

Headquarters, Combined Arms Center
Fort Leavenworth, Kansas
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CAC OPORD 05028A (Battle Command Knowledge System)

References:

- Army Knowledge Guidance Memorandum Number 5 (07SEP04)
- CAC OPORD 042511A (Battle Command Knowledge System BCKS)
- WARNO 02 to CAC OPORD 042511A (Battle Command Knowledge System)
- WARNO 01 to CAC OPORD 042511A (Battle Command Knowledge System)
- Army Knowledge On-Line (AKO) Capability Production Document (CPD) (11SEP03)

Time Zone Used Throughout the Order: Sierra (Local)

Task Organization: Not Used

1. SITUATION

- a. Enemy Forces. (Not Used)
- b. Friendly Forces. (Not Used)
- c. Attachments and detachments. See Annex A

2. MISSION

Battle Command Knowledge System, under the Command and Control of the Commanding General, US Army Combined Arms Center (CAC), establishes an Army level knowledge management system to support soldiers and leaders in the performance of their respective operational mission(s). Main thrust will be to support the operational domain with secondary thrust to the institutional domain. This system will develop transformed processes and business rules to insure that the knowledge generation-processing-application cycle is institutionalized to provide ongoing, near real-time support to the Army's battle command, doctrine development, leader development, and education and training programs.

3. EXECUTION

- a. Commander's Intent

(1) The purpose of Battle Command Knowledge System (BCKS) is to provide a means to enhance learning and timely development of situational understanding by members of US Army organizations operating in a Joint, Interagency and/or Multinational environment. BCKS should ultimately facilitate the development of adaptive leaders who experience repetitive operational situations either virtually or through shared professional experiences to build the necessary frames of reference for intuitive decision making.

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1 (2) The Combined Arms Center will accomplish this by establishing a net-enabled,
2 learning environment composed of formal structures (Warrior Knowledge Base, Unit Forums,
3 Rapid Knowledge and Solutions Generation Network, and Integration Centers focused on
4 information assurance) and informal structures (professional forums) that interact in a
5 collaborative mode. The combination of the CAC established formal structure and the
6 professional forums will provide Army leaders direct access to information, subject matter
7 experts, and other experienced leaders when and where needed in order to enable the efficient
8 access of information and the tailoring or combining of information unique to a leader's
9 requirement to generate knowledge in near-real time to meet operational, institutional, and self-
10 development needs.

11
12 (3) The first year of execution serves as a proof of principle with CAC focused on
13 establishing the following fundamental requirements:

14
15 (a) **Warrior Knowledge Base (WKB)**: A web-based, repository system of data,
16 information, references, and knowledge (objects) needed by BCKS users, focused on achieving
17 information accessibility, interoperability across the objects. The WKB provides Army leaders
18 an expanding site to pull from and enables "one-stop shopping" for their professional knowledge
19 requirements, so the user does not spend precious time jumping from one site to another
20 searching for the desired information.

21
22 (b) **Professional Forums (Leader Network)**: Composed of numerous, distributed
23 networks that provide the ability to link commanders, leaders, staffs, and NCOs from across the
24 force to establish virtual teams of professionals connected through on-line collaboration
25 systems. The peer discussions and professional dialogue by dedicated users provides a critical
26 BCKS component to enable shared learning and knowledge generation based on the
27 experiences of other professionals. Essentially, this is a group of dedicated professionals
28 "talking about their business on the front porch."

29
30 (c) **Unit Forums (Unit Network)**: Composed of numerous, distributed unit networks
31 organized around the Army's major formations with an initial focus on units executing or
32 preparing for OEF and OIF. Unit networks focus on an organization's immediate or pending
33 mission providing a managed interface with BCKS for the coordinated exchange of operationally
34 related observations, experiences, TTPs, and dilemmas or problems. Unit networks will provide
35 an ability to conduct virtual Right-Seat Rides (vRSR)."

36
37 (d) **Rapid Knowledge and Solutions Generation Network (RKSGN)**: This network
38 provides a link between unit and leader developed observations, experiences, and TTPs to the
39 Army's institutional domain. The purpose of this link and network is to gather the information
40 and knowledge from across the force and orchestrate a validation process with the appropriate
41 proponent or perform focused analysis of problems in order to provide viable solutions to the
42 operators in the field. This network will produce usable products to support leader development,
43 doctrine development, and training programs. The products will be pushed to the specific
44 operators in the field needing this knowledge and placed in the WKB, accessible to all users.

45
46 (e) The final requirement, essential to the first operating year is **Information**
47 **Assurance**. CAC will establish small command and control elements across the network to

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1 manage BCKS specifically focused on actualizing suitable and viable operating procedures to
 2 provide a reliable level of information assurance, Operational Security (OPSEC), and the ability
 3 to assess Measures of Effectiveness (MOE) on this BCKS proof of principle.
 4

5 (4) At the end of the first operating year, CAC will have established the fundamental
 6 requirements described above, ascertained objective and subjective input for the assessment of
 7 BCKS, conducted the first virtual “right-seat rides” in support of deploying units, established a
 8 viable oversight structure via the BCKS “Council of Colonels”, and determined, based on user
 9 input, the next steps in System expansion.
 10

11 b. Concept of operations. The central management office oversees six operational
 12 networks, each of which is designed to maximize complimentary approaches to knowledge
 13 management (Figure 1). BCKS will serve as a net-centric central integrator of the Army’s
 14 enterprise level tactical knowledge management program focused on supporting and
 15 transforming the Army’s approach to performance support, battle command, doctrine, training
 16 and education and leader development. The main thrust will be to the operational domain and
 17 secondary thrust to the institutional domain.
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 19
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 21

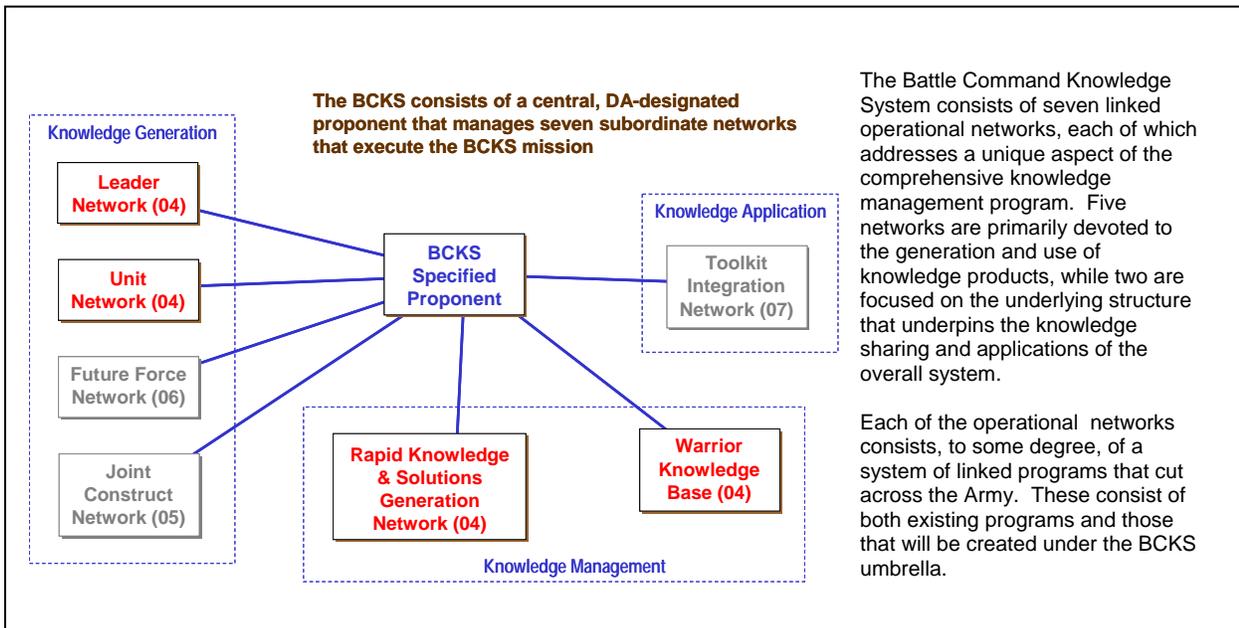


Figure 1 (BKCS Structure)

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 24
 25
 26
 27
 28 **(1) Knowledge Generation.** Four networks will be focused on knowledge generation
 29 and each is organized to approach knowledge generation from a slightly different perspective to
 30 insure that BCKS can maximize a full range of techniques.
 31

32 (a) The Leader Network will focus on deriving general information regarding overall
 33 professional development from horizontal peer groups. Professional forums (PFs) will be

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1 designed to share valid information in an environment that does not over control or stifle
2 participation while it prevents the enemy from reading our mail. PFs will be loosely structured
3 and self organizing and must have governing principles and procedures focused on sharing
4 relevant knowledge. To assist in day to day management BCKS will provide administrative
5 support that allows community leaders more time to facilitate discussions and build communities
6 around the PFs.

7
8 (b) The Unit Network will focus on building knowledge that is aligned against the
9 chain of command and focused on unit mission, Mission Training Plans (MTP) and Mission
10 Essential Task List (METL) constructs.

11
12 (c) (On Order Mission) The Joint Tactical Construct Network will generate
13 knowledge focused against a task-based scheme organized around the seven joint tactical
14 constructs for ground warfare. This network will serve as a primary interface between Army
15 and Joint level knowledge integration.

16
17 (d) (On Order Mission) The Future Force Network focuses on knowledge relating to
18 the transformation from Legacy to Future forces.

19
20 **(2) Knowledge Processing.** Two networks will be established to create a capability to
21 process knowledge.

22
23 (a) The Rapid Knowledge and Solutions Generation Network will focus on building
24 an infrastructure to validate knowledge products developed through the knowledge generation
25 process and provide a primary capability to broker the movement of BCKS knowledge products
26 between the operational and institutional domains.

27
28 (b) The Warrior Knowledge Base will provide an integrated repository of all
29 knowledge objects and products generated by the overall system and its components. This
30 network will focus on developing the common knowledge object structures and processes to
31 facilitate the movement of knowledge throughout the system.

32
33 **(3) Knowledge Application.** The Toolkit Development Network will be responsible for
34 insuring that BCKS procedures and formats are incorporated into the major categories of tools
35 being developed through the Army. Tools will be developed in three category bands:

36
37 (a) Category 1 includes the development and fielding of base BCKS collaborative
38 platforms and the development of an initial set of general-purpose tools to discover, manipulate
39 and distribute knowledge products.

40
41 (b) Category 2 includes the development of tools to utilize BCKS knowledge
42 products to drive interactive learning and gaming solutions. This generation of tools will focus
43 on initial, low cost leader development capabilities designed to support adaptive decision
44 making and adaptive team operations.

45
46 (c) Category 3 includes the integration of BCKS knowledge products with the Army's
47 formal systems and tools for Advanced Distributed Learning, the Training Support Toolkit, and

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1 Embedded Training. Closely allied efforts include Online and Embedded Simulation /
2 Simulators, and Decision Support and Command-and-Control Systems.

3
4 c. Execution Priorities

5
6 (1) Unit Network

- 7
8 (a) Lessons Learned from CAVNET
9 (b) Right Seat Ride Program – 3ID
10 (c) Information Push – 42nd

11
12 (2) Warrior Knowledge Base

- 13
14 (a) Focused knowledge sets against theater requirements
15 (b) Catalog and post theater assets (SIPR)
16 (c) Catalog and post existing explicit materials (NIPR)

17
18 (3) Rapid Knowledge and Solutions Generation Network

- 19
20 (a) Establish and ongoing support to LOGNET
21 (b) Establish School Networks (Infantry Center)
22 (c) Integrate with CALL Ops Cell

23
24 (4) Leader Network

- 25
26 (a) Establish and ongoing support to NCO Net
27 (b) Move PlatoonLeader.mil to secure platform
28 (b) Move Company Command.mil to secure platform

29
30 d. Tasks to major organizations

31
32
33 **(1) US Army Combined Arms Center Headquarters.**

34
35 (a) Establish a central contract to provide support to the overall BCKS operations.

36
37 (b) Establish and manage the Battle Command Knowledge System Management
38 Office. This Office shall be responsible for the following:

39
40 1) Executes the BCKS mission and functions, on behalf of the CG, CAC.

41
42 2) Provides management oversight of the Integration Cells for Leader Network,
43 Rapid Knowledge and Solutions Generation Network, Unit Network and the Warrior Knowledge
44 Base. On Order, provides management oversight of the Joint tactical Construct Network,
45 Futures Network and Toolkit Development Network.

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1 3) Supervises and administers contract support to BCKS. Advises the
2 Commander on contract management issues and maintains all contract documentation.
3

4 4) Develops and manages an integrated approach for knowledge generation,
5 management and dissemination across all components of the BCKS.
6

7 5) Prepares standard policies, procedures and techniques regarding:
8 a) Knowledge architectures and representation
9 b) Cataloging and classification.
10 c) Community and team development and management
11 d) Knowledge and Information harvesting
12 e) Development of Professional Forums, Communities of Practice, Action
13 Learning Teams and Commander Leader Teams
14 f) Standard Web Strategies and maps
15

16 6) Monitors key technologies and approaches to:
17 a) Distributed collaboration
18 b) Taxonomy and Ontology Development
19 c) Web Development
20 d) Content Management
21 e) Knowledge Management
22

23 7) Integrates, consolidates and performs detailed analysis of requirements
24 documentation for BCKS and its operational networks. Establishes policies for operational
25 networks regarding requirements documentation.
26

27 8) Conducts Information Assurance (IA) duties. Establishes, manages, and
28 assesses the effectiveness of all aspects of the IA program within BCKS. (Mr. Roth & TRADOC
29 LTC Walla - refine language to reference Annex E)
30

31 (c) Establish and manage the Rapid Knowledge and Solutions Generation Network
32 (RKSGN). The Rapid Knowledge and Solutions Generation Network is responsible for
33 convening and managing Virtual Action Learning Teams (VALTs) and microcommunities (MCs)
34 that collect, analyze, validate (validation will be IAW existing Army policies and practices) and
35 produce products related to observations and lessons learned from the field.
36

37 1) Establish RKSGN Integration Cell. The Rapid Knowledge and Solutions
38 Generation Network Integration Cell provides day to day oversight and management of the
39 RKSGN of the BCKS and its associated initiatives. Specific duties include the following:
40

41 a) Executes, on a day-to-day basis, on behalf of the Commander, CAC, the
42 RKSGN mission and functions.
43

44 b) Receives and tracks information originating in the Leader Network and Unit
45 Network. Determines requirements for validation (IAW Army polices and practices) and
46 determines the best approach for validating field information.
47

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1 c) Coordinates the validation of products via one or more methods below:
2

- 3 • Forwards information to the operations validation network (CALL)
4 or the logistics validation network (DA G-4) to “work” the validation issues through their
5 respective internal processes.
6 • Forwards the information to a specially convened, distributed SME
7 group to discuss the information and make recommendations regarding its validity and quality.
8 • Forwards the information to another unit or “embed” located in a
9 unit to staff the information with unit members.
10 • Forwards information to the Leader Network and allows that
11 network to post the issue into its professional forums for peer comment.
12 • Tasks a TRADOC schoolhouse to review and comment on the
13 information.
14

15 d) Distributes validated products to the Warrior Knowledge base via posting
16 and subscription service to schoolhouses, CTC, units, and other customers as appropriate.
17

18 2) Coordinates and as required establishes and resources, a network of Support
19 Teams to provide direct support to operational networks. Support Teams will initially be
20 established to support the Operations Domain (CALL) and the Logistics Domain (DA G-4). This
21 support will consist of, in general terms, community facilitation and content management duties,
22 as described later in this plan.
23

24 3) Establishes a central, web-based Request for Information system. The RFI
25 system will provide a single point of entry for existing RFI and subject matter expert networks
26 and support the development of new RFI and SME networks, as required. This system will be
27 capable of accepting questions from the field and providing a consolidated response within 24-
28 72 hours (depending on priority).
29

30 (d) Establish, manage, and coordinate a Warrior Knowledge Base. This network will
31 support storage, discovery and use of knowledge products developed by and integrated through
32 BCKS. The WKB will be responsible for the following:
33

34 1) Establishes, executes and manages a common web-based repository for
35 BCKS products and related materials. Insure compliance with DOD net centric Strategy and
36 coordination with DOD Horizontal Fusion Program.
37

38 2) Develop, execute and oversee the BCKS-wide effort to tag content by
39 creating and/or validating xml-based metadata records and/or xml-based knowledge objects.
40 Ensures that all BCKS content markup is in accordance with Annex B to this plan.
41

42 3) Evaluates, integrates, and/or develops web-based tools to facilitate discovery
43 and use of BCKS products.
44

45 4) Ensures that WKB is operational on both SIPR and NIPR nets and provides
46 security in accordance with this plan, policy, and regulations. (MARKER - Semantic Web)

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1
2 (e) Unit Network: Establish and manage the Unit Network. The Unit Network is
3 responsible for the development and execution of a network of distributed unit based forums
4 across the Army. This network will consist of a central integration cell.
5

6 1) Establishes and coordinates overall policies, principles and procedures for
7 the conduct of unit forum activities and operations with BCKS.
8

9 2) Facilitates the horizontal and vertical flow of knowledge through a
10 combination of formal and informal collaborative networks organized around unit structures,
11

12 3) Establishes a standard web capability for unit forums. Make
13 recommendation to BCKS management office regarding standard web platform and
14 collaboration requirements.
15

16 4) Establish the practices and procedures to ensure that BCKS participating
17 forums comply with Annex E. Identify potential problem areas to the BCKS Management Office.
18

19
20 (f) US Army Command and General Staff College, Ft. Leavenworth, KS.
21

22 1) Establish Leader Network Integration Cell. The Leader Network Integration
23 Cell provides day-to-day oversight and management of the Leader Network of the BCKS and its
24 associated initiatives. Specific duties include the following:
25

26 2) Establish and manage the Leader Network. The Leader Network is
27 responsible for the development and execution of a network of distributed professional forums
28 across the Army. This network will consist of a central integration cell and four support teams
29 (USASMA, USAMA, USAWC, and CGSC). Additional support teams may be added in the
30 future, if applicable.
31

32 a) Establishes and coordinates overall policies, principles and procedures for
33 the conduct of professional forum activities and operations with BCKS.
34

- 35 ▪ Share valid information
- 36 ▪ Establish rules to maintain professional discussion
- 37 ▪ Ensure “bad guys” are not reading out mail
- 38 ▪ Do not over control communities
- 39 ▪ Learn from the experience/advice of established Professional Forums
40

41 b) Facilitates the development of peer-to-peer connections, mentorship,
42 leader development through online professional forums and face-to-face events.
43

44 c) Establishes a standard web capability for sharing knowledge across
45 professional forums. Make recommendation to BCKS management office regarding standard
46 web platform and collaboration requirements.
47

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1 d) Establish the practices and procedures to ensure that BCKS participating
2 forums comply with Annex E. Identify potential problem areas to the BCKS Management Office.
3

4 3) Establish a network of distributed professional forums to promote the
5 professional development and growth of Battalion and Brigade Command and Staff Officers.
6 This system will be established as a component of the Leader Network.
7

8 a) Establish a Support Team to provide direct support to field grade forums.
9

10 b) On order, conducts content harvesting according to the provisions of
11 Annex B. Works closely with forum leaders to identify potentially reusable information and
12 knowledge. Where appropriate, works with forum leaders and LNIC to identify critical metadata
13 information that should be provided by an original submitter of the information.
14

15 c) Ensures that forums adhere to Annex E Security and OPSEC policies,
16 procedures and guidelines.
17

18 4) Ensures participation by CARL, CGSC schools, and CSI in the BCKS RFI
19 umbrella program by providing SMEs to respond to inquiries passed from theater, based on
20 availability of assets. BCKS will establish a system for assigning priorities to requests to avoid
21 unnecessary urgency or impact on CGSC operations.
22

23 5) Establish working relationship with BCKS Management Office to support WKB
24 as part of the repository system.
25
26

27 (g) Combined Arms Doctrine Directorate and other doctrine proponents.
28

29 1) Participate in the BCKS RFI umbrella program by responding to inquiries
30 passed from theater, based on availability of assets. BCKS will establish a system for assigning
31 priorities to requests to avoid unnecessary urgency or impact on CADD and other doctrine
32 proponent operations.
33

34 2) Establish working relationship with BCKS Management Office to support WKB
35 as part of the repository system.
36

37 (h) TRADOC Program Integration Office – Battle Command (TPIO-BC).
38

39 1) Establish a working relationship with BCKS to determine opportunities and
40 requirements to migrate data between standard Battle Command systems and BCKS formats
41 for integration with other information products. This extends to integration of Battlefield
42 Management Language, and its associated initiatives.
43

44 2) Establish working relationship with BCKS Management Office to support WKB
45 as part of the repository system.
46

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1 3) Collaborate, where feasible, on the development and integration of the
2 systems, operational and technical architecture(s) for BCKS.

3
4
5 (i) Combined Arms Center - Training.

6
7 1) Ensures participation by CALL and BCTP in the BCKS RFI umbrella program
8 by providing SMEs to respond to inquiries passed from theater, based on availability of assets.
9 BCKS will establish a system for assigning priorities to requests to avoid unnecessary urgency
10 or impact on CAC-T operations.

11
12 2) Establish working relationship with BCKS Management Office to ensure that
13 CTD, BCTP, CTCD, CALL support WKB as part of the repository system.

14
15 3) Explore technical and operational options for incorporating BCKS products
16 and approaches to knowledge packaging into the Digital Training Management System (DTMS).

17
18 4) Explore, through BCTP, technical and operational options to utilize BCKS
19 products and approaches to knowledge packaging to establish a virtual/distributed “right seat
20 ride” program to support the transition from OIF 2 to OIF 3.

21
22 5) Ensures that CALL establishes and manages an Army-wide, web-based
23 Operations Network as a component of the Rapid Knowledge and Solutions Generation
24 Network.

25
26 a) Establishes and manages an Army-wide level knowledge system to
27 support knowledge flow throughout the operations community. This network will be a partner to
28 the umbrella BCKS program.

29
30 b) Generates operations related knowledge and harvests knowledge products
31 IAW the provisions of this OPLAN. Ensures that knowledge is shared throughout the operations
32 Community and with the larger BCKS community through the Warrior Knowledge base and
33 Rapid Knowledge and Solutions Generation Networks.

34
35 c) Establishes and executes an internal capability to validate information and
36 products when requested by the Rapid Knowledge and Solutions Generation Network.
37 Establishes internal Subject Matter Expert Team and other networks to support this mission.

38
39 6) Through CTCD, explore technical and operational options to utilize BCKS
40 products and approaches to knowledge packaging to establish a virtual/distributed “right seat
41 ride” program to support the transition of OIF/OEF units. This program will incorporate OC
42 recommendations/participation.

43
44 (j) NSC/AJIS (TBP)

45
46 (k) Battle Staff Training (TBP)

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1 (l) CTCD (TBP)
2
3

4 **(2) Department of Army, Deputy Chief of Staff for Logistics.** Establishes and
5 manages an Army-wide Logistics Network (LOGNet) as a component of the Rapid Knowledge
6 and Solutions Generation Network.
7

8 (a) Establishes and manages an Enterprise level knowledge system to support
9 knowledge flow throughout the logistics community. This network will be a partner to the BCKS
10 program. Establishes a network of subject matter experts to support the Rapid Knowledge and
11 Solutions Network and the RFI component of the RKSGN.
12

13 (b) Establishes and oversees the web-based execution of the LogNet. .
14

15 (c) Generates logistics related knowledge and harvests knowledge products IAW the
16 provisions of this OPLAN.
17

18 **(3) US Army Military Academy.**
19

20 (a) Establish a network of distributed professional forums to promote the
21 professional development and growth of company grade officers. This system will be
22 established as a component of the Leader Network and will comply with the provisions of the
23 BCKS OPLAN.
24

25 (b) Establish a Support Team to provide direct support to company grade forums
26

27 (c) On order, conducts content harvesting according to the provisions of Annex B.
28 Works closely with forum leaders to identify potentially reusable information and knowledge.
29 Where appropriate, works with forum leaders and LNIC to identify critical metadata information
30 that should be provided by an original submitter of the information.
31

32 (d) Ensures that forums adhere to Annex E Security and OPSEC policies,
33 procedures and guidelines.
34

35 **(4) US Army War College.**
36

37 (a) Establish a network of distributed professional forums to promote the
38 professional development and growth of strategic leaders. This system will be established as a
39 component of the Leader Network and will comply with the provisions of the BCKS OPLAN.
40

41 (b) Establish a Support Team to provide direct support to strategic leader forums
42

43 (c) On order, conducts content harvesting according to the provisions of Annex B.
44 Works closely with forum leaders to identify potentially reusable information and knowledge.
45 Where appropriate, works with forum leaders and LNIC to identify critical metadata information
46 that should be provided by an original submitter of the information.
47

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1 (d) Ensures that forums adhere to Annex E Security and OPSEC policies,
2 procedures and guidelines.
3

4 **(5) US Army Sergeants Major Academy**
5

6 (a) Establish a network of distributed professional forums to promote the
7 professional development and growth of Non-Commissioned Officers. This system will be
8 established as a component of the Leader Network and will comply with the provisions of the
9 BCKS OPLAN.

10
11 (b) Establish a Support Team to provide direct support to NCO forums
12

13 (c) On order, conducts content harvesting according to the provisions of Annex B.
14 Works closely with forum leaders to identify potentially reusable information and knowledge.
15 Where appropriate, works with forum leaders and LNIC to identify critical metadata information
16 that should be provided by an original submitter of the information.
17

18 (d) Ensures that forums adhere to Annex E Security and OPSEC policies,
19 procedures and guidelines.
20

21 **(6) US Army Forces Command (Pending MOU)**
22

23 (a) Support the integration of BCKS initiatives into CONUS-based units, particularly
24 those deploying to OIF/OEF rotations.
25

26 (b) Support the integration of unit-based and FORSCOM generated materials into
27 the Warrior Knowledge base.
28

29 **(7) US Army Training Support Center.**
30

31 (a) Establish and manage the Toolkit Development Network. This network will be
32 responsible for insuring that BCKS procedures and formats are incorporated into the major
33 categories of tools being developed through the Army.
34

35 (b) Develop and execute a plan of action that takes advantage of TRADOC's Army
36 Training Information Architecture, consisting of Army-level processes and business systems for
37 the training and leader development domains, for use within the BCKS.
38

39 (c) Develops key technologies and approaches to:
40

- 41 1) Distributed collaboration
 - 42 2) Taxonomy and Ontology Development
 - 43 3) Web Development
 - 44 4) Content Management
 - 45 5) Knowledge Management
- 46

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1 (d) Provide day-to-day oversight and management of the Toolkit Development
2 Network of the BCKS and its associated initiatives. Specific duties include the following:

3
4 1) Responsible for the execution of the Toolkit Development Network.

5
6 2) Monitoring use of the Toolkit Development Network and develops weekly
7 reports to reflect toolkit use throughout the system.

8
9 3) Manages budget of the Toolkit Development Network. Forecasts
10 requirements and insures that resources are executed IAW the BCKS Master Plan.

11
12 4) Assists in developing lesson plans and documents that can be used to train
13 others in developing and managing knowledge content.

14
15 (e) Assists in the development of the BCKS Knowledge Harvesting Plan.

16
17 **(8) Army Publishing Directorate (APD)** - Coordinate with BCKS to optimize access
18 through the AKO portal to official publications and objects of the *Army Electronic Library*. This
19 will entail coordination on metadata and taxonomies between BCKS and the Publications
20 Content Management Program (PCMP), as well as publication of the appropriate XML objects in
21 Military Standard 2361, *Digital Publications Development*, and the Army SGML/XML Registry
22 and Library.

23
24 **(9) Department of the Army G3**

25
26 (a) Exercises HQDA supervision for defining concepts, strategies, resources, policies,
27 and programs for BCKS and integration within the Army Training Enterprise.

28
29 (b) Pursue BCKS integration with Army training resource requirements systems
30 through integration of systems and architectures supporting management of all Training
31 Strategies (CATS, STRAC, STRAP, ITS {Individual Training Strategies}).

32
33 (c) Exercise HQDA responsibility for coordination and development of policy to
34 support BCKS goals and objectives and Training Transformation end state.

35
36 (d) Coordinate with Joint, TRADOC and HQDA Staff agencies as appropriate, on
37 development of policies and programs to support integration of BCKS capabilities.

38
39 (e) Chair the Army TLGOSC for Army training and leader development, and receive
40 ATEI issues as required.

41
42 (f) Provide policy and management oversight for BCKS program in coordination with
43 HQDA G6.

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1 **(10) Department of the Army G6**

- 2
- 3 (a) Develop strategic-level BCKS knowledge architecture and knowledge-
- 4 representation roadmap.
- 5
- 6 (b) Oversees BCKS systems architecture and platform integration.
- 7
- 8 (c) Integrates BCKS All-Views Architecture: operational, systems, and technical
- 9
- 10 (d) Develops and integrates BCKS cross-PEG resource strategy
- 11
- 12 (e) Oversees integrated approach to DoD certification of BCKS tools for
- 13 interoperability and NETCOM certification for networkiness.
- 14
- 15 (f) Resources BCKS core collaboration technologies (portals, communities, teams,
- 16 workflow, content management).
- 17
- 18 (g) Oversees Army Knowledge Management Professional Forum.
- 19

20

21 **e. Specialized Support**

22

23 (1) Platform Support (Proposed, Pending MOU with participating agencies and

24 Organizations)

25

26 (a) **BCKS Management Office:**

27

28 1) Establish and provide administrative support to a Platform Integration

29 Working group. This group will develop through a spiral development process the architecture

30 and recommended collaborative platforms to facilitate the execution of the BCKS mission. This

31 WG shall consist of the BCKS Management Office; TRADOC, CIO/G-6; FORSCOM, CIO/G-6;

32 and PdM NetOps. Sharepoint IDM-T will be used to administer BCKS Management/integration

33 portal.

34

35 2) Establish and execute a process to collect and prioritize BCKS

36 Requirements.

37

38 3) Provide necessary funding to support development and testing efforts

39 integration and deployment of BCKS.

40

41 4) Host the BCKS Tomoye Simplify Portal.

42

43 (b) **TRADOC CIO/G-6 will:**

44

45 1) Integrate the BCKS technologies (GROVE, SharePoint, Tomoye) in the

46 TRADOC HQs elements and Knowledge Centers/Schools

47

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1 2) Host the TRADOC BCKS Management SharePoint Collaboration Portal until
2 Jun 2005, migrate to host management services from TRADOC CIO to locations/organization
3 as determined by BCKS management office IAW architecture framework.
4

5 3) Participate with IDM-T Program Office engineering efforts towards integrating
6 the warfighter preferred capabilities of BCKS into a TRADOC Knowledge Environment.
7

8 (c) **FORSCOM G-6 will:**
9

10 1) Provide Groove Networks collaborative tool support to BCKS, including
11 account management, user support, and related system maintenance tasks as required.
12

13 2) Distribute Groove Networks user licenses and software to BCKS users as
14 directed by BCKS Management Office.
15

16 3) Coordinate the Accreditation of Groove to deploy Groove on Army Networks
17 with CIO/G-6 and US Army NETCOM.
18

19 4) Assist in the integration of Groove with the BCKS Management SharePoint
20 Collaboration Portal.
21

22 5) Participate with IDM-T Program Office engineering efforts towards integrating
23 the FORSCOM unit warfighter preferred capabilities of BCKS.
24

25 (d) **PdM NetOps, IDM-T Program Office will:**
26

27 1) As resourced, perform systems integration of BCKS collaborative platforms.
28

29 2) Develop a deployment plan for IDM-T with BCKS Early Operational Capability
30 (EOC) for the 3ID and 42ID according to the OIF rotational schedule. EOC includes a "right
31 seat ride", creating on SIPRNET a presence on the 1st CAV Net with access to the 1st CAV
32 Homepage and CavNet forums; and tools for Battle update brief, RFI's, significant activities and
33 a status board.
34

35 3) Establish a similar EOC for all IDM-T deployments to OEF and OIF through
36 connectivity between Tomoye servers, BCKS servers and IDM-T system. Ensure BCKS data
37 can be reviewed and displayed within IDM-T.
38

39 4) Develop a Program Management Plan (PMP) for the development, integration
40 and deployment of BCKS to 101st Air Assault Division according to OIF Rotational schedule.
41

42 5) Coordinate the IDM-T Program Office engineering efforts with the BCKS
43 Management Office, Army G-3/TR, Army G3/BC, Army CIO/G-6/EI, FORSCOM G-6, and
44 TRADOC CIO/G-6.
45

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1 (e) **Executive Steering Group**. An Executive Steering Group (ESG) will be
2 established NLT 45 days following the effective date of this OPORD. This group will consist of
3 senior leaders at the DA staff, MACOM level and others, as appropriate, to provide advice and
4 guidance to the Commander, CAC, on BCKS directions and concepts. Participants will include
5 officers in the rank of O-7 and above. The BCKS management Office will provide administrative
6 and operational support to the ESG. ESG procedures will be formalized in an ESG Charter
7

8 (f) **Council of Colonels**. A BCKS Council of Colonels will be established NLT 30
9 days after the effective date of this order. This CoC will consist of between 10-15 Officers in the
10 grade of O-6 who are participants in the BCKS program. The CAC, Chief of Staff will Chair this
11 group, which will meet as required, but no less than quarterly. The purpose of the CoC is to
12 provide advice and assistance to the CAC Commander in executing the BCKS mission. The
13 BCKS management Office will provide administrative and operational support to the Council.
14 CoC procedures will be formalized in a Charter.
15

16 (g) **User Groups**. The Director, BCKS will convene, as required, designated user
17 groups to participate in various BCKS components to provide feedback regarding program
18 utility, usability and relevance and make recommendations to improve service.
19

20 (h) **Work Groups**. The Director, BCKS, will convene, as required, designated Work
21 Groups to conduct focused studies and make recommendations regarding the scope of the
22 study. Work Groups will focus on specific questions to insure that they remain focused on
23 BCKS priorities. They will convene teams, at their discretion, and produce a white paper of
24 recommended actions. As required, present findings to BCKS Council of Colonels and BCKS
25 Executive Steering Group. White papers will contain the following information:
26

- 27 1) Executive Summary
- 28 2) Study Question (for each question)
 - 29 a) Statement of the question
 - 30 b) Mission analysis of the question
 - 31 c) Identify critical requirements
 - 32 d) Courses of action studied by the group
 - 33 e) Recommended course of action
 - 34 f) Recommended milestone calendar
 - 35 g) Recommended key tasks
 - 36 h) Recommended resource strategy (if deviating from current POM
37 submission)
38

39 (i) The following working groups will be established initially:
40

41 1) **Strategic Directions Working Group**. This group will be convened by the
42 DA CIO/G-6 to identify major requirements and actions with respect to BCKS for the POM
43 06-11. The purpose will be to build a roadmap (white paper) to facilitate guiding senior leader
44 decision making. Specifically, this group will focus on the following questions:
45
46

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1 a) What is the best way to achieve the G-3's direction to execute BCKS
2 through a cross-PEG POM strategy?
3

4 b) What approaches should BCKS take in regard to a comprehensive
5 Strategic Communications Plan?
6

7 c) What key technologies should BCKS adopt to insure that it retains
8 technological relevance?
9

10 d) How should BCKS execute (and resource) its Toolkit Development
11 Network?
12

13 e) How should BCKS integrate with the Army Knowledge Online portal?
14

15 f) How should BCKS operationalize tools, techniques and processes to
16 support the development of high-performance commander/leader teams across the Army?
17

18 2) **Unit Network Working Group.** This Group will be convened by the Unit
19 Network Integration Cell to develop a coherent, coordinated approach for the establishment of
20 the Unit Network to accomplish the CAC Commander's intent of providing a virtual right seat
21 ride for units deployed or preparing for operational missions. Specifically, this group will
22 investigate the following questions:
23

24 a) What is a "virtual right-seat ride"?

25 b) How should a virtual right-seat ride be incorporated into OEF/OIF
26 rotational units?
27

28 c) What tools and knowledge sets should be developed to support ongoing
29 knowledge sharing with deployed units (i.e. reachback strategy)?
30

31 3) **Architecture Working Group.** (TBP)
32

33 f. Coordinating instructions.
34

35 **(1) Time when plan becomes effective.** This OPORD is effective 281300CST JAN05
36

37 **(2) Commander's critical information requirements.**
38

39 (a) RFIs generated at the 07 Command Level
40

41 (b) Failure to respond to theater-generated RFIs within 96 working hours, upon
42 submission.
43

44 (c) Significant endorsements of BCKS program (specific incidents)
45
46

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1 (d) Potential MOUs and/or requests by participation in BCKS from 07 and above
2 commands or organizations.

3
4 (e) Server shutdowns of greater than 24 hours

5
6 (f) Successful and/or attempted security breaches of BCKS servers or infrastructure.

7
8 (g) Unauthorized media leaks that may be attributable to BCKS sources.

9
10 **(3) Risk reduction control measures.**

11 (a) Security Risks (Classified information)

12
13
14 1) Description. BCKS will be subject to a variety of hostile attacks. While the
15 majority of these will be through attempted network intrusions, threats can come from human,
16 signal or imagery sources.

17
18 2) Risk Control Measures. See Annex E.

19 (b) Operations Security Threats.

20
21
22 1) Description. In that BCKS will be a major network of repositories of current
23 TTPs, doctrine and emerging procedures, it will be subject to attack by adversaries attempting
24 to exploit unclassified indicators. These indicators may be drawn from multiple sites and
25 combined into a mosaic that provides a far more exploitable condition than a breach of any
26 single site. The WKB will be a particularly high value target in that it will contain a
27 comprehensive collection of Army materials. As above, the majority of these threats will be
28 through attempted network intrusions, although threats can come from human, signal or
29 imagery sources.

30
31 2) Risk Control Measures. See Annex E.

32 (c) Site Independence.

33
34
35 1) Description. While the purpose of BCKS is to provide an umbrella for the
36 various knowledge initiatives that exist across the Army, it will have to establish global
37 procedures and guidelines. Existing communities and forums may, in some cases, elect to
38 remain independent and, in essence, compete against BCKS initiatives.

39
40 2) Risk Control Measures. In order to reduce these potential risk, BCKS will
41 establish a strong infrastructure that can save communities the overhead of managing an
42 independent site and provide personnel to assist in the administration and management of
43 collaborative sites.

44
45 (d) Technologies may make BCKS obsolete.

46

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1 1) Description. BCKS will, by nature, have to be a technically advanced
2 organization and will have to remain on the cutting edge of new technologies and executable
3 technologies. This will, eventually, result in an infrastructure that may not be rapidly reactive to
4 changes in technology or major breakthroughs that affect knowledge management.
5

6 2) Risk Control Measures. BCKS will have to maintain a robust technical
7 partnering program that allows it to monitor the technical arena and identify key trends as they
8 emerge and before they become mainstream. This partnering program will require close and
9 ongoing coordination with a variety of professional groups, academia, business and other
10 government forums. An active and ongoing research and development management effort will
11 allow BCKS to mitigate risk in technology changes. The BCKS knowledge representation and
12 markup strategy is designed to create data that is application independent.
13

14 (e) Personnel skills.
15

16 1) Description. BCKS will rely heavily on a cadre of personnel who have skills
17 that are generally not found in the Army and are, more often than not, the result of self initiative
18 and personal experience. While BCKS will create initial and ongoing training programs for
19 personnel, there is a potential that, on trained, personnel may become highly marketable. This
20 will potentially decrease the degree of success that BCKS has in the Army.
21

22 2) Risk Control Measures. BCKS will have to accomplish two major tasks to
23 retain personnel. First, it will have to remain cognizant of creating a suitable work environment
24 that will challenge employees and allow them to see the successes that result from their efforts.
25 Second, it will have to manage an internal knowledge program that captures and makes
26 available the tacit experiences of its members in order to reduce the impact of personnel turn
27 over. In short, BCKS will have to be a model learning organization.
28

29 **(4) Information Management.** Information management is the framework and set of
30 processes and business rules by which BCKS captures, analyzes, prioritizes and ensures the
31 timely flow of information among its components and customer base.
32

33 (a) Information Management Systems. In a general sense, information systems
34 must provide effective and secure information exchange within and outside of the BCKS
35 structure. The following systems will be utilized by BCKS:
36

37 1) Classified networks authorized to process and disseminate information
38 classified at the SECRET and below levels. Initially, BCKS will operate systems in support of
39 field operations over the SIPRNET.
40

41 2) Unclassified networks authorized to process and disseminate unclassified,
42 sensitive information. BCKS systems at this level will initially include the NIPRNET and Internet.
43

44 (b) Collaborative Tools. BCKS will provide a common or compatible suite of IM
45 tools that are designed to assist BCKS networks in meeting their unique missions. Because of
46 the breadth of its mission, BCKS will utilize a set of tools that can be adjusted and modified to
47 meet the unique requirements of each network and initiative, while allowing an efficient means

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1 to integrate information “behind the scenes”. Initially, BCKS will utilize the following major
2 platforms:

3
4 1) Information Dissemination Management – Tactical (IDM-T). CECOM Initiative
5 that provides a suite of COTS software and hardware (Microsoft SharePoint-based) that
6 provides secure, rapid and real time information dissemination and collaboration. IDM-T
7 configures the COTS suite for military application, integrates the software with ABCS / SASO
8 and COMMS (NIPR/SIPR/MSE/SATCOM) systems.

9
10 2) Microsoft SharePoint

11
12 3) Tomoye Simplify. Simplify is a cutting edge collaborative platform that is
13 highly adaptable to informal networks that rely heavily on discussion. Tomoye incorporates a
14 wide range of tools that are focused solely on making on-line communities a success

15
16 4) Groove. Web-based collaboration tool is ideally suited as a centrally managed
17 resource for virtual teams. The product is integrated with Microsoft SharePoint Team Services
18 and Microsoft SharePoint Portal. The workspace contains a wide variety of tools that allow for a
19 full range of discussion and document collaboration, many of which can be
20 Customized for a particular team mission.

21
22 5) Other. Collaboration environments using non-BCKS provided tools will be
23 integrated at the knowledge management level.

24
25 **(5) Web Management.**

26
27 (a) Standardization of BCKS web-based collaborative environments is essential for
28 rapid exchange of information, intuitive navigation across different sites and for branding of
29 BCKS as a consistent umbrella program.

30
31 (b) Business Rules regarding Web Designs for BCKS.

32
33 1) Each software suite will have a base design, base capabilities and standard
34 set of “add-on” tools and modules that can be adopted by individual sites. These standard
35 products will be developed and provided through the BCKS platform Support Group. Sites will
36 not operationalize non-standard software products.

37
38 2) Each site will be customer focused. BCKS will execute an extensive
39 feedback system from its customer units and through designated “user groups” to maintain
40 constant feedback.

41
42 3) Sites will maintain relevant operational information and integrate information
43 into the WKB as part of the repository system.

44
45 4) To the maximum extent possible, sites will utilize dynamic updating of pages
46 and navigation schemes to reduce maintenance.

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5) External links to other sites will be minimized. BCKS sites will, typically, have no links to commercial or educational sites, although sites may list external sites of interest. Links to external organizations will generally be to official US government sponsored sites only. Exceptions must be documented and approved by the Government POC for each network, with notification to the Management Office.

6) Each web site will have a designated Government Point of Contact, who will be responsible for that site. Existing sites will designate this individual within 30 days of the effective date of this Order. New sites will designate this person prior to going operational. Names will be submitted through the Government POC for each Network Integration Cell to the BCKS Management Office.

7) Access to post, edit or change information on each web site will be limited to authorized personnel or groups of personnel specifically designated by the Government POC. Where practical, facilitated posting will be utilized.

8) Publicly accessible web pages will comply with Army and local policies, procedures, and regulations.

(6) **Battle Rhythm.** Rhythm reflects time(s) for recurring events and is an essential element for insuring that information flows efficiently through the organization. Each operational team/Network should review the battle Rhythm and develop a backward planning process to insure that information and reports are timely and accurate.

(a) The following is the standard Battle rhythm for this OPLAN.

Rate	MON	TUES	WED	THUR	FRI
Weekly (Weeks 2-56)	Contractor Team Huddle	<u>Knowledge Management Teleconference</u> Technical Meeting reflecting G-6 orchestration-	Contractor Weekly Report	Proponent & Stakeholder Weekly Report	
		Draft Notes for Comment			Publish Notes Government Staff Teleconference

Monthly	Semi-Annually
Council of Colonels Meeting/VTC (as necessary)	Training & Leader General Officer Steering Committee (TLGOSC)
Quarterly	
Executive Steering Group Meeting / VTC (as necessary)	

(b) Standard Meetings

1) **Contractor Team Huddle.** The purpose of the individual team huddles is to allow each team to meet and discuss the workload and priorities for the upcoming week and to discuss issues of interest to the group. It is focused on insuring that all team members are provided up-to-date information and understand current priorities, particularly in regard to the Content harvesting Plan (which is updated weekly for full time staff and monthly for Reserve staff). These meetings are generally conducted on-site (with dial in capability for remote team members or those on travel status).

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1 a) Participants. Government POC's for each team, contractor Team Leader
2 and all assigned or attached team members.

3
4 b) Standard Agenda.

- 5
6
 - 7 • General announcements
 - 8 • Adjustments to the Content harvesting Plan
 - 9 • Observed trends in communities that affect team operations
 - 10 • New information related to team operations (i.e. new sources of
 - 11 information, new information products, new web sites or organizations that should be
 - 12 coordinated with)

13 2) **Government Staff Teleconference.** The purpose of the Government Staff
14 Teleconference is to provide a forum for sharing information regarding BCKS execution with
15 Government Points of Contact among all nodes and operational networks. This meeting is
16 normally conducted primarily through dial-in telephone conference.

17 a) Participants. Government representatives from agencies and
18 organizations listed in Annex A (Task Organization). The meeting is chaired by the Director,
19 BCKS and, in his absence, by the Chief of Operations for BCKS.

20
21 b) Standard Agenda

- 22
 - 23 ▪ General announcements
 - 24 ▪ Modifications to the OPLAN
 - 25 ▪ Organizational Reports
 - 26 Previous week's operations
 - 27 Current week operations
 - 28 Next 2 week's operations
 - 29 Issues affecting performance
 - 30 Issues for resolution.

31
32 3) **CTOR Huddle.** The purpose of the CTOR Huddle is to provide a forum for
33 sharing information regarding BCKS execution between the CTOR and key contractor staff.
34 This is a physical on-site meeting that is intended to review performance in light of the Contract
35 and to discuss issues that impact performance.

36 a) Participants. CTOR, Contractor on-site Program manager, Contractor
37 Knowledge Integrator, and Contractor Team Leaders.

38 b) Standard Agenda

- 39
 - 40 ▪ Review and Modification of Content Harvesting Plan
 - 41 ▪ General BCKS issues
 - 42 ▪ Team feedback
 - 43 Performance statistics
 - 44 Issues affecting performance
 - 45 Issues for resolution

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1 4) **Council of Colonels Meeting/VTC.** The purpose of the Council of Colonels
2 Meeting is to provide a forum for sharing information regarding BCKS execution and major
3 thrusts. This is a VTC that is intended to both share information concerning current operations
4 and validate the overall direction and thrust of the BCKS program. Initially, this meeting will be
5 conducted monthly, shifting to a quarterly schedule in the third quarter FY05.
6

7 a) Participants. Designated members of the BCKS Council of Colonels or
8 their designated representative.
9

10 b) Standard Agenda.

- 11 • Overview of current BCKS operations since the last meeting
- 12 • Anticipated initiatives over the next two months
- 13 • Requirements Discussion/Recommended Actions
- 14 • Issues and Discussion/Recommended Actions
- 15

16 5) **Executive Steering Group Meeting/VTC.** The purpose of the Executive
17 Steering Group Meeting is to provide a forum for sharing information regarding BCKS execution
18 and major thrusts. This is a VTC that is intended to both share information concerning current
19 operations and validate the overall direction and thrust of the BCKS program. This meeting will
20 be conducted quarterly.
21

22 a) Participants. Designated members of the BCKS Executive Steering
23 Group.
24

25 b) Standard Agenda.

- 26 • Overview of current BCKS operations since the last meeting
- 27 • Anticipated initiatives over the next two months
- 28 • Issues and Discussion/Decisions
- 29

30 (c) **Standard reports**

31 1) **Government Staff Teleconference Minutes.** Minutes will be published in
32 memorandum form and will use the following general format. Draft copies will be circulated to
33 participants referenced in the report to insure clarity and accuracy of reporting. Final copy will
34 be sent to all Government staff. This report includes the following information.
35

36 a) Date, time and attendees.

37 b) General announcements

38 c) Modifications to the OPLAN
39

40 2) **Organizational Reports** (Leader Network, Unit Network, Warrior Knowledge
41 Base, Rapid Knowledge and Solutions Generation Network, Platform Support Team, DA Staff)
42

43 a) Previous week's operations
44
45
46

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- b) Current week operations
- c) Next 2 week's operations
- d) Issues affecting performance and current status
- (e) Issues for resolution and current status
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- 3) **Contractor Weekly Report.** Contractor Weekly Report is an ongoing report to the COTR to delineate key information regarding the week's performance and to identify trends that need to be addressed. This report includes the following information:
- a) Period covered
- b) Leader Network
- Number of users per forum
 - Number of documents/objects harvested per forum
 - Number of document records reviewed
 - Types of errors in reviewed documents
 - Significant new posts/activities (per forum)
 - Object List
- c) Unit Network
- Number of users per forum
 - Number of documents/objects posted per unit
 - Number of documents/objects harvested per unit
 - Number of document records reviewed
 - Types of errors in reviewed documents
 - Significant new posts/activities (per forum)
 - Topic areas per unit
 - Object List
- d) Warrior Knowledge Base
- Number of documents harvested
 - Object List
- e) Rapid Knowledge and Solutions Generation Network
- Number of objects received (by network)
 - Number of objects validated and forwarded to WKB
 - Number of responses forwarded to proponent networks or SME groups
 - Average response times (Date received until date response was sent)
 - Number of VALT meetings/conference calls
 - RFI List - for each RFI, date received, date forwarded, date response received, date response sent to user.

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1 4) **Proponent and Stakeholder Weekly Report.** The Proponent and
2 Stakeholder Weekly Report is a summary report of Contractor and Government operations
3 related to BCKS.

- 4
5 a) Accomplishments during past week
6
7 b) Operational outlook for next 2 weeks
8
9 c) Pending Key Tasks
10
11 d) Outstanding Tasks and Issues.

12
13 5) **Council of Colonels Meeting Minutes.** Minutes will be published in
14 memorandum form and will use the following general format. Draft copies will be circulated to
15 participants referenced in the report to insure clarity and accuracy of reporting. Final copy will
16 be sent to the full Council. This report includes the following information.

- 17
18 a) Overview of current BCKS operations since the last meeting
19 b) Anticipated initiatives over the next two months
20 c) Requirements Discussion/Recommended Actions
21 d) Issues and Discussion/Recommended Actions
22

23 6) **Executive Steering Group Meeting Minutes.** Minutes will be published in
24 memorandum form and will use the following general format. Draft copies will be circulated to
25 participants referenced in the report to insure clarity and accuracy of reporting. Final copy will
26 be sent to the full Council. This report includes the following information.

- 27
28 a) Overview of current BCKS operations since the last meeting
29 b) Anticipated initiatives over the next two months
30 c) Issues and Discussion/Recommended Actions
31

32 **(7) Request for Information.** A consistent Request for Information (RFI) system will be
33 incorporated into BCKS to provide for an efficient and coordinated information and knowledge
34 pull mechanism to provide requestors access to vital, validated information. Organizations
35 specified to support BCKS RFI efforts will designate an RFI manager to serve as a central point
36 of contact for moving requests into and out of their respective organizations and monitoring the
37 flow of RFIs to insure timely action.

38
39 (a) The BCKS RFI system will be operational NLT 60 days after the effective date of
40 this order.

41 (b) Requests may come into any component of BCKS and should be forwarded to
42 the WKB for processing and coordination of a system-wide response. In order to achieve fully
43 integration of requests, any component of BCKS that establishes an RFI system will insure that
44 the following information is included in request capture:

- 45
46 1) Classification
47 2) Justification

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- 1 3) Previous sources consulted
- 2 4) Required No Later Than
- 3 5) Requestor
- 4 6) Subject
- 5 7) Additional amplifying data
- 6 8) POC's (if different from Requestor)
- 7 9) Priority
- 8

9 **(8) Seat Management.**

10
11 (a) Initial distribution of Tomoye Simplify Seats:

12
13 1) Leader Network:

- 14 a) Platoon Leader Forum – 13,000
- 15 b) Company Command Forum – 6,000
- 16 c) StaffNet – 5,000
- 17 d) S3-XO - 3,000
- 18 e) NCO Net – 4000

19
20
21 2) Rapid Knowledge and Solutions Generation Network:

- 22 a) Operations Network (CALL) – 1,000
- 23 b) Logistics Network – 4,000

24
25
26 3) Unit Network – 10,000

27
28 4) Reserved – 4,000

29
30 (b) Initial distribution of Groove Licenses

31 1) Leader Network - 500

32
33 2) Unit Network – 1000

34
35 3) Rapid Knowledge and Solutions Generation Network – 1000

36
37 4) Warrior Knowledge base – 200

38
39 5) Reserved – 1300

40
41
42 (c) Initial Distribution of SharePoint Licenses. TBD

43
44 **(9) Research Management.**

45

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1 (a) In order to allow BCKS to remain technically and operationally relevant, it is
2 essential that it routinely engage in various aspects of research, development and prototyping of
3 emerging technologies, processes and procedures.
4

5 (b) The BCKS management Office will establish a coordinated research plan, based
6 on input from both external agencies and from internally generated research agendas. This
7 plan will be managed in the same format as the BCKS Resource management effort, but as a
8 separate plan that can adapt rapidly to emerging opportunities. Research projects will be
9 approved by the Council of Colonels (as required expedited meetings) and executed through
10 the Support Teams.
11

12 (c) Within BCKS, research centers of excellence will be established against specific
13 research areas. These centers will be organized around the major BCKS Networks and new
14 centers can be added, as required. Initial research centers and areas of focus will be
15 established as follows:
16

17 1) Management Office: Semantic Web; Experiential decision making;
18 Knowledge integration; Hardware/software applications; High performing commander leader
19 teams.
20

21 2) Warrior Knowledge Base: Knowledge representation; Information tagging
22 tools and methodologies; Web services and applications; and Knowledge structuring and
23 storage.
24

25 3) Rapid Knowledge and Solutions Generation Network: Subject matter expert
26 networks; lessons learned systems; Request for information systems; and Customer Relations
27 Management (CRM) systems.
28

29 4) Unit Network: Organizational networks; Document collaboration systems;
30 Organizational information flow; Organizational behavior (in formal organizations); Change
31 management (in formal organizations).
32

33 5) Leader Network: Professional forums; Discussion-based communities and
34 forums; social "technology"; Organizational behavior (related to professional forums and
35 informal organizations); change management (related to professional forums and informal
36 organizations).
37

38
39 **4. SERVICE SUPPORT**

40
41 **a. Support Concept.**

42
43 (1) BCKS will be in a general and direct support role to the Leader Network and Unit
44 Network. This support will consist of:
45

46 (a) General Support.
47

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1 1) Establishing umbrella policies for establishing and managing distributed
2 teams, communities and forums.

3
4 2) Developing training tools to support these operations.

5
6 3) Providing collaborative platforms to support collaborative activities.

7
8 4) Providing long term planning and migration paths and guidance.

9
10 (b) Direct Support.

11
12 1) Providing support contractors/personnel to assist volunteer forum leaders and
13 managers in the day-to-day operation of their respective professional forum.

14
15 2) Conducting/supporting the harvesting of knowledge, in conjunction with forum
16 managers, from forums and formatting it to facilitate its incorporation into the Warrior
17 Knowledge base.

18
19 (2) BCKS will be in a direct support role to the Warrior Knowledge base. This will
20 consist of the following:

21 (a) Providing support contractors/personnel to manage content developed through
22 the BCKS operational networks.

23
24 (b) Establishing and managing the Web Site(s) for the Warrior Knowledge Base and
25 the development of increasingly more focused tools to facilitate focused access to materials.

26
27 (c) Managing long term migration of materials.

28
29
30 (3) BCKS will be a general and direct support role to the Rapid Knowledge and
31 Solutions Generation Network. This will consist of the following:

32 (a) General Support.

33
34 1) Establishing umbrella policies for establishing and managing distributed
35 networks, communities and VALTs.

36
37 2) Developing training tools to support these operations.

38
39 3) Providing collaborative platforms to support collaborative activities.

40
41 4) Providing long term planning and migration paths and guidance.

42
43 (b) Direct Support.

44
45 1) Providing support contractors/personnel to assist network leaders and
46 managers in the day-to-day operation of their respective network.

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1
2 2) Conducting/supporting the harvesting of knowledge, in conjunction with
3 network managers, from networks/teams and formatting it to facilitate its incorporation into the
4 Warrior Knowledge base.

5
6 **b. Materiel and services.**

7
8 (1) Collaborative Platforms. BCKS will establish and maintain the hardware/software
9 platforms necessary to support BCKS operations. These consist of the following:

10
11 (a) Information Dissemination Management – Tactical (IDM-T). Primarily used for
12 operational Unit forums.

13
14 (b) SharePoint. Primarily used for CONUS-based unit forums.

15
16 (c) Tomoye Simplify. Primarily used by Professional forums.

17
18 (d) Groove Networks. Primarily used by Virtual Teams, both in the operational and
19 institutional environments.

20
21 **c. Personnel service support.**

22
23 (1) **Technical Personnel.** BCKS provides general technical support to all of its major
24 networks. This consists of server management, software management and configuration and
25 network services. Technical support is generally divided into 2 broad areas:

26
27 (a) Web Development. These services include, in general terms, the following types
28 of duties:

29
30 1) Subject matter expertise regarding development of web-based applications
31 and programs to support the overall BCKS mission.

32
33 2) Develop and manages an integrated approach for web presence and
34 capabilities for the overall BCKS.

35
36 3) Develop recommended standard web services and other applications to be
37 applied across the BCKS. Prepare instructional and policy materials to implement web
38 services.

39
40 4) Develop and maintain master BCKS Web Strategy and Map.

41
42 5) Identify and recommend enterprise level web tools to be developed or adapted
43 to support enterprise and domain applications.

44
45 6) Monitor key technologies and approaches to web development and maintains
46 an ongoing inventory of key technologies that may affect the BCKS in the mid and long term.

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1 7) Maintain the BCKS main web site and its subordinate pages. Coordinate and
2 oversee web page and user interfaces for BCKS.

3
4 8) Establish an ongoing prototype capability to explore xml-based applications
5 and methods to support BCKS operations.

6
7 (b) Hardware/Software Engineering. These services include, in general terms, the
8 following types of duties:

9
10 1) Computer/server setup, diagnosis and maintenance in a networking
11 environment.

12
13 2) Unpack and/or assemble servers and PC computer hardware, such as
14 motherboards, power supplies, network interface cards, attached storage, etc.

15
16 3) Install, reconfigure, or reinstall operating systems, network operating systems,
17 and application software to make computers and servers functional.

18
19 4) Maintain and monitor system hardware and software. Integrates hardware
20 and software systems and applications into existing environments.

21
22 5) Monitor and troubleshoot servers and associated services. Diagnose and
23 resolve problems with servers, computers and associated software.

24
25 6) Provide technical support for BCKS initiatives supporting collaborative
26 environments, information repositories and associated applications.

27
28 7) Provide network and computer security and information assurance services.

29
30 **(2) Community Facilitators.** BCKS provides community facilitation services on a
31 general and direct support basis to its participating communities and forums. These services
32 include, in general terms, the following types of duties:

33
34 (a) Assist in establishing and providing day-to-day administrative and technical
35 support to various types of collaborative environments. Assist in identifying and recruiting
36 members.

37
38 (b) Utilize collaborative and other software products to create virtual spaces and
39 relationships between and among members of those virtual spaces to facilitate the transfer of
40 tacit, implicit and explicit knowledge.

41
42 (c) In conjunction with Government POCs for collaborative environments, participate
43 in online discussions, both synchronous and asynchronous, to initiate, facilitate and focus the
44 flow of the discussion. This does not include technical expertise in the content of the
45 conversation, but the base skills required for facilitating the flow.

46

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1 (d) Participate in all supported forums and networks for the additional purpose of
2 cross leveling knowledge and knowledge activities among these forums and networks.
3

4 (e) Where appropriate, provide administrative and technical assistance in creating
5 and managing micro-communities or rally points that can focus on narrow knowledge domains
6 to achieve a specific purpose.
7

8 (f) Assist in identifying additional or new requirements for collaboration management
9

10 (g) Monitor discussions and create summaries of discussions that should be saved
11 for possible reuse as part of the domain knowledge base or Warrior Knowledge Base. Create
12 metadata records for those information objects that are forwarded to the WKB.
13

14 (h) Recommend strategies for improving communities and knowledge management
15 capabilities. Maintain awareness of CoP initiatives that are being executed in the commercial,
16 academic or government sectors that can be incorporated into the BCKS program.
17

18 (i) Serve as a subject matter expert on collaborative environments and their related
19 applications and uses.
20

21 (j) Police forums and networks to insure that postings, documents and security
22 measures are consistent with BCKS policies and procedures and DoD/DA guidance. Identify
23 potential problem areas to the Team Leader.
24

25 (k) Assist in determining information to be "harvested". Format information products
26 and uploads products into repositories or content centers. Develops metadata records
27 consistent with the BCKS content management policies and standards.
28

29 (l) Support collaborative environments with information assurance, security and
30 Operations Security (OPSEC) issues.
31

32 (m) Analyze information and observations developed within collaborative
33 environments to determine information that has potential reuse to the Army or other domains.
34

35 (n) Catalog information against BCKS taxonomies and/or ontologies. Make
36 recommendations regarding changes and/or additions to BCKS taxonomy (ies).
37
38

39 **5. COMMAND AND SIGNAL.**

40 a. Command.

41 (1) Commander, US Army Combined Arms Center
42

43 (2) Assistant Commandant, US Army Combined Arms Center
44

45 (3) Chief of Staff, US Army Combined Arms Center
46
47

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1
2 (4) Deputy Chief of Staff for Operations, US Army Combined Arms Center

3
4 b. Signal. Not Used

5
6
7 ACKNOWLEDGE

8
9
10
11 WALLACE
12 LTG

13
14 OFFICIAL
15 **RJD**
16 DIXON
17 G3

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- 1 ANNEXES:
- 2
- 3 Annex A (Task Organization)
- 4 Annex B (Content Management Procedures)
 - 5 Appendix 1 – BCKS Markup Scheme
 - 6 Appendix 2 – BCKS Document Categories
 - 7 Appendix 3 – Dissemination Control Codes
 - 8 Appendix 4 – Dissemination Codes (TBP)
 - 9 Appendix 5 – Language Codes
 - 10 Appendix 6 – BCKS Reference Taxonomy
 - 11 Appendix 7 – BCKS Applicability Codes
 - 12 Appendix 8 – Geographical Reference Formats
 - 13 Appendix 9 – Country Codes
 - 14 Appendix 10 – Media Types
- 15 Annex C (Content Harvesting Plan)
- 16 Annex D (Collaborative Forums)
 - 17 Appendix 1 (Professional Forums) TBP
 - 18 Appendix 2 (Unit Forums) TBP
 - 19 Appendix 3 (Virtual Teams) TBP
- 20 Annex E (Security/OPSEC)
- 21 Annex F (Strategic Communications) TBP
- 22 Annex G (Architecture) TPB
- 23 Annex Y (Glossary) TBP
- 24 Annex Z (Distribution) TBP