



DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF, G-3/5/7
400 ARMY PENTAGON
WASHINGTON, DC 20310-0400

REPLY TO
ATTENTION OF:

AUG 14 2007

DAMO-BC

MEMORANDUM THRU COMMANDING GENERAL, UNITED STATES ARMY
TRAINING AND DOCTRINE COMMAND, 102 MCNAIR DRIVE, FT MONROE, VA
23651-1047

FOR COMMANDING GENERAL, UNITED STATES ARMY COMBINED ARMS
CENTER AND FORT LEAVENWORTH, 415 SHERMAN AVENUE, FORT
LEAVENWORTH, KS 66027-2300

SUBJECT: Assignment of Army Operational Knowledge Management Proponent

1. In accordance with proponent responsibilities in Army Regulation 5-22, request Commanding General, U.S. Army Combined Arms Center (CG, USACAC) develop a program to institutionalize Knowledge Management (KM) across Army doctrine, organizations, training, material, leadership and education, personnel, and facilities (DOTMLPF) under the policy and guidance of the CIO/G-6 Chief Knowledge Management Officer (CKO).
2. The Army must develop a KM capability and expertise required for full spectrum combat operations and management in the contemporary environment. As the lead for this effort, TRADOC may submit a Concept Plan to the Army G-3/5/7, Force Management Directorate (DAMO-FM), to identify additional resourcing requirements associated with this mission, should they be required.
3. To initiate the execution of this proponenty, request CG, USACAC, initiate a functional analysis (Functional Area Analysis, Function Needs Analysis, Functional Solutions Analysis) of Army knowledge management to define the operational needs, gaps in KM capability, and DOTMLPF solutions. Attached is a list of environmental capability requirements supporting the use of KM within Battle Command. Request you provide the DCS G-3/5/7 with your analysis timeline by 30 Aug 07 with a copy to the CIO/G-6 CKO.
4. The HQDA, DCS G-3/5/7 point of contact for this action is MAJ(P) Michael Palaza, DAMO-BCF, at commercial : 703-602-6565, or email: Michael.palaza@hqda.army.mil.

Encl


JAMES J. LOVELACE
Lieutenant General, GS
Deputy Chief of Staff, G-3/5/7

KNOWLEDGE MANAGEMENT ENVIRONMENT REQUIREMENTS

PURPOSE: To identify the capabilities that a Battle Command Knowledge Management Environment (BCKME) must provide.

BACKGROUND: A number of initiatives have been started that seek to bring a greater knowledge management capability to the Warfighter. These include closer links between the systems of the Army Battle Command Systems (ABCS) suite, the development of Functional Area 57 officers as Battle Command Officers, the re-focusing of the Army Digital Training Strategy from individual ABCS systems to an integrated education and training process now titled the Battle Command Training Strategy, the movement of an AKO portal into deployed theaters, the use of AKO-S, and the continuing Battle Command Knowledge System (BCKS) development at TRADOC CAC. These initiatives, taken with the existing systems, staff processes, command post facilities, new information technology networking and data management solutions and continuing efforts to achieve a standard Battle Command baseline, all contribute to the BCKME. The BCKME must provide the following capabilities.

Capability 1: An integrated suite of systems supporting combat decision making and execution from individual Soldiers through Army component commands.

These systems will share the following characteristics:

- Data sharing
- Information sharing
- Situational understanding
- Common system services and enterprise
- All functional applications on the same "box"
- Work on tactical networks
- Work at all security levels
- Communicate decisions, plans and orders
- Use a Joint Battle Management Language
- Work in an interoperable Joint command and interagency environment
- Global access
- Single Sign On
- An integrated suite of systems that support decision making and execution from individual Soldiers through Army senior leadership

Capability 2: Unrestricted access to Army Data holdings

These data holdings will share the following characteristics:

- Discoverability – coded so they can be quickly found without unintended returns

- Formats that can be read and used in any functional application
- Springing from authoritative sources
- Selected and delivered based on deployment profiles (geo-location, mission, unit organization structure, etc.)

Capability 3: An educated, trained and experienced Battle Command staff

This staff will share the following characteristics:

- Be grown from an early date in Soldier's careers
- Provide officers and non-commissioned officers with knowledge management skills appropriate to their level of command
- Have specific education and training tracks
- Be operationally oriented
- Cross-trained on all systems, with some knowledge of all functions
- Skilled virtual collaboration
- Skilled in intuition based decision making

Capability 4: A command post common to all similar echelons and missions

These command posts will share the following characteristics:

- Standard physical arrangements
 - Tentage
 - Vehicles
 - Work spaces
 - Environmental
- Common network connectivity
- Common ABCS
- Common staff supervision arrangements
- Readiness reported in BCAWS

Capability 5: Information and decision sharing across the Department of Defense, with other governmental agencies, allies and others

This sharing must have the following characteristics:

- Guided by established processes and relationships tailored for the context
- Have a family of solutions to cover a wide range of distant end capabilities
- To be deployed from any command post
- Enabled by policies that safeguard operational security and information assurance while facilitating timely, relevant information exchange.

Capability 6: Be trainable to all Soldiers

This training will have the following characteristics:

- Teaches Soldiers “how” to think
 - Parse questions
 - Arrange information
 - Be logical reasoners
- Teaches Soldiers “where” to find information

Capability 7: A structure for the development and storage of authoritative data

This structure will have the following characteristics:

- Be common to the whole Army
- Be an obligation on all data creators
- Be an obligation on all data analysts (creating information from data)
- Be an obligation on all functional staffs (developing reports, creating courses of actions, making staff recommendations)
- Be an obligation on all data movers (network management, storage management, metadata management)
- Be automated
- Be easily understandable

Capability 8: An integrated system of Knowledge Networks

The knowledge networks will have the following characteristics:

- Connect key nodes associated with DOTMLPF for balanced capabilities development
- Connect the Joint functions
- Connect the Operating and Generating forces
- Consist of people and processes enabled by technology