



**1105 GOVERNMENT**  
Information Group

presents

The 9th Annual

## **Knowledge Management Conference and Exhibition**

Conference: April 28 – 29, 2008 • Exhibition: April 29, 2008  
Ronald Reagan Building and International Trade Center, Washington, DC

### **TRACK 1: GETTING STARTED WITH KM IN GOVERNMENT ORGANIZATIONS**

#### Session 1-8

#### ***Measuring Your KM Program Effectiveness—Not Just Activity***

3:00PM - 4:00PM

Tuesday, April 29, 2008

#### **What attendees will learn:**

- How to identify key performance indicators for KM projects
- Methods to ensure metrics are focused on outcomes, not activities
- Best approaches to communicate the value and return on investment (ROI) of KM programs
- How to show productivity impacts on individuals, project teams, and organizations
- Recommended reporting formats and analysis strategies
- The role of metrics in a KM program

#### **Presented by:**

##### **John Nelson LTC, US Army (Ret)**

Chief Leadership and Leader Development Knowledge Network, Dynamics Research Corporation

John Nelson LTC, US Army Retired, Dynamics Research Corporation, supports the Battle Command Knowledge System Program as the current chief of the Leadership and Leader Development Knowledge Network where he has grown the Army wide network of professional forums and is responsible for sustaining their effectiveness.

##### **Michael Prevou, Ph.D., LTC, US Army (Ret)**

President, Strategic Knowledge Solutions

Mike (Michael) Prevou, Ph.D., LTC, US Army Retired is the Co-Founder and President of Strategic Knowledge Solutions, a KM consulting firm. He is a co-founder of the U.S. Army Battle Command Knowledge System Program and remains involved in KM and expertise developments program consultation and education.

## **Measuring Your KM Program Effectiveness—Not Just Activity**

Battle Command Knowledge System

Dr. Mike Prevou

Mr. John Nelson



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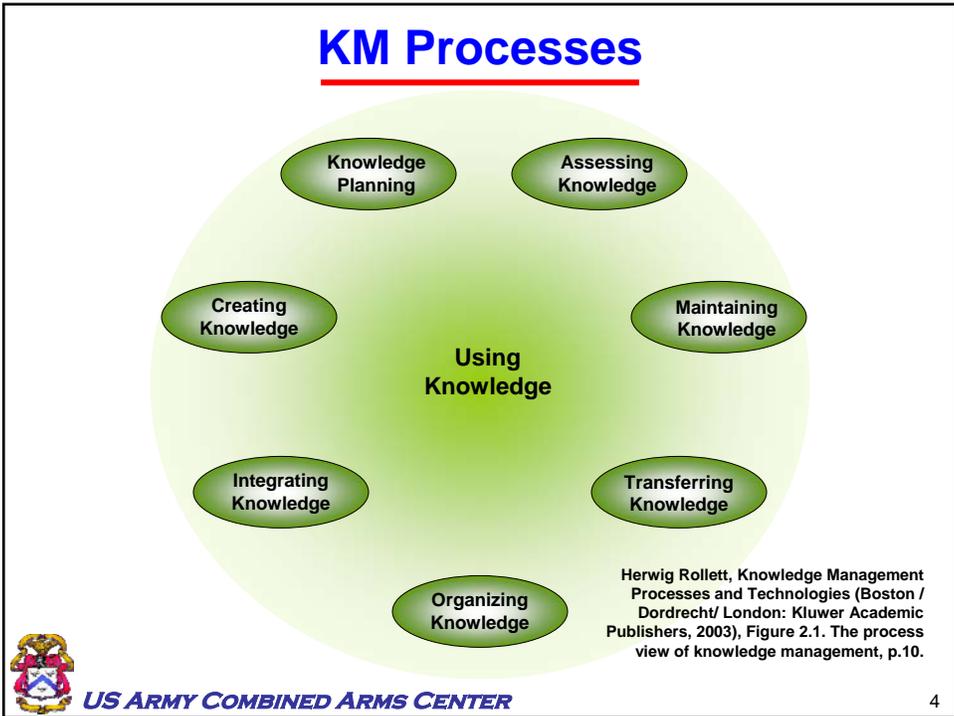
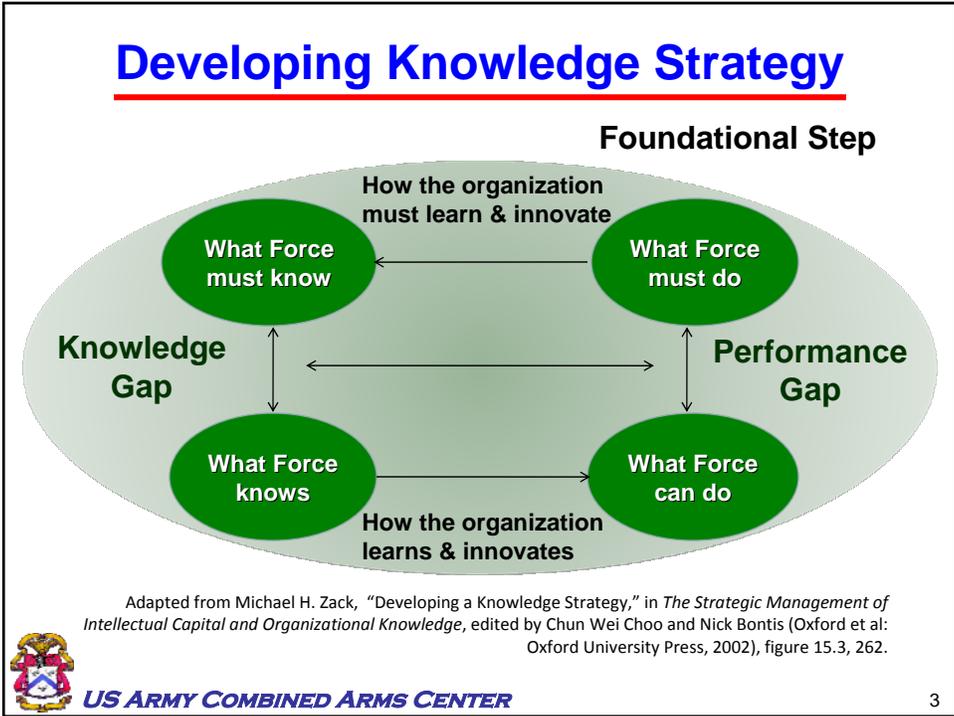
## **Agenda**

- Why do we look at Metrics?
- System Measures
- Getting to Output and Outcome Measures

**How Do We  
Measure Effect  
versus Effort?**



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## Metrics

**Effort vs Effect**

**Potential vs Impact**

**Output vs Outcome**

**KM Processes vs KM Strategies**



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## System Measures

- “Relate the performance of the supporting information technologies to the KM initiative. They give an indirect indication of knowledge sharing and reuse, but can highlight which assets are the most popular and any usability problems that might exist and be limiting participation.”\*
- Measure **potential** for knowledge transfer
- Helps identify where we can **tailor our efforts**
- Examples:
  - Page visits
  - Contributions
  - Memberships



\* *Metrics Guide for Knowledge Management Initiatives, v1.0 draft, Dept. of Navy, 9 May 2001*

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## Looking at Page Visits



Combining the metrics gives a clearer picture of activity

Indication of **Total** Potential Knowledge Transfer

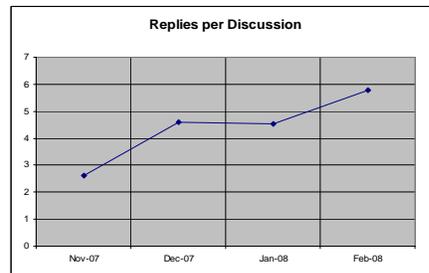
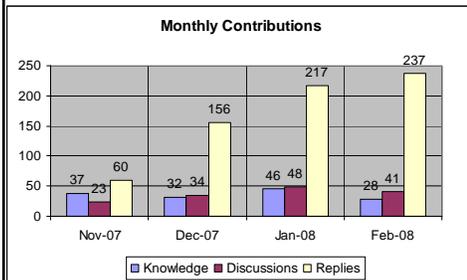


Indication of Potential Knowledge Transfer for **Each Member**



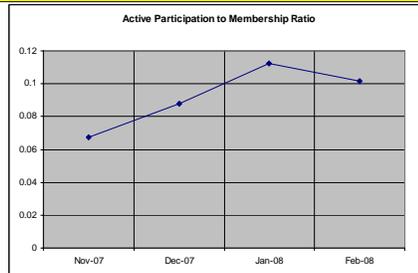
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## Looking at Active Participation



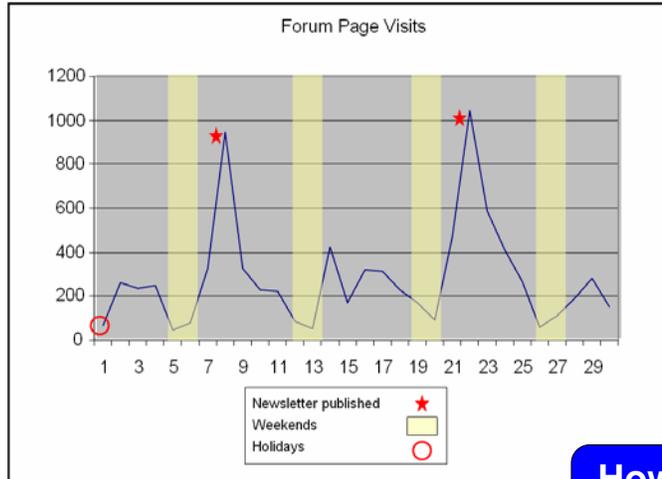
Active Participation = (Knowledge + Discussions + Replies)

What's the real story?



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## Metrics for Facilitators



**How should we tailor our effort?**



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## Output Measures

- “Direct process output for users, give a picture of the extent to which personnel are drawn to an actually using the knowledge system.”\*
- Examples:
  - Replies to discussions (online, emails, phone calls)
  - Documents downloaded
  - Integration or Operating and Generating Forces
  - Integrating knowledge across domains (DOTMLPF)



\* Metrics Guide for Knowledge Management Initiatives, v1.0 draft, Dept. of Navy, 9 May 2001

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## Outcome Measures

- “Determine the impact of the KM project on the organization, help determine if the knowledge transfer processes are working to create a more effective environment... often the hardest measures to evaluate.”\*
- Examples:
  - Time, money or lives saved
  - Injuries prevented
  - Issues to action: changes to the way we do business



\* Metrics Guide for Knowledge Management Initiatives, v1.0 draft, Dept. of Navy, 9 May 2001

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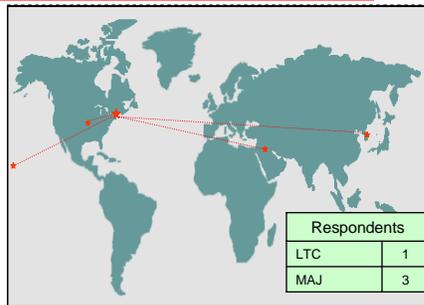
## Community Helps in SOP Development

Discussion posted on S3-XO Net on 26 Feb 08

### Convoy SOP

Looking for a comprehensive tested tactical convoy SOP. I have all the CALL TTPs etc. looking for a unit developed convoy SOP in preparations for OIF. Did the MiTT thing....don't have the time to write my own.

MAJ  
Aviation Intermediate Maintenance Company Commander  
Fort Drum, NY



#### Action

- Four replies to the discussion on the forum
  - Directed to other products on the forum
  - One directing to existing products on SIPR
  - One requesting SIPR email to send classified SOP
- Member received several emails and telephone calls including. The community sent:
  - Three unit developed SOPs
  - Extracts from COIN TACSOPs
  - CLP SOP
  - Convoy Operations Training Reference Cards
  - CALL's Tactical Convoy Operations TTP Handbook

**Output**

#### Impact

- Member is developing a new Convoy SOP for his unit largely based on community input
- To date, member estimates it has saved him 12-15 hours of time in developing this handbook (approximately \$400-\$500 in labor costs)

**Outcome**



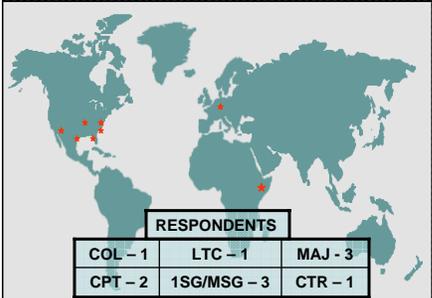
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## Community Responds to RFI

**Posted to the Domestic Ops Forum 2 Apr 08**

I am a US officer **stationed with the British army in Kenya**. We are in the process of standing up a **Joint UK Kenyan Disaster Response Unit** that is almost identical to the old First Army Defense Coordinating Elements (DCE). I am trying to get my hands on a copy of the old 1st army DCE SOP along with the training and evaluation packets they used to have. Can you blast the field with this request?

MAJ  
Chief of Staff  
Nairobi Kenya



RESPONDENTS		
COL - 1	LTC - 1	MAJ - 3
CPT - 2	1SG/MSG - 3	CTR - 1

**Action**

- Facilitator notifies membership of the RFI
- Facilitator asks for clarification from requestor via a forum reply and an email
- Replies submitted from AZ, KS, FL, TX, & DE
- Emails ISO the RFI: MO, KY, IL, Virginia, Washington, D.C., & Germany
- Total replies in the forum discussion: 11

**Impact**

Requested documents provided in six days.

“Sir, thanks for the assistance, ... The T&EO was exactly what I was looking for - so with your assistance and the help of others I will soon have 3 different DCE SOPs and the complete training program - *this will probably save me about 2-3 weeks of work.*”



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**Output**

MAJ  
Chief of Staff  
Nairobi Kenya

**Outcome**

13

## NCO Net Value Survey

- Survey of NCO Net (30K members); survey announced in forum newsletter
- 293 responses in 10 days
- Asked members to assess value of NCO Net for the past year in terms of:
  - Time saved
  - Money Saved
  - Lives Saved

**Outcome Measures**



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## NCO Net Value Survey - Method

- Adaptation of value survey method in *Cultivating Communities of Practice* (Wenger, McDermott, and Snyder)
- Paired each value proposition with member's estimate of belief in the validity of estimate
  - As a result of something you've gotten from NCO Net, how much (*many*) time (*money or lives*) do you think that you or your unit saved? (**Response**)
  - How sure are you about your estimate of time (*money or lives*) saved? (**Surety**)
- Estimate = Response \* Surety
- Developed 3 estimates for each value proposition
  - Conservative – used minimums values for response cell and surety range
  - Midpoint – used midpoint values for response cell and surety range
  - Optimistic – used maximums values for response cell and surety range



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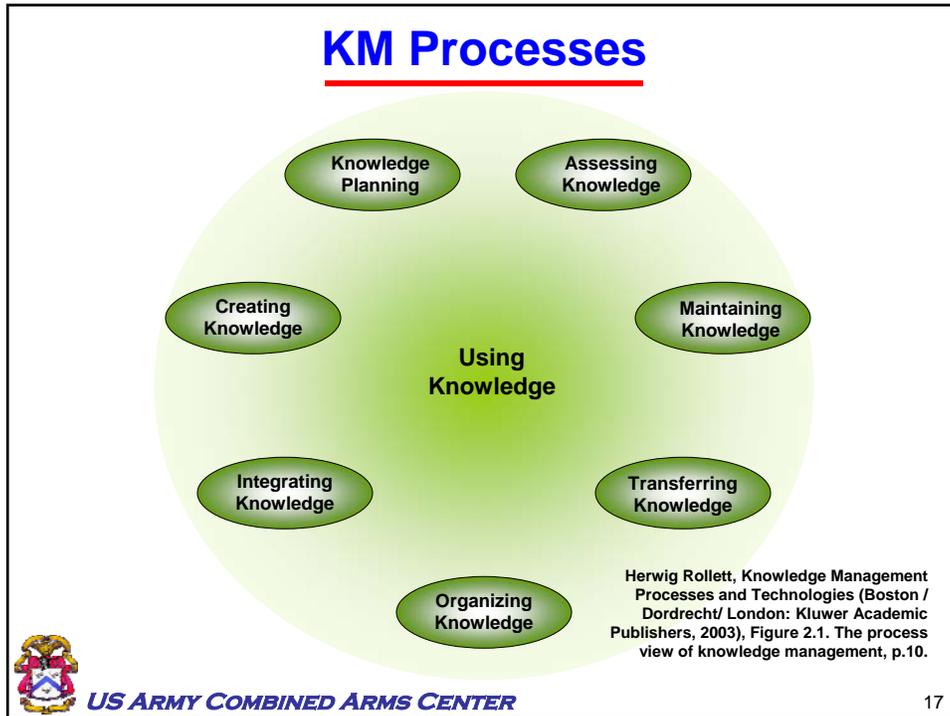
## Outcome Measures

Responses including Surety Factor			
	Time	Money	Lives
Conservative	280 (hrs)	\$36.5 k	56
Midpoint	397 (hrs)	\$92.7 k	70
Optimistic	533 (hrs)	\$157.4 k	85

Raw Responses			
	Time	Money	Lives
Conservative	420 (hrs)	\$54 k	83
Midpoint	523 (hrs)	\$125.5 k	94
Optimistic	625 (hrs)	\$197 k	106



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## KM Metrics References

- *Metrics Guide for Knowledge Management Initiatives, v1.0 draft, Dept. of Navy, 9 May 2001*
- *Assessing Army Professional Forums – Metrics for Effectiveness and Impact, US Army Research Institute for the Behavior and Social Science, Cianciolo, Heiden, Prevou, October 2006*
- *A Balanced Scorecard for E-Business, Metrics for E-Business Case Preparation and Performance Evaluation, Working Council For Chief Information Officers, 1999*

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## **Questions?**

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