

# Observations of a KMA

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BCKS KMA

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# 12 Army KM Principles

DA Memo dated 23 July 2008, Subject: Army Knowledge Management Principles  
Bottom Line Culture Change

Observations  
from the field

1. Train and educate KM leaders, managers, and champions.
2. **Reward knowledge sharing** and make knowledge management career rewarding.
3. Establish a doctrine of collaboration
4. Use every interaction whether face-to-face or virtual as an opportunity to acquire and share knowledge.
5. **Prevent knowledge loss**
6. Protect and secure information and knowledge assets.
7. Embed knowledge assets (links, podcasts, videos, documents, simulations, wikis) in standard business processes and provide access to those who need to know
8. Use legal and standard **business rules and processes** across the enterprise.
9. Use **standardized collaborative tool sets**.
10. Use Open Architectures to permit access and **searching across boundaries**
11. Use a robust **search capability** to access contextual knowledge and store content for discovery.
12. Use portals that permit **single sign-on** and authentication across the global enterprise including partners.

Resistance to share  
knowledge outside the  
organization

#1 KM problem in  
units-tied to  
rotation or units  
and personnel

NIPR/SIPR  
Rules-process-tools  
Common look and feel  
WHY MUST I  
RETRAIN?

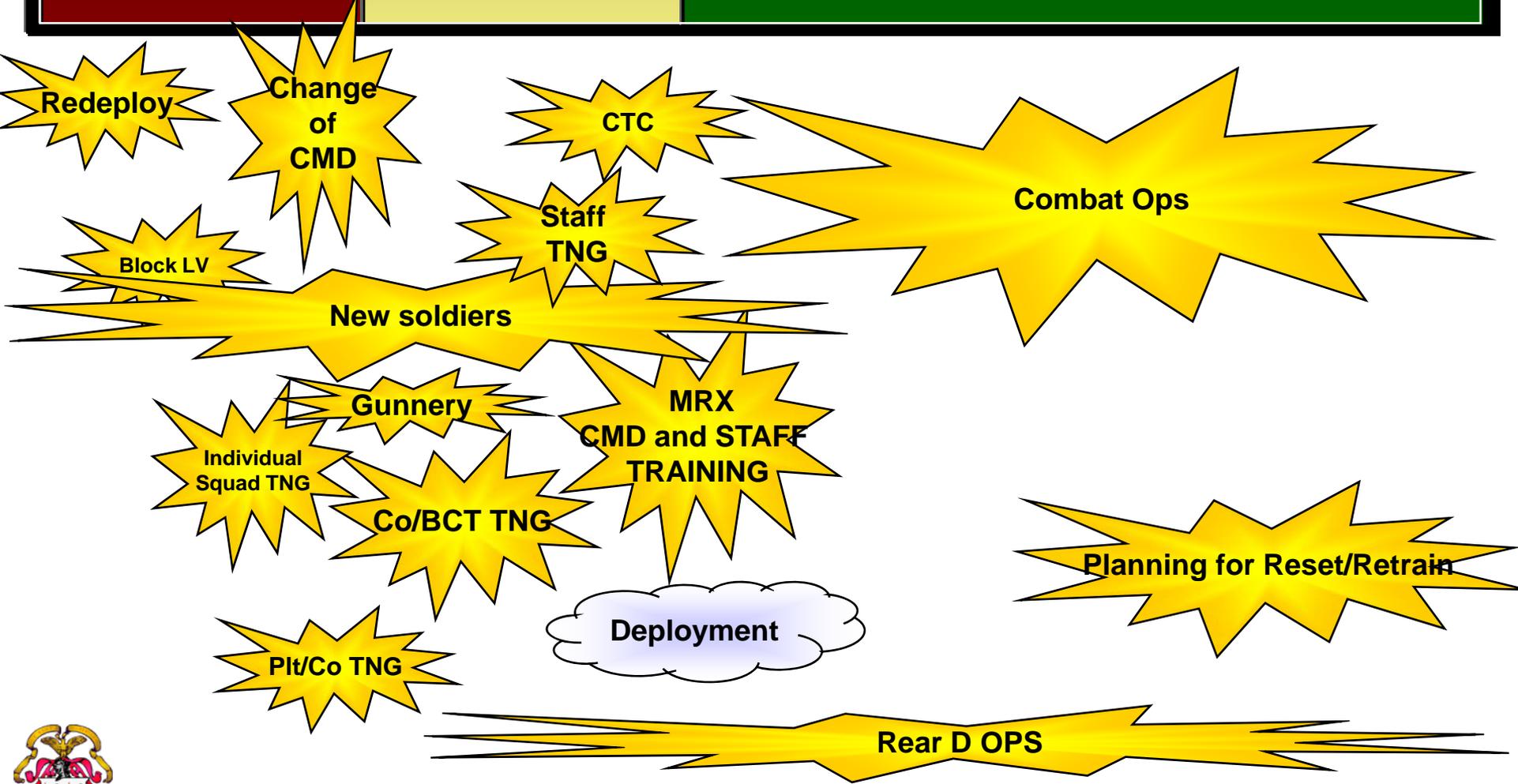
Enterprise search-  
NIPR/SIPR  
Leaders have no  
time browse

If your system forces leader to log on  
again or he can't find it, they are less likely  
to use or will just get pissed, reverting to  
**EMAIL ME THAT** establishing the culture  
for the organization

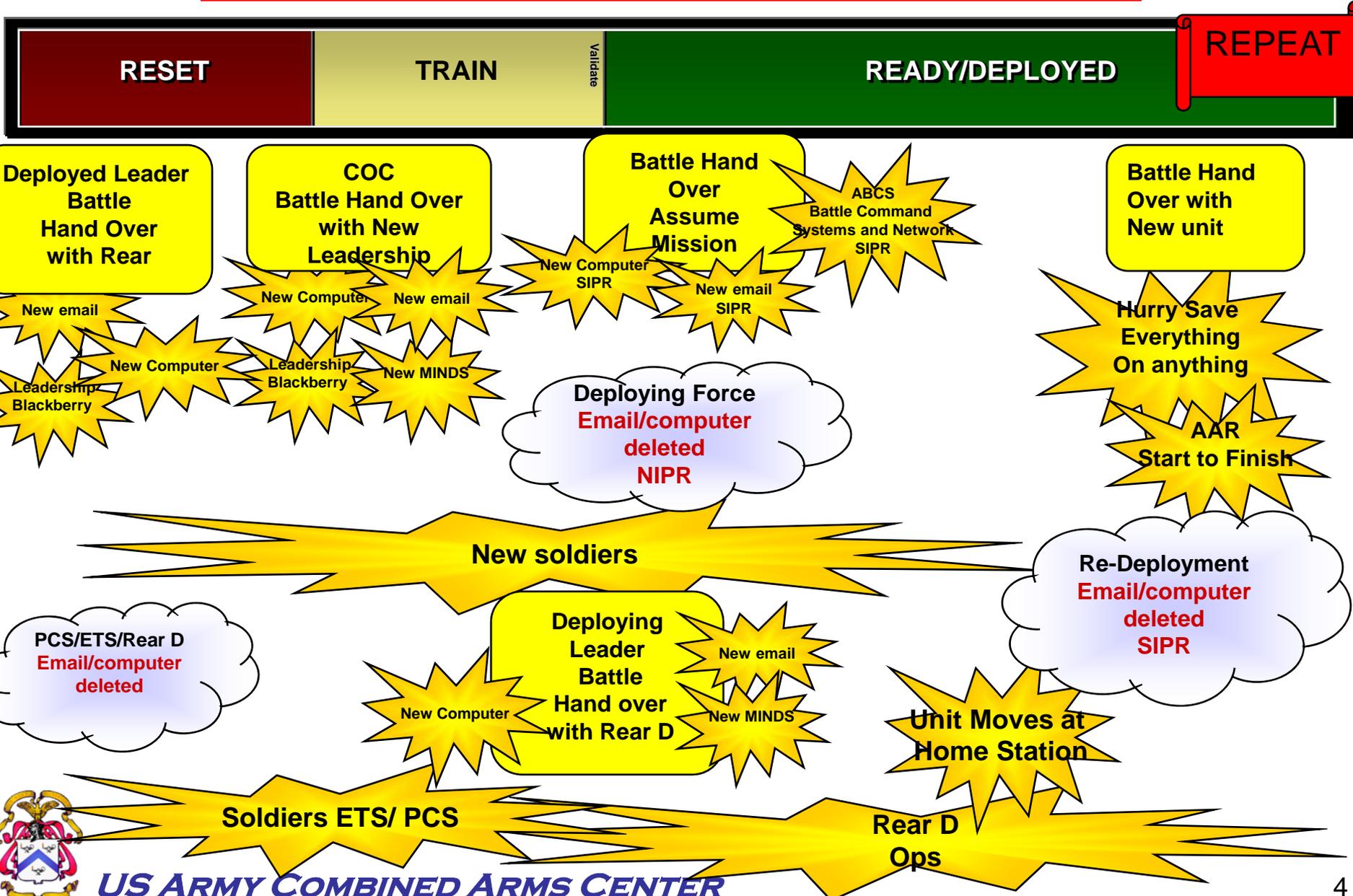


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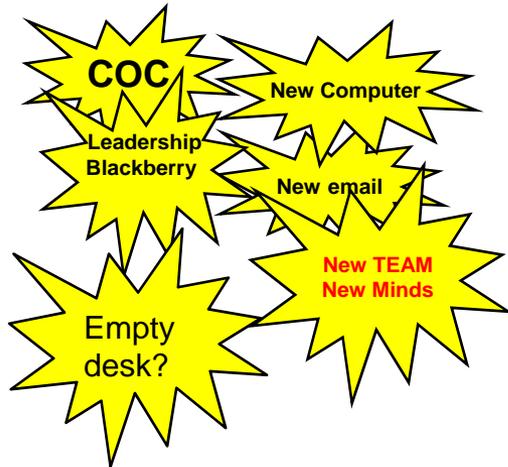
This you know



# Impact on Knowledge Base



# Change of Command



BDE CDR	BN CDR	CO Cdr
BDE XO	BN XO	CO XO
BDE CSM	BN CSM	PLT LDR
Primary Staff	Primary Staff	PLT SGT

For most key leaders this happens in **1** day  
**100% Job Turn** over in 30-90 Days



## KM RED ZONE

Effectiveness of this Battle Hand  
Over sets the stage.

What did the Organization retain?  
What was passed to the next  
generation?

SMARTER UNIT or NEW UNIT?



# Rear Operations

RESET

READY/DEPLOYED

Battle Hand-Over  
Deploying TO Rear  
PEOPLE-PROCESS-  
TECHNOLOGY

New email

End of Deployment  
Battle hand over  
from rear back to  
main unit leadership

Rear CDR  
Assumes CMD

New Computer

New TEAM  
New Mission

The KM RED ZONE  
Battle Hand over  
Rear to Rear  
Not Face to Face  
What's in place to assist rear  
commanders and soldiers  
with this mission?  
How well do we as an army  
do this?  
Doctrine? Training? Manning?

Deploying  
soldiers  
Email/computer  
deleted

Rear D  
Ops



# Re-Deployment/Reset

Re-Deployment  
In theater  
Email/computer  
accounts will be  
deleted  
SIPR

Units deployed Knowledge  
Base on theater Portals and  
Battle Command Systems that  
will under go Reset or be left  
behind for follow on unit.

Hurry Save  
Everything  
External Hard drives  
SIPR

The Big AAR  
RESET TRAIN UP  
DEPLOY  
ACTION  
REDEPLOY

Here come the  
Information Collectors  
More to follow

Battle Hand  
Over  
New Leader

**KM RED ZONE**

Did the incoming leader get  
the knowledge in context?  
All leaders and jobs or just  
the guy at the top?  
Did the organization grow or  
did it start over with a new  
unit?

Soldier ETS/PCS from unit

New soldiers



# The Information Gatherers

Observations  
from the field

- During the deployment - imbeds and visits
- End of and post deployment -information gatherers descend on the unit.

Army Science Board  
CERP  
DAIG  
IDF

GAO  
JFCOM  
DCS Integration  
JIEDO

JCISFA  
TIGER TEAMS  
CALL

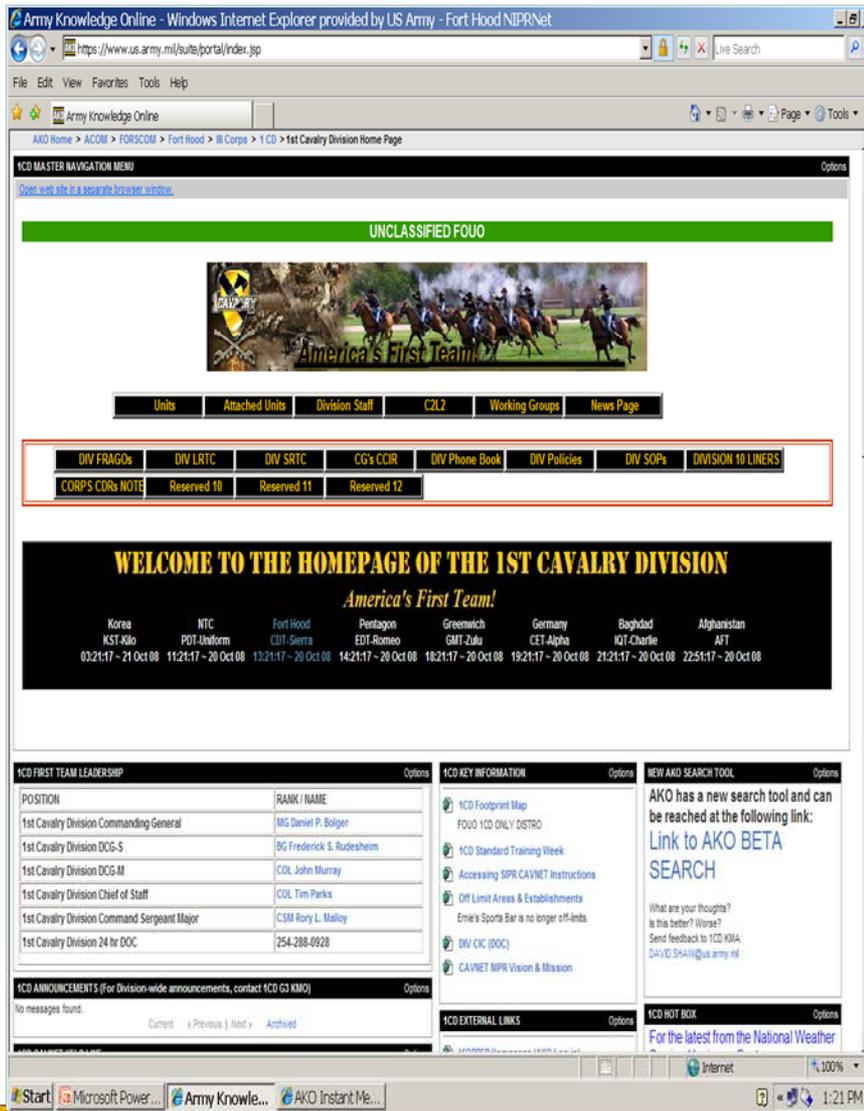
A host of individuals and groups not collectively focused or coordinated.  
**STOVE PIPE COLLECTION EFFORTS**

How many times did the exact same question get asked?

How much of this knowledge was left is in the hand's of the unit to assist them with reset and training preparing them for the next mission now not in a year?



# AKO CAVNET-ONE TOOL



CAVNET on AKO  
 20,000+ have access  
 25,000+ site hits monthly  
 45,000+ documents  
 300+ pages for unit and staff sites

**Just scratching the surface here**

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Things we are not addressing here

CAV FRG Network

MNC-I  
 MND-B  
 Portals

Battle  
 Command  
 Systems

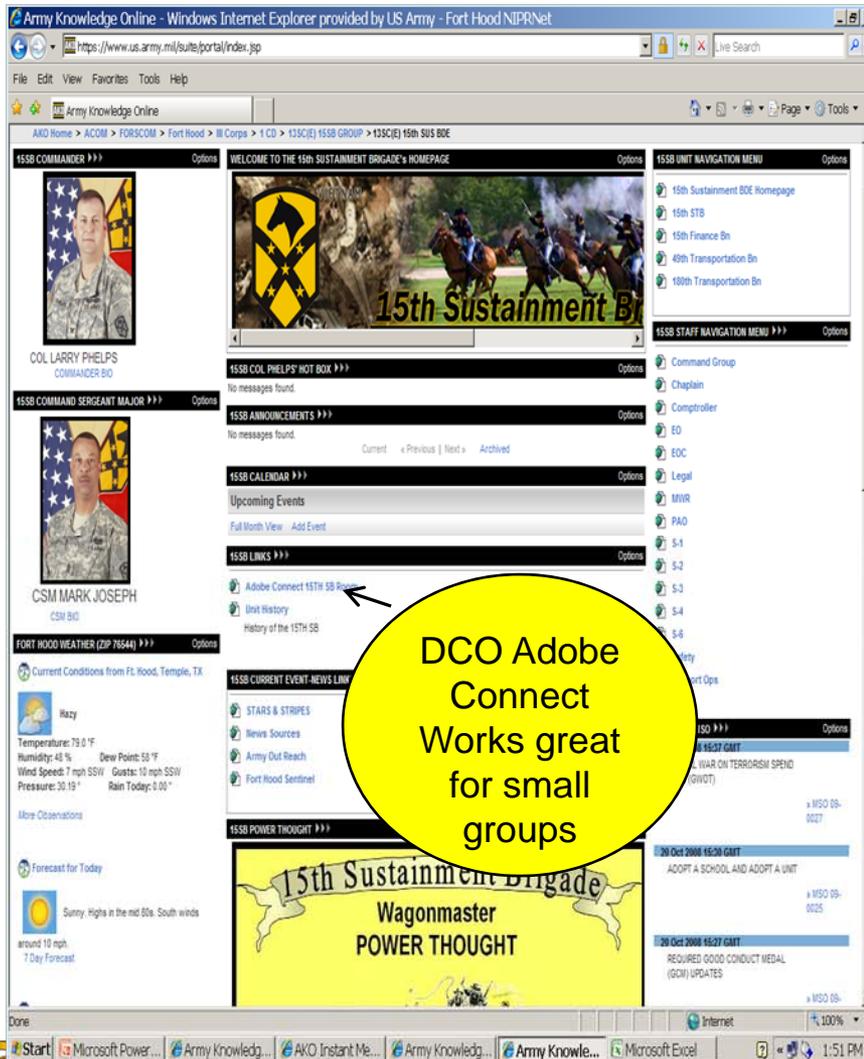
CAV Country  
 PAO Site

Working  
 groups  
 Joint Cell

CAVNET  
 AKO SIPR



# 15<sup>th</sup> SB CDR on KM COL PHELPS



Sir, Your thoughts on how KM helps your unit?  
This is our primary method to ensure “we don’t do something for the first time...more than once”. If used to its fullest extent, KM ensures that products and systems outlast personalities and personnel turnover. Simply critical in our fast paced operational environment.

Sir, Your thoughts on how your portal assist in you mission? **Standardizes procedures, allows for continuity of effort when key personnel change over...ensures that TTPs are not lost and systems continue regardless of geographical location of the unit.**

Sir, Your thoughts on value of a KMA and KM Cells in a unit?  
**Invaluable.**



# Simple KM Projects

KM Projects just not that hard if you listen

## Not always High Tech

- **Problem**-Unit and personnel in constant motion. Phone books were out of date and unreliable.  
**Solution**- Point of contact information tool on unit and staff pages easy to update helping connect people . If you needed to find someone go to their page.  
Duty Name/rank EMAIL PHONE
- **Problem** -Mission Support Orders/FRAGOs-Email distribution list was always out of date due to personnel turbulence and unit movement.  
**Solution**-Post MSO's on CAVNET- Announcements for new orders were posted on G3 CHOPS page. The MSO announcement tool shared to all Subordinate commands and staff pages.
- **Problem**- Almost every unit changed facilities during the deployment. New soldiers arriving in reset that had no idea where units and facilities were located.  
**Solution**-FOOTPRINT MAP portal showing locations of units and facilities they occupied on portal
- **Problem**- Support BDE operating with some units deployed and other at home station, tracking deadline report was consistent problem.  
**Solution**-Unit dead line report uploaded on Portal file structure, pulled daily at brigade.

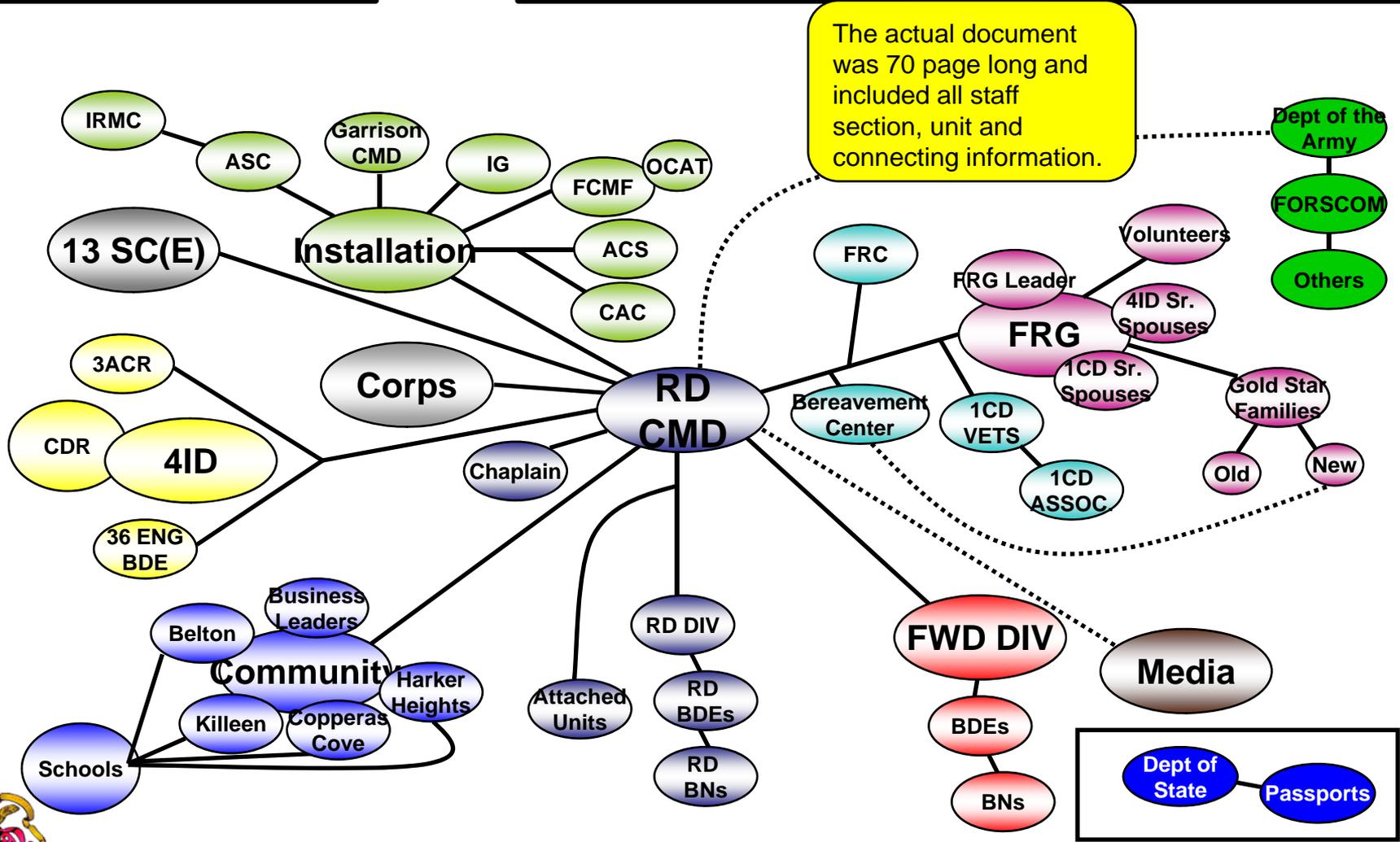


# Draft REAR DETACHMENT NETWORK

**People/Groups**  
Who's involved, Who needs to be involved

**Process**  
What is the action, Is a report involved.

**Technology**  
What technology do we have or need to connect, execute or decide.



# Continuity Books

Observations  
from the field

## Paper continuity books don't work in mobile force

- Timing-knowledge must be written down when it is current.
- Writing an AAR or continuity book on reset or training a year after the fact.
- Can't leave them behind- deploying unit owns no facilities or moves after deployment.
- Always out of date.
- Sharing ?

## Continuity Books or files must be as mobile as the soldiers

- Think on line
- Leader Blog/ online journal/ files/wiki
- Organizational Knowledge Portal
- Knowledge lives on and is handed down as a part of the organization portal
- Able to share with unit and army

No evaluation on what  
we left behind.

What is your legacy?

Culture Change  
I PCS in 30 days the new guy  
will figure it out I did.  
How do we remain  
connected?



# Questions



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