a professional development course for JAG Warrant Officers

- **Conclusion:** The Army has the minimal KM institutional force structure required to conduct knowledge management. *As a result, specifying knowledge management tasks imparts a direct responsibility on the part of the commander and all senior leaders to establish and execute a KM program (CALL Bulletin No. 18-02 Executing Knowledge Management in Support of Mission Command).*

- **Way Ahead:** The lack of KM policy is seen as a gap at all levels. Action is needed on a comprehensive and integrated DoD / Joint KM Policy that encompasses KM, Content Management and Records Management.

Questions???

USSOUTHCOM Air Component
Air Operations Center (AOC)

612 AOC Operational

Knowledge Management (KM)

Lt Col James "Dan" Newberry
612 AOC Staff Division Chief
KMO/DIRCYBERFOR
May 2018

AOC Operational KM

What is it? *"Enabling AOC Decision Makers to Make Effective, Timely Decisions w/Relevant, Timely & Accurate Knowledge Impacting Jt Air Ops"*

How? KM Techniques Proven During Blue Flag 2017 "3 Star" CFACC Exercise:

1) *Air Component Based KM SharePoint Site (Joint/Coalition Product Sharing)*

2) *Providing CFACC/CCO KM SharePoint Enabled Dashboards*

3) *AOC/Air Component/Combatant Command Battle Rhythm Coordinator*

4) *AOC Functions Yellow Pages (Ph #s, Email, KM Sub-Sites)*

5) *AOC Collaboration Coordination-Chat/Radio/Phone/VTC/Email/etc…*

6) *AOC Security Classification Guideline & FDO Processes SME*

7) *Establishment of AOC KMWG > Air Component KMWG > Joint HQ KMWG*

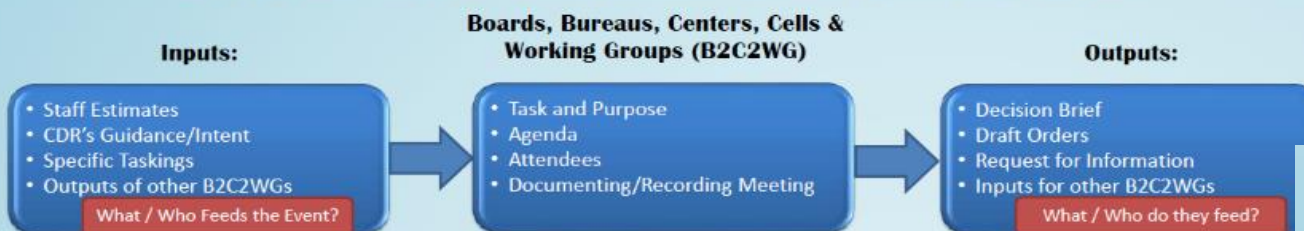--*Joint Air Ops w/o KM would be a Nightmare with Tragic Consequences*

DEFINITION

Knowledge Management (KM) is the integration of people and processes, enabled by technology, to facilitate the exchange of operationally relevant **information and expertise** to increase operational effectiveness.
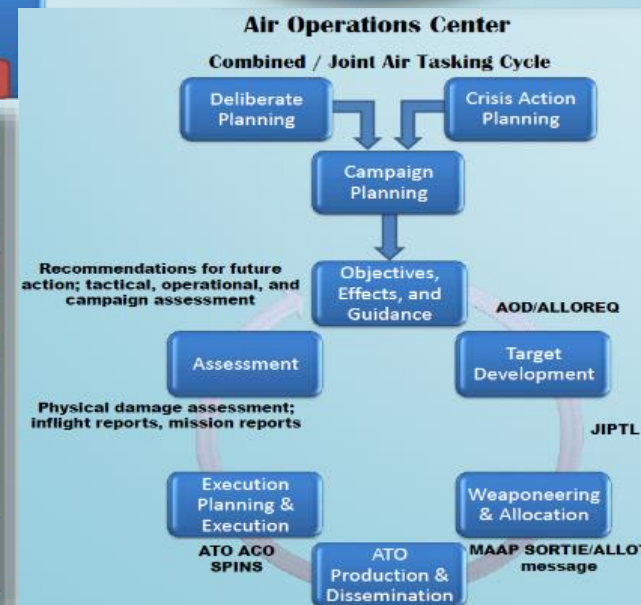
PURPOSE AND ROLES

➢ KM leverages interactions of **people, processes**, and Enterprise Information Services (EIS) **technologies** to **capture, store, organize, share**, and **control** tacit and explicit knowledge, ensuring all mission execution processes have access to **relevant cross-functional information in a collaborative, timely, and contextual manner**

➢ Enables the processes and integration supporting the AOC, AFFOR, and Unit Level with the JTF and Mission Partners

AFFOR Staff Notional Battle Rhythm Events: Inputs and Outputs

Boards, Bureaus, Centers, Cells & Working Groups (B2C2WG)

Inputs:
- Staff Estimates
- CDR's Guidance/Intent
- Specific Taskings
- Outputs of other B2C2WGs

What / Who Feeds the Event?

- Task and Purpose
- Agenda
- Attendees
- Documenting/Recording Meeting

Outputs:
- Decision Brief
- Draft Orders
- Request for Information
- Inputs for other B2C2WGs

What / Who do they feed?

PEOPLE — Knowledge Producers and Consumers

Step-1 Defined Information Exchange Requirements (IER's)

ORGANIZATIONAL TOOLS — Tools Leveraged to Support Processes

KM

REQUIREMENTS — Defined, Repeatable Tasks and Sequences

Step-3 Evaluate & Implement Tools to support the IER's

Step-2 Documented and Refined IER's

PROCESSES

MISSION

Enabling Decision Maker to Make Effective/Timely Decisions w/Relevant, Timely and Accurate Knowledge

Air Operations Center

Combined / Joint Air Tasking Cycle

- Deliberate Planning
- Crisis Action Planning
- Campaign Planning
- Objectives, Effects, and Guidance — AOD/ALLOREQ
- Recommendations for future action; tactical, operational, and campaign assessment
- Assessment
- Target Development
- Physical damage assessment; inflight reports, mission reports
- JIPTL
- Execution Planning & Execution — ATO ACO SPINS
- Weaponeering & Allocation
- ATO Production & Dissemination
- MAAP SORTIE/ALLOT message

USSOUTHCOM Air Component
Air Operations Center (AOC)

612 AOC Operational

Knowledge Management (KM)

Questions?

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612 AOC Staff Division Chief
KMO/DIRCYBERFOR
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AF Component HQs KM

KM is a…

- **Commander's Program**
- **Shared Role & Responsibility**
- **C2 Enabling Capability**
- **Force Multiplier**
- **Resource to Assist CoS**
- **Holistic, Integrated Capability**

KM Outcomes*
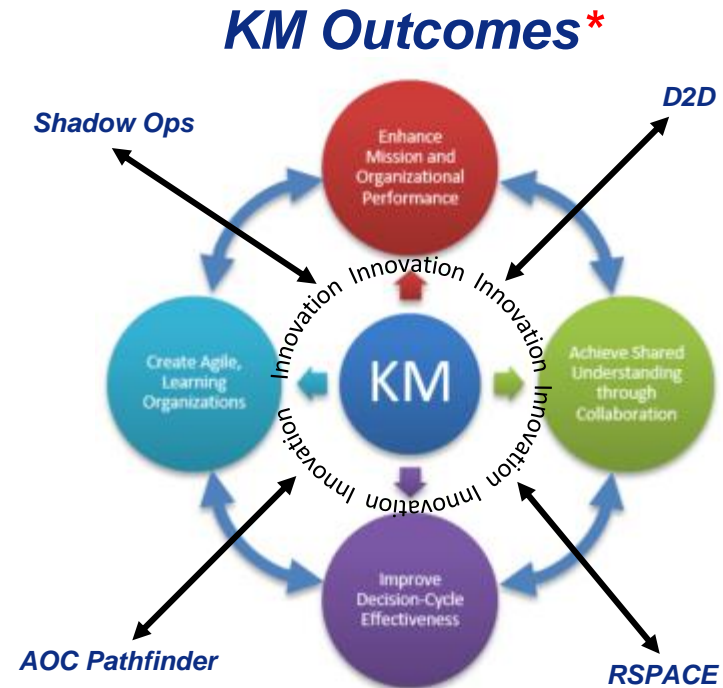
Continuous Improvement & Continuous Delivery

DM vs. IM vs. KM
Related, but Different Goals

- **DM Goal: Assure adequacy of data for its intended purpose**
  - **Focused on making data visible, accessible, understandable, linked, and trusted**
  - **Ex: policies, systems, & procedures for identification & control of data requirements**

- **IM Goal: Enable timely access & dissemination of relevant info**
- **Focused on the use of tools & rules to manage the info life cycle**
  - **Ex: bus. rules; taskers, document, records & web mgt**

DM vs. IM vs. KM Cont'd
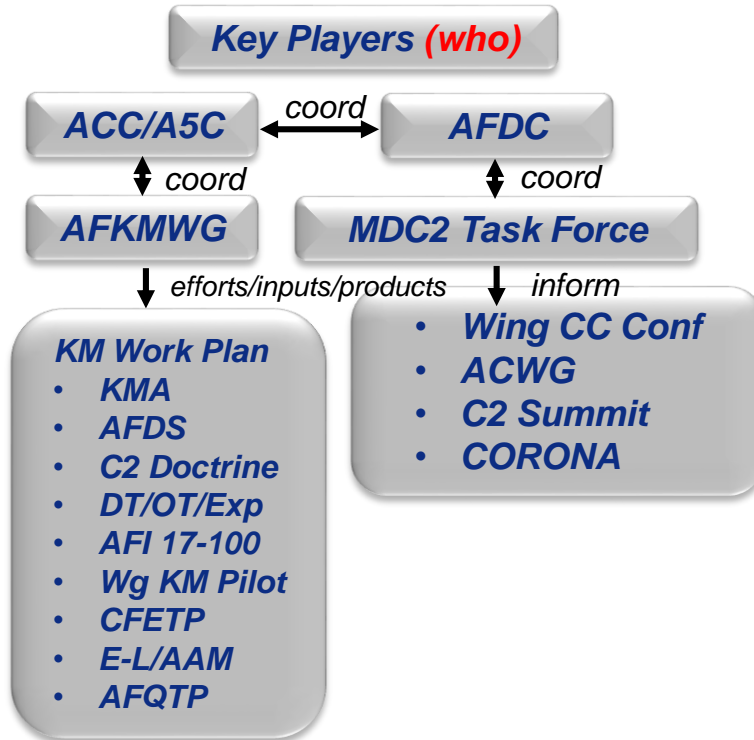## Related, but Different Goals

- **KM Goal: Facilitate shared situational understanding, faster, better decision making & execution**
  - **Focused on people & processes enabling CC's decision cycle**
  - **Ex: Battle Rhythm, CCIR, RFI, SigEvent, SITREP**
  - **KM relies on effective Info Mgt as an enabler in order to work well**

AF Component Enterprise KM Work Plan

Scope: Air Component

Vision: Global Integration of Decision Support Environments

Key Players (who)

ACC/A5C — *coord* — **AFDC**

coord ↕   ↕ *coord*

AFKMWG   **MDC2 Task Force**

↓ *efforts/inputs/products*   ↓ *inform*

KM Work Plan
- KMA
- AFDS
- C2 Doctrine
- DT/OT/Exp
- AFI 17-100
- Wg KM Pilot
- CFETP
- E-L/AAM
- AFQTP

- Wing CC Conf
- ACWG
- C2 Summit
- CORONA

Optimizing KM Capability in MDC2 to transform how we command and fight (value proposition)
- Work capability development thru Task Force LOEs
  - KM pervasive throughout all MDC2 ECCTs
  - KM not addressed in AF Strategic Master Plan
  - KM mentioned in MDC2 Campaign Plan
  - KM not addressed in AF Data Strategy (draft)
  - KM emerging as a holistic, integrated capability
    - Validated in Operational Data CBA
    - Captured in draft AF Doctrine Annex 3-30
    - Aligned to DoD/Joint/Mission Partner efforts
- KM Op approach for CI & CD – four LOEs
- Changing the way we think about KM/IM/DM/RM

KM focus is on people & processes; IM/DM/RM on tools, rules, and products

Winning the Hearts and Minds of Airmen

Questions?

A competitive advantage exists in how well, and how widely, an organization uses and enhances its own collective knowledge!