

KM helps Soldiers save lives

Provides online communities as places to go to share advice and insights.

Action:

A COIN Forum member with a Police Mentor Team in Afghanistan queried the Forum for any resources to test the launchers for RPG's. In the Afghan National Police, five RPG's had exploded as they were fired, killing at least one gunner and injuring others.

Result:

- 53 Forum members responded, including one GO.
- An improved Training Support Package and new launchers were issued at all Regional Training Centers.
- A USASOC Safety Bulletin was issued, and improvements were made in other RPG training and safety programs.



Photo courtesy of U.S. Army

A Soldier from HHC, 173rd Special Troops Bn coaches an Afghan National Police officer.

Improves training
Prevents injuries



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Professional Forums shape training

Enhances greater learning capability and flexibility.

Action: *Emphasis at the Combat Training Centers is placed on training brigades and battalions. A question posted across 6 different Forums (NCO Net, Mounted Maneuver Net, S3-XO Net, Warrant Officer Net, CompanyCommand and Platoon Leader) asked if this type of training experience should apply to companies and platoons.*

Result: *Within 24 hours, 69 responses were received from around the world, from LTCs to PVTs. 3 Feb 08*

Action: *A student at the Sergeants Major Academy at Fort Bliss posted a question on NCO Net: "Does the role of the senior NCO in combat need defining?"*

Result: *During the next 8 days, 59 NCOs from around the world, including 36 CSM/SGM, participated in an online threaded discussion about that question.*



Photos courtesy of U.S. Army

*Improves training
Saves time*



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KM helps grow the Army

Facilitates and supports functional missions.

Action: The senior HR NCO from the 75th Ranger Regiment contacted S1NET with a request to advertise vacant 42A (enl HR) positions in the Regiment.

Result: Within 3 weeks of the posting, the 75th established contact with 70 prospective HR volunteers, more than the battalion gets from its recruiting team that travels to all CONUS and overseas installations.



Photo courtesy of U.S. Army



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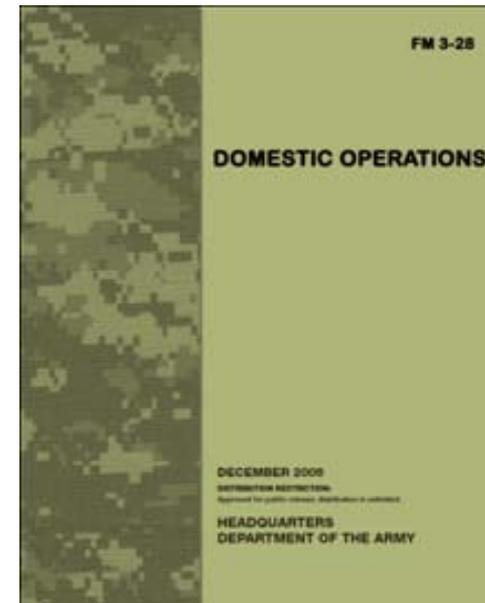
KM gets new doctrine to Soldiers....faster

Accelerates the transfer of knowledge from Soldiers to doctrine.

Action: A doctrine author at the Combined Arms Doctrine Directorate used threaded discussion on the Domestic Ops Net to solicit input for updating FM 3-28, Civil Support Operations.

Result:

- Reduced development time of the manual 33% from 6 months to 4 months.
- Expanded 24/7 access to SME's and more networks, both within and outside the government.
- Saved time and money by reducing travel as much as 70% --- only traveled 3 times in 18 months.



*Saves time
Improves a process*



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KM enhances situational awareness

Employs online knowledge centers to share expertise and experience with units preparing to deploy.

Action: In the Battle of Zarqa during Operation Iraqi Freedom, a Stryker company commander received a mission to secure a downed aircraft site for follow-on recovery operations. He developed the operations while hurriedly moving approximately 100 km to the site. Upon arrival, he learned from on-scene Special Forces that there was a larger insurgent force than what he had expected to encounter. He continued to develop the situation and contained the insurgent force as additional friendly units arrived.

Result: After the battle was over, it was determined that the company had faced a battalion+ size force, killing 200 insurgents and capturing more than 600, including women and children. The company used KM techniques, such as collaboration and planning, to build trust, improve decision making and become a rapidly learning organization, ultimately enabling it to conduct a successful battalion-level mission in combat. In addition, the Stryker Warfighter Forum's use of video interviews provides units preparing to deploy with relevant insights and experiences from units returning from combat. These exchanges shape unit SOPs and battle drills.



Photo courtesy of U.S. Army



KM creates actionable knowledge

Captures Soldier experiential knowledge to give units a tactical advantage on the battlefield.

Action: In Iraq, Al Quada observed that U.S. and coalition forces tore down Saddam Hussein and anti-American posters with regularity. So they began booby-trapping the posters to explode when Soldiers tried to remove them. Initially, this tactic had some success, and more than one U.S. Soldier was killed or injured. The word of this tactic was posted on CAVNET, an interactive online community hosted on the Army's secure SIPRNET.

Result: The information was read by a captain on the other side of the city who briefed his unit, which then uncovered the rigged posters in its sector and safely disposed of them. The captain and his patrol leaders saved Soldiers' lives because they internalized knowledge discussed on CAVNET, and combined it with other knowledge, lessons learned and experiences from local conversations.

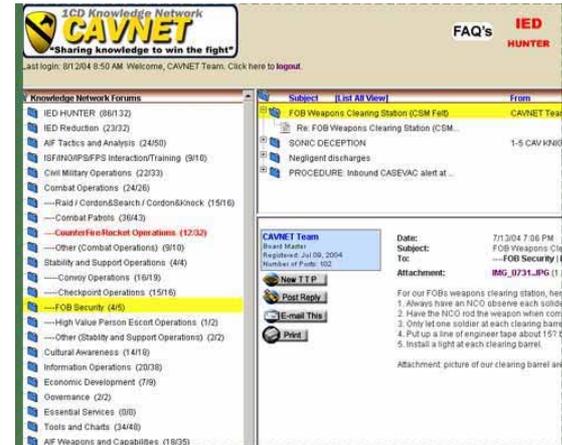


Photo courtesy of U.S. Army

Saves lives
Prevents injuries
Improves a process



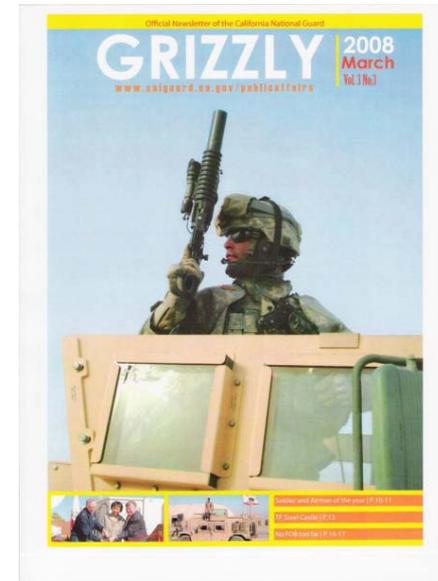
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Online portals lead to cost savings

Offers easy, 24x7 access to libraries and data bases, and precludes the use of e-mail to push bulky documents that clog digital pipelines and overwhelm low bandwidths.

Action: The 40th Infantry Division (California National Guard) staff conducted a KM training session.

Result: Following that session, the G3 estimated he could save \$8,000 per month in mailing costs alone by simply putting the Guard's newsletter, Grizzly, on their online knowledge center and sending an email to all the division Soldiers with a link to the newsletter.



Standardized online document libraries facilitate decisions

Provides secure, real-time, collaborative, information- sharing environment.

Action: The CG of Joint Task Force 76 in Afghanistan wanted to know how many missions the 3d BCT had conducted during the previous 30 days and how many utilized aviation assets.

Result: To manually search multiple files and call subordinate units would have taken approximately 40 hours. Instead, the task force KM Officer developed a KM solution that reduced the time required to locate specific information to less than one minute. Staff and subordinate units entered data into an online shared database for a standardized report format that made the most current information available to the force as a whole.



Photo courtesy of U.S. Army

Saves time
Improves a procedure



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KM can share lessons learned

Disseminates experiences that help create more effective operations and lead to improvements that may save Soldiers' lives.

Action: *The first crash of an Air Force B2 stealth bomber occurred in Guam on 23 February 2008. Both pilots ejected safely just after the left wing made contact with the ground. Investigators laid the cause of the crash on moisture in sensors and estimated the loss of the aircraft at \$1.4 billion.*

Result: *The crash probably could have been avoided if knowledge of a technique to evaporate the moisture had been disseminated throughout the B2 program, according to the investigation board. Learned by some crews two years earlier, the technique essentially heats the sensors and evaporates any moisture before data calibrations. "This technique was never formalized in a technical order change or captured in 'lessons learned' reports. Only some pilots and some maintenance technicians knew of the suggestion.*

The report concluded, "The human factor of communicating critical information was a contributing factor to this mishap."



Photo courtesy of U.S. Air Force

Saves lives
Saves money
Improves a procedure



Forums assist Army processes

Connecting those who need information with those who have it can impact the quality of life the Army provides for its Soldiers and their Families.

Action: An NCO in Afghanistan was nearing the end of his deployment and was looking for a reassignment opportunity to the southwest U.S., preferably Ft. Hood, Texas, so he could be close to his family. He turned to NCO Net for assistance.

Result: Within 4 hours of posting his request on this online professional forum, he had received an assignment to Ft. Hood.



Photo courtesy of U.S. Army

**Improves Soldier
quality of life**



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Forums maximize collaboration

Knowledge transfer improves organizational effectiveness.

Action: A major who was an AVIM Company Commander posted a request for assistance on the S3-XO Net, looking for a tactical convoy SOP.

Result: He received several e-mails and phone calls from Forum members in the U.S. and overseas who sent him 3 unit-developed SOPs, extracts from COIN TACSOPs, Convoy Ops Training Reference Cards and a TTP handbook.

Impact: Based largely on that input, he developed a Convoy SOP for his unit. He estimated the assistance saved him 12-15 hours of time (approx. \$400-500 in labor costs).



Photo courtesy of U.S. Army

Soldiers train for IEDs and other convoy situations.

Improves training
Improves a procedure



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Forums fill knowledge gaps

Forums often serve as a means to discuss official policy.

Action; *The Adjutant General (AG) Proponency Office requested feedback from S1NET members about how information flows between the Division G1, Brigade S1, and Battalion S1 sections. "How are HR Professionals receiving guidance and updates on S1 issues?"*

Result: *Respondents included: a SFC, Former Bde S1 NCOIC; a 2LT from 2d Inf Div; a LTC from the 40th Div, CAARNG; the NCOIC (SFC), Office of Secretary of Defense, Military Personnel Office; and an IG SGM, US Army Europe.*

Impact: *An AG 1LT serving as the Plans and Ops Officer, 82d Abn Div G1, summarized the real impact of S1 Net:*

- *lets us reach out and touch the whole HR community.*
- *the best way to make sure everyone gets the updated messages.*
- *ensures standardization when you're at 50% strength.*
- *the most relevant information in a one-stop shop obtained at the click of a mouse.*
- *helps fill a gap in mentoring for a new 2LT coming out of the school house right into a Bn S1 job.*

