



# Full Spectrum Knowledge Management *for* Full Spectrum Operations

## Battle Command Knowledge System Overview

*“Knowledge Management...the art of creating, organizing, applying and transferring Knowledge” --- Field Manual (FM) 3-0 Operations, February 2008*



*“Knowledge Management is one of the things that makes warfare in the future different from warfare in the past”*

GEN Dempsey, CG TRADOC  
3 March 2009, ASCC GORB, Fort Leavenworth

# Purpose / Agenda

## Purpose

- Provide an overview of BCKS services and activities

## Agenda

- Professional Forums
- Knowledge Portals
- Knowledge Management (KM) Training
- KM Advisors
- Warrior Knowledge Base and Technical Support
- KM Doctrine and Doctrine Support
- Knowledge Assessments
- Activities in support of AOKM Proponent

# BCKS -- Providing Full Spectrum KM for The Army

## Professional Forums



## Knowledge Portals



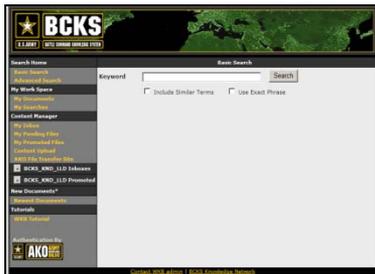
## KM Training

## KM Advisors

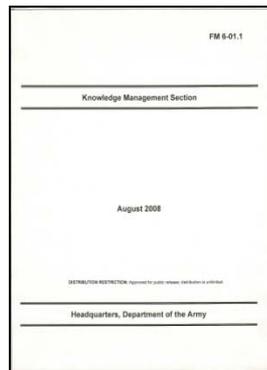


Share what you know, find what you need!

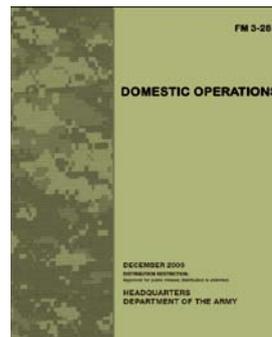
## Warrior Knowledge Base & Tech Support



## KM Doctrine



## Doctrine Support



## Knowledge Assessments



## Proponent Activities

Activity	Proponent
FM 3-0, FM 6-01.1 (2008)	ADOC in Doctrine
ADOC Visual Handbook completed Jan 09	ADOC in Doctrine
Division 2 and 3 and 4 design approved 10/08	ADOC in Doctrine
ADOC 2.0 design approved 10/08	ADOC in Doctrine
ADOC 3.0 design approved 10/08	ADOC in Doctrine
ADOC 4.0 design approved 10/08	ADOC in Doctrine
ADOC 5.0 design approved 10/08	ADOC in Doctrine
ADOC 6.0 design approved 10/08	ADOC in Doctrine
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ADOC 14.0 design approved 10/08	ADOC in Doctrine
ADOC 15.0 design approved 10/08	ADOC in Doctrine
ADOC 16.0 design approved 10/08	ADOC in Doctrine
ADOC 17.0 design approved 10/08	ADOC in Doctrine
ADOC 18.0 design approved 10/08	ADOC in Doctrine
ADOC 19.0 design approved 10/08	ADOC in Doctrine
ADOC 20.0 design approved 10/08	ADOC in Doctrine



# BCKS Professional Forums

Nearly 155,000 members

60 Professional Forums

25+ BCKS Facilitated Forums

- NCO Net
- S3 / XO Net
- WO Net
- Company Command

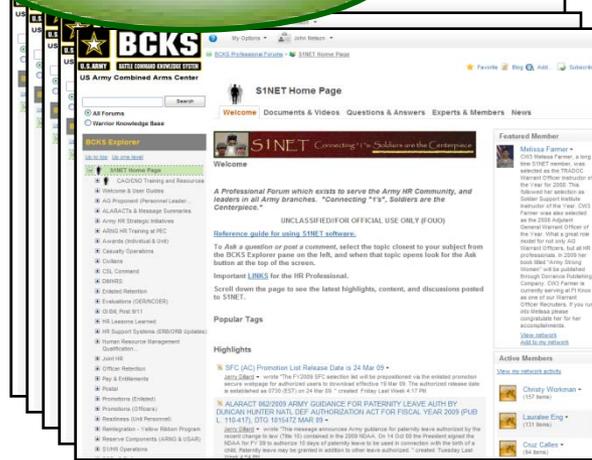
Leader and Leader Development Knowledge Network

Joint Functions Knowledge Network

Operating Forces Knowledge Network

- S1 Net
- Sustain Net
- MI Space
- Signal Link

- COIN
- IED-D
- Security Force Assistance



# Knowledge Portals / Knowledge Centers

 U.S. ARMY	 1ST CAVALRY DIVISION	 U.S. ARMY	 "BLOOD AND STEEL"		 Site by BCKS	 35th Infantry Division Santa Fe SANTA FE DIVISION	 43rd Sustainment Brigade Site by BCKS
 U.S. ARMY	 COMMAND TEAM BATTLE COMMAND KNOWLEDGE SYSTEM	 U.S. ARMY	 OFFICE OF THE PROVOST MARSHAL GENERAL PROVOST MARSHAL GENERAL	 U.S. ARMY	 III Corps AMERICA'S ARMORED CORPS	 80th OD Bn RENOVIMUS	
 U.S. ARMY	 STABILITY OPERATIONS DIVISION	 U.S. ARMY	 Recruiting & Retention School FORT JACKSON, SOUTH CAROLINA	 BCKS	 GKO Guard Knowledge Online NGB-GKO PORTAL	 Military Transition Teams BATTLE COMMAND KNOWLEDGE SYSTEM	
 IET	 ONE STATION UNIT TRAINING	 U.S. ARMY	 Instructor Net BATTLE COMMAND KNOWLEDGE SYSTEM	 U.S. ARMY	 TRISA TRADOC Intelligence Support Activity	 U.S. ARMY CAC-CTD FM 7-1 MISSION FOCUSED TRAINING	
 U.S. ARMY	 NCO net BATTLE COMMAND KNOWLEDGE SYSTEM	 Site by BCKS	 ATTACK ATTACK ATTACK	 THE LINK SIGNAL Warfighter Forum	 U.S. ARMY	 BCKS BATTLE COMMAND KNOWLEDGE SYSTEM	
 U.S. ARMY	 STRYKERNET The Stryker Force And I (US) Corps Knowledge Portal BATTLE COMMAND KNOWLEDGE SYSTEM	 CMF 19	 Black Jack!	 U.S. ARMY	 Office of the Chief of Chaplains FOR GOD AND COUNTRY	 US ARMY	 Thunderbolt 17TH FIRES BRIGADE

Over 100 completed --- many AKO award winners!

# Training

## Army Knowledge Management Qualification Course

- Focuses on KM Sections at BCT, division, corps and ASCC
- Open to all members of the U.S. Army
- 4-week resident course at Fort Leavenworth
- ASI/SI producing course (1E – Knowledge Management Professional)

2d Pilot  
completed  
Feb 2010

## KM Application Courses

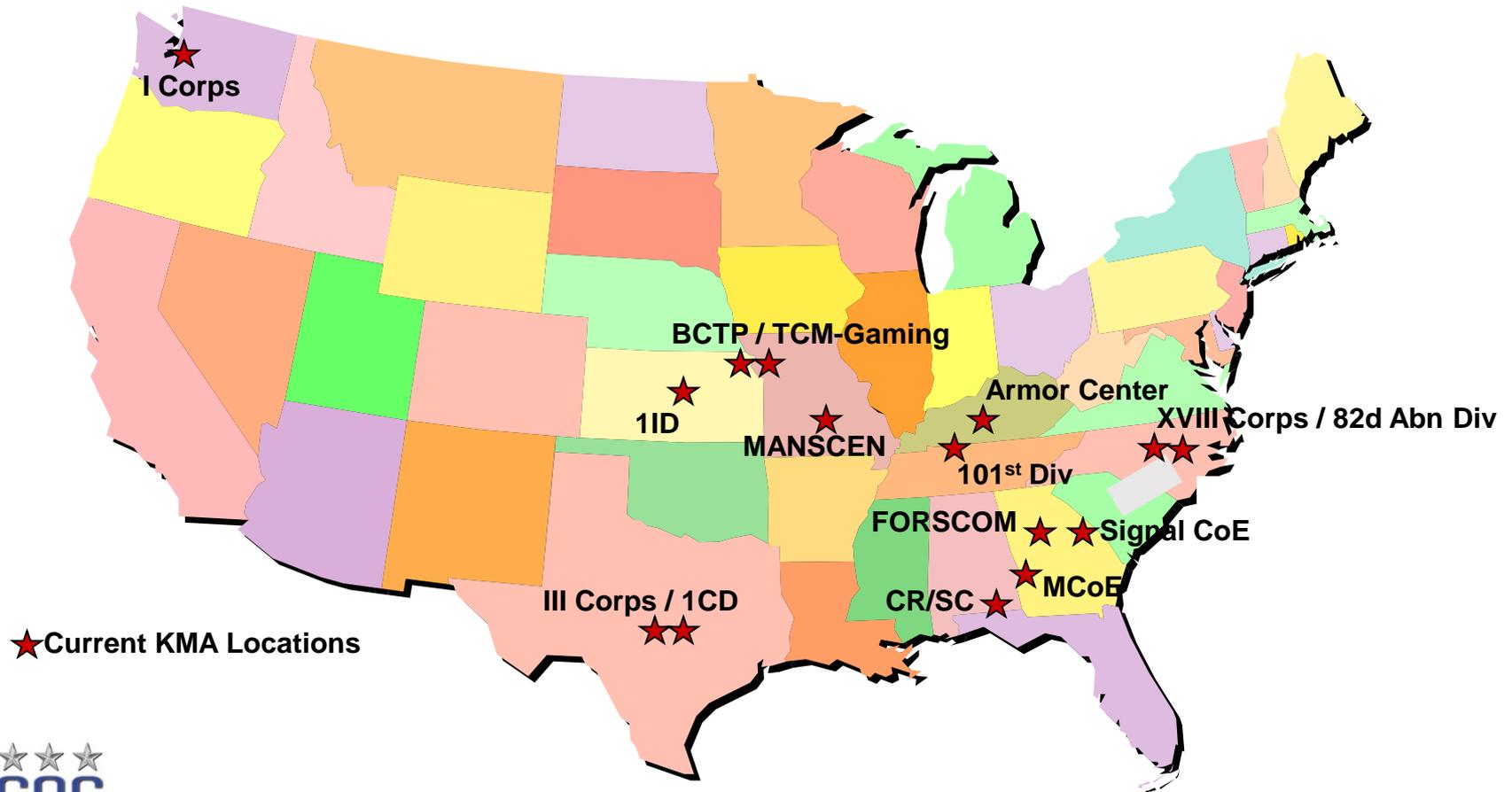
- KM Basic Course (monthly) — Ft Leavenworth (2 ½ days) — MTT by request
- Battle Command Officer Integration Course (quarterly)
- CGSC Electives A960 and A963, Leveraging Knowledge
- Forum Facilitation (quarterly) — Basic and Advanced
- Enterprise Content Management Training (as requested)

## KM Technical Courses

- AKO Portal Administration (Basic Course and as requested)
- Forum Software Instruction
- Adobe Connect (Basic Course and as requested)

# Knowledge Management Advisors (KMA)

BCKS Knowledge Management Advisors (KMAs) provide KM expertise regarding all aspects of knowledge generation, management and application and bring KM capabilities to an Operational Unit, an Institutional organization or a Center of Excellence (CoE). They provide KM training and advice, facilitation, content management advice, help in developing SOPs and provide a reachback capability to the extended KM professional network.

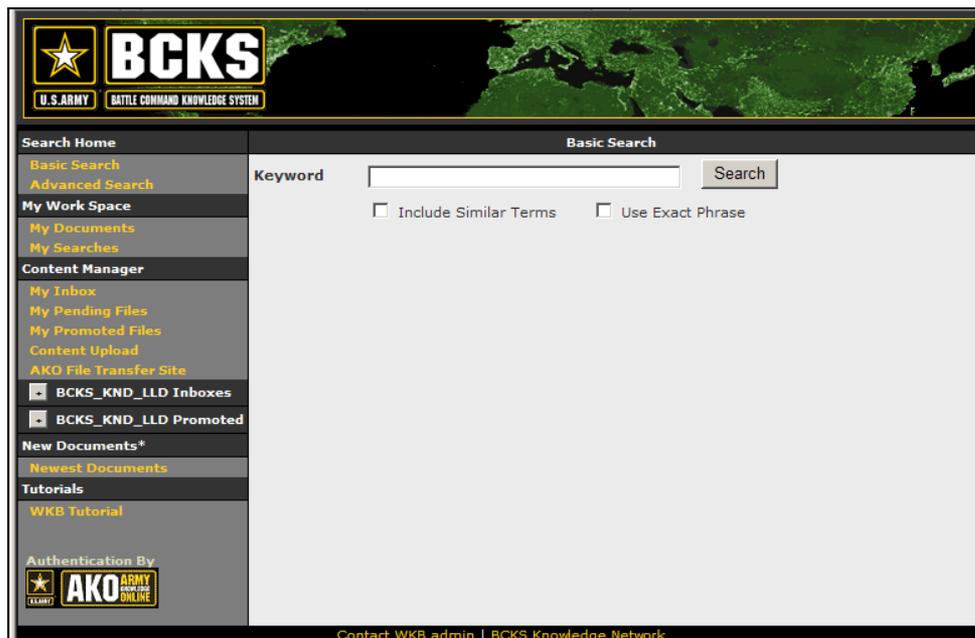


# Warrior Knowledge Base (Knowledge Repository & Search Capability)

A knowledge repository that allows quick discovery of relevant content. Search results direct users to the most-relevant page of the most-relevant document, and then allows the user to navigate to any page in a document.

To view content within a document users are no longer forced to download the entire file.

Complies with DoD / Army Net-Centric Data Strategy (ANCDs) standards, the DoD Metadata Specification (DDMS) standard for applying an extensible markup language (XML) schema, W3C XML and XQuery data model standards, and complies with Army OPSEC, FOIA and information spillage regulations and standards.



# Technical Support -- *The team behind the curtain...*

- Provides Hosting Services for:
  - Infantry Warfighters' Forums (WfF)
  - Stryker WfF and Stryker Net
  - TRISA
  - Fort Lewis Battle Command Training Center (BCTC)
  - Approximately 60 Professional Forums
- Manages 38 servers for:
  - Professional Forums
  - SharePoint services
  - Database management & development
- Offers "Help Desk" services for hosted WfFs, knowledge portals, and forums
- Maintains AKO/DKO Administration Net Community of Practice



*A key enabler of Knowledge Management, Technology is one of the three components of KM. Technology helps pull together the People and Process components. It includes information systems that provide the mechanisms to collect, process, store, find, display and disseminate needed knowledge.*

# KM Doctrine and Doctrine Support

Wiki Doctrine  
Reengineering  
with CADD

FM 7-15

THE ARMY  
UNIVERSAL TASK  
LIST

Chapter 6

ART 5.3.3 FACILITATE SITUATIONAL UNDERSTANDING THROUGH KNOWLEDGE MANAGEMENT

5-72. Create, organize, apply, and transfer knowledge to facilitate situational understanding and decisionmaking. Knowledge management supports improving organizational learning, innovation, and performance. Knowledge management processes ensure that knowledge products and services are relevant, accurate, timely, and usable to commanders and decisionmakers. (FM 3-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Knowledge management applied analysis and evaluation to information to create knowledge.
02	Yes/No	Commander's critical information requirements focused knowledge management product development.
03	Yes/No	Knowledge management narrowed the gap between relevant information required and information available.
04	Yes/No	Unit developed knowledge management plan.
05	Yes/No	Knowledge management plan addressed knowledge and information flow.
06	Yes/No	Knowledge management plan developed criteria for displaying the common operational picture.
07	Yes/No	Knowledge management supported developing situational awareness and situational understanding.
08	Yes/No	Knowledge management enabled rapid, accurate retrieval of previously developed knowledge to satisfy new requirements.
09	Yes/No	Knowledge management routed products to the appropriate individuals in a readily understood format.
10	Yes/No	Knowledge management kept commander and staff from being overwhelmed by information.

FM 3-0

Operations

KNOWLEDGE MANAGEMENT

7-53. Knowledge management is the art of creating, organizing, applying, and transferring knowledge to facilitate situational understanding and decisionmaking. Knowledge management supports improving organizational learning, innovation, and performance. Knowledge management processes ensure that knowledge products and services are relevant, accurate, timely, and usable to commanders and decisionmakers. Knowledge management has three major components:

- People—those inside and outside the organization who create, organize, share, and use knowledge, and the leaders who foster an adaptive, learning environment.
- Processes—the methods to create, capture, organize, and apply knowledge.
- Technology—information systems that help collect, process, store, and display knowledge. Technology helps put knowledge products and services into organized frameworks.

7-54. Knowledge management exists to help commanders make informed, timely decisions despite the fog and friction of operations. It also enables effective collaboration by linking organizations and Soldiers requiring knowledge. Knowledge management enhances rapid adaptation in dynamic operations. It applies analysis and evaluation to information to create knowledge. Since a wide range of knowledge might affect operations, the commander's information requirements may extend beyond military matters. Defining these requirements is an important aspect of knowledge management. Establishing their CCRIs is one way commanders define their information requirements. The CCRIs focus development of knowledge products.

7-55. All leaders need to understand the processes and procedures associated with the systems available to share information and acquire knowledge. Commanders and staff assess knowledge management effectiveness by considering whether it lessens the fog of war. Knowledge management narrows the gap between relevant information commanders require and that which they have. Developing a knowledge management plan is necessary to accomplish the following:

27 February 2008

FM 6-0

Mission Command:  
Command and  
Control of Army  
Forces

**FM 6-0 Rewrite**

- Adds KM
- Expands on FM 6-01.1

AUGUST 2003  
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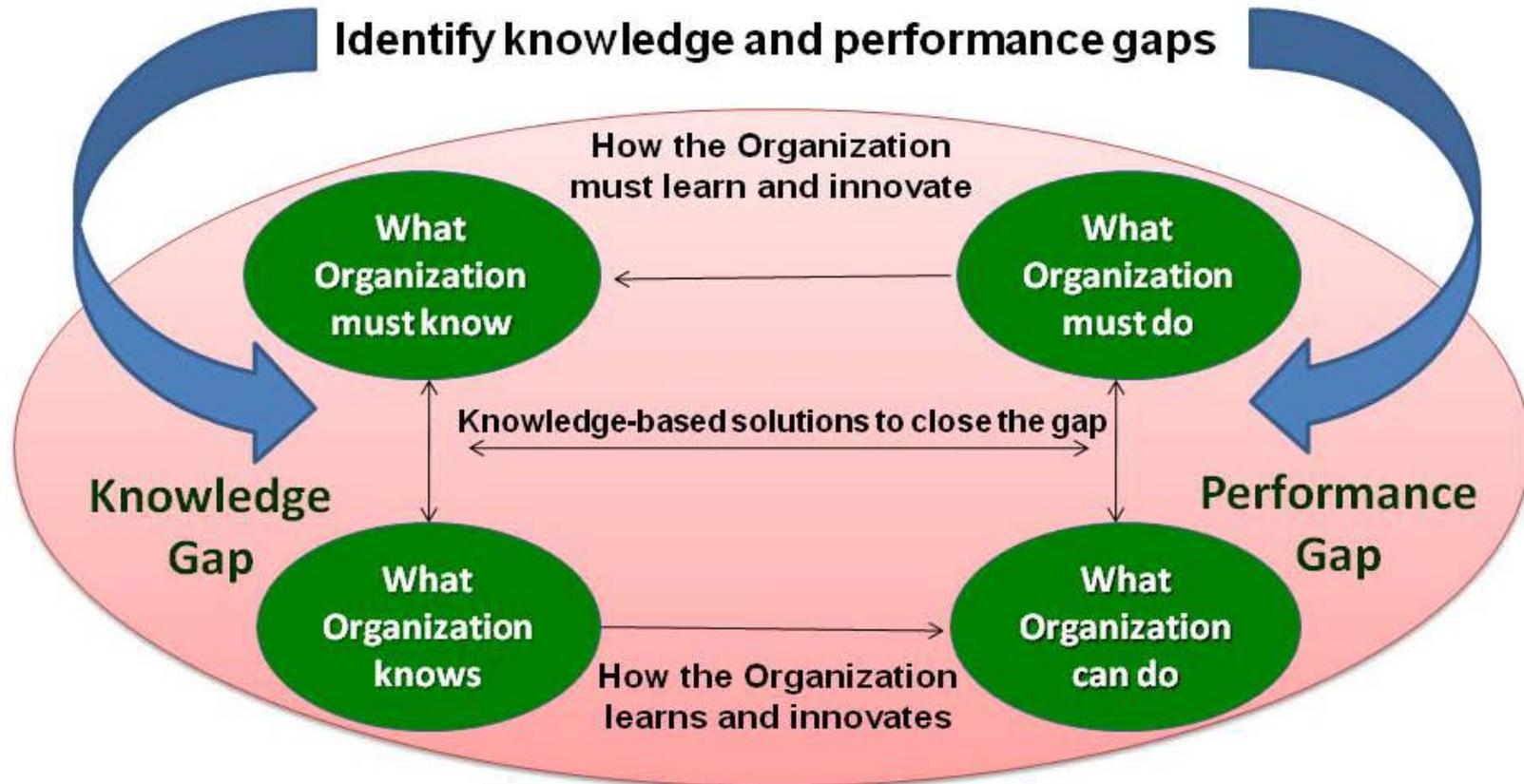
FM 6-01.1

Knowledge Management Section

FM 6-01.1 Knowledge Management Section

- KM Fundamentals
- KM Section Functions, Duties, & Responsibilities
- KM Section Process and Activities

# Knowledge Assessment



Adapted from Michael H. Zack, "Developing a Knowledge Strategy," in *The Strategic Management of Intellectual Capital and Organizational Knowledge*, edited by Chun Wei Choo and Nick Bontis (Oxford et al: Oxford University Press, 2002), figure 15.3, 262.

# Support of AOKM Proponent Activities



# Contacts

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