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unit performance

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## Applying MCTP Observations: B2C2WGs (Part 2 of 3 Parts)

*LTC Tyler J. Oxley, Mission Command Training Program*

This is the second of three articles on Army Operational Knowledge Management (AOKM) by a KM Observer Trainer (OT) assigned to the Mission Command Training Program (MCTP) at Ft. Leavenworth (the first was published in the Fall 2011 issue). The intent is to share observations and lessons learned in the conduct of Division and Corps level exercises with other KM practitioners.

newly assigned Knowledge Management Officer (KMO)

(KM) within their unit. In addressing the problem of “where to start” we looked at our unit battle rhythm and logically mapped the units B2C2WGs. This aided in developing an understanding of the knowledge flow across the staff. This sets the stage for developing a draft KM plan and the conduct of Work Group (WG) assessments. Having created our organizational KM Map (Knowledge Flow) we will turn our attention to addressing the functions of our B2C2WGs.

**Call For Articles**

**Have KM experience, a Best Practice, or TTP you would like to share with others?**

**Submit an article to *Connected*, and share your knowledge. See page 10 to learn how!**

The previous installment of this series looked at where a

could begin addressing Knowledge Management

*(Continued on page 4)*

## AOKM Proponent Update

KM Troops,

Even though the Connected Newsletter was on a year hiatus, the Army Operational Knowledge Management Proponent (AOKM-P) was not. As you read through this issue of Connected you will find updates on KM Doctrine, Training and Leader Development, MCTP Observations, Organization and Personnel, KM Net, and AOKM-P products.

Before we go any further, I must say none of the AOKM-P advances would have been as complete without the help of so many KM Troops. So on behalf of LTG Perkins, the Commanding General, Combined Arms Center and School, Ft. Leavenworth, Kansas and I want to thank the KM Community of Interest for their ongoing active participation in the development of the Army’s KM development.

This past year the Army Knowledge Management Qualification Course (AKMQC) finished the Army’s Quality Assurance Office (QAO) process and is the only Army certified KM training course. This March the AOKM-P completed its eleventh AKMQC graduating sixteen students bringing the total of Additional Skill Identifier (ASI) 1Echos to 188. I want to encourage all the 1Echos to continue to provide their valuable lessons learned from “the field.”

*(Continued on page 2)*

# Report Documentation Page

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The Knowledge Management Working Group (KMWG), established by the Chief of Staff or Executive Officer, will be an organization's primary means of developing and implementing knowledge processes, as well as the primary resource with which the KMO can assess and improve knowledge flow within the organization. Selecting the right Knowledge Management Representatives (KMRs) for the KMWG is important, especially when initiating a new KM program. The KMRs should all have an understanding of KM and the Operations Process. More importantly, they should each have two qualifications.

First, they must be an expert in their staff or subordinate organization's processes and functions. The KMRs should be knowledgeable of the collaboration processes and procedures used within their section, and know how things work. Second, they must have the authority to implement the changes and improvements developed by the KMWG within their organization; they must be someone who can make things happen. KMRs should not be someone who updates information management systems, though they should understand how that content is managed. Neither should the KMR be the person who updates the collaborative sites, though they should understand that as well. This is because the Proponent Office has come to understand that KMRs are more important to a KM program than originally thought. FM 6-01.1 describes the KMRs contribution to a KM program in terms of advocacy, support, and knowledge brokering.

**Advocacy.** FM 6-01.1 describes advocacy as spreading the KM message, educating and emphasizing the importance of sound KM practices. However, we are learning that KMRs must be more than mere advocates. They must also be leaders of change as the unit implements its KM program; more importantly, they must often function as KM enforcers, ensuring that KM standards, processes, and procedures are adhered to within the staff section.

**Support.** FM 6-01.1 describes support as acting as representative of their staff section for KM initiatives. But the KMR must be more than a representative. They must be an expert in their staff section's knowledge processes, and an active developer and implementer of KM initiatives, as part of the division KMWG. The KMWG is the division's primary means of developing and implementing KM initiatives, and is effectively the center of gravity for the KMR – the primary means of accomplishing the division's KM objectives.

**Knowledge Brokering.** FM 6-01.1 describes knowledge brokering as linking colleagues to knowledge and information sources outside their immediate context. But KMRs be more than just a conduit for knowledge flow within and outside of the staff section. They are managers of that knowledge flow, the staff section's leader in implementing KM, and the primary action officer in changing how their staff section does business

The sum of these concepts to elevates KMRs from "supporting partner" of the KMO to active planner and implementer of KM initiatives. KMRs support the KMO's plans as the organization implements its KM program, but they must also be KM planners, coordinators, and leaders. Change is hard, and requires constant monitoring and enforcement, and the KMR has two specific roles in the developing and implementing a KM program.

*MR Jim Claunch, Publications Director*

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## AOKM Proponent Update, Continued

*(Continued from page 1)*

With your help the Army Operational Knowledge Management Proponent developed, staffed, and published FM 6-01.1 Knowledge Management Operations and provided significant contributions to the Army's Capstone Concept, Operational Concept, and Functional Concept for Mission Command, as well as to the KM portions of ADP/ADRP 3-0, ADP/ADRP 5-0, and FM 6-0. Your participation through the Proponent's milWiki/MilSuite site and the regular DCO session helped to ensure that Army doctrine reflects the best KM practices of those "in contact."

As part of the Doctrine 2015 transition, we will use this same method to develop the ATP 6-01.1 Techniques for Effective Knowledge Management. The KM ATP is our next step in helping us reach our potential as a key enabler of mission command. The Proponent's draft of ATP is now posted for your review, comment, and collaboration at

[https://www.milsuite.mil/wiki/ATP\\_6-01.1\\_Revision](https://www.milsuite.mil/wiki/ATP_6-01.1_Revision)

Thanks again to all who have contributed and continue to contribute to this vital work and for what you do for our Army – "Army KM to the Tactical Edge!"

*LTC Andy Mortensen, AOKM Proponent Director*

## The Proponent Handbooks

***Jim L. Claunch, Army Knowledge Management Proponent Office***

The proponent has spent much of the last year developing and publishing KM doctrine, the results of which are described in some detail in the Doctrine Update.

However, the proponent has found a real need for something quicker; something more immediate; something focused on those who are initiating and managing organizational KM programs.

So we determined to develop a series of documents to help KMOs, KMRs, and others, deal with the "I'm here, now what do I do" syndrome. We are currently planning three such handbooks, which are becoming available. Initially we are planning three such books (KMOs, KMRs, and Leadership).

In order to get them out to the field quickly, we have avoided calling them doctrinal publications (they won't go through the doctrine writing/approval process). We do, however, intend to use our experience in writing, publishing, and using them (feedback from the field) for follow-on doctrinal manuals.

These handbooks are written from the perspective of a Division KMO attempt-

ing to establish a KM program. This limits the scope and the length of these handbooks, though they can be easily adapted to other situations.

handbooks may also be posted to MilWiki for the purpose of gathering comments, suggestions, TTPS, etc.

The first handbook; "Executing Knowledge Management in Support of Mission

### The Proponent Handbooks

**"Executing Knowledge Management in Support of Mission Command, Establishing a Knowledge Management Program" (the KMO Handbook); look for the document under "Recent Content"**

<https://www.milsuite.mil/book/groups/aokmcwg2012?view=overview>

**"Executing Knowledge Management in Support of Mission Command, Knowledge Management Representatives" (the KMR Handbook)**

**"Executing Knowledge Management in Support of Mission Command for Leaders" (the Leadership Handbook) [this is a working title]**

We intend for them to be published by the Center for Army Lessons Learned (CALL); but will make them available, pre-publication drafts, through KM Net, and the AOKMP Virtual Working Group MilWiki site, in order to help soldiers in the field and to get their feed back. These

Command, Establishing a Knowledge Management Program." (the KMO Handbook), is designed to assist new KMOs establish a KM program.

*(Continued on page 6)*

## AOKM Proponent Doctrine Update

### What We Have Accomplished

In the last year, the AOKM-P has published FM 6-01.1, Knowledge Management Operations (July 2012); continued participation in the Mission Command Capabilities Based Assessment (CBA) which has identified some critical gaps across the Army in KM application; developed a draft handbook titled "Executing Knowledge Management in Support of Mission – Establishing a Knowledge Management Program" to be published by CALL; provided input into the rewrite of TRADOC Pam 525-3-3, The Functional Concept for Mission Command (expected publication in FY 2013) which firmly establishes KM as a key enabler to Mission Command; developed the chapter for Knowledge Management for inclusion into FM 6.0 (Doctrine 2015); and finally, started writing the KM Army Techniques Publication (ATP) FM 6-01.1 now published on MiliWiki in order to seek KM community-wide input into its development. Overall, the last year's Concepts and Doctrine effort has to been to redefine KM for the Army (what it is), and to establish the framework for KM as a necessary part of the Army as an enabler to Mission Command (why it is important).

### What Is Next

With the publication of FM 6-01.1 in July 2012 and KM concepts firmly incorporated into the emerging Mission Command philosophy, this has set the conditions for determining, with specificity, the application of KM (how it gets done). Our ATP development effort will be a giant leap forward toward this goal. I would like to invite all readers to join KM Net (which is moderated by Mr Bob Fox of CALL), and participate in the ongoing dialogue regarding KM issues. Now that the draft of the KM ATP is published on miliwiki for your input, we want active participation from the field in the development of this critical publication. Your knowledge and expertise is imperative in this value-added effort for the entire Army, rather it be institutional or operational. Furthermore, KM will be the force multiplier that allows us to take "KM to the tactical edge".

**LTC Mike Kitchens, Chief - Concepts and Doctrine**

## Applying MCTP Observations: B2C2WGs (Part 2 of 3 Parts)

(Continued from page 1)

B2C2WGs are cross-functional in nature.

As a term, B2C2WG comes from the

joint community. It is

not a doctrinal Army

term but is widely

used during the op-

erations process by

nearly all staffs joint

or otherwise. Of the

“Boards, Bureaus,

Centers, Cells and

Working Groups”

only boards, working

groups (WGs) and

cells (BWGCs) are

employed

(doctrinally) by Army

staffs. Bureaus and

centers come into

play (doctrinally)

within the Joint, Inter-

agency, Intergovern-

mental and Multina-

tional (JIIM) environ-

ments.

Under Mission Com-

mand, BWGCs exist

to support the commander’s decision-

making cycle, through the operations

process. This is accomplished by WGs

producing outputs that are presented to

boards for decisions. Expressed doctri-

nally, “A **working group** is a grouping of

predetermined staff representatives who

In contrast, “A **Board** is a grouping of

predetermined staff representatives with

delegated **decision authority** for a par-

ticular purpose or func-

tion.”

Cells are either functional

or integrating and are, “a

grouping of personnel

and equipment organized

by Warfighting function

or by planning horizon to

facilitate the exercise of

mission com-

mand.” (ATTP 5-0.1,

The Operations Process,

14 SEP 2011 Ch. 3).

Most successful staffs

develop BWGC “quad

charts” as a visual refer-

ence for conducting

“Seven Minute Drills”

during their battle rhythm

development process. A

quad chart is another for-

mat for the work group or

board SOP as found in

Chapter 3 of ATTP 5-0.1. The use of

quad charts represents a “Best Practice”.

They illustrate: the purpose of the work-

(Continued on page 7)

UNCLASSIFIED																	
<b>Information Ops Working Group</b>																	
EVENT: <i>Information Operations Working Group (IOWG)</i>																	
<p><b>Purpose:</b> Focus and synchronize staff actions in support of Information Operations</p> <p><b>Frequency:</b> Twice Weekly (Battle Rhythm LINK HERE: HTTPS://)</p> <p><b>Duration:</b> One Hour</p> <p>Location: IO working Cell/DCO (DCO LINK HERE: HTTPS://)</p>	<p><b>Chair:</b> G-7</p> <p><b>Attendees:</b> IO Intel, IO Current OPS, IO Plans, IO Targeteer, EW officer, PSYOP officer, OPSEC officer, COMCAM, Chaplain, SOF, SJA, CMO, and Sub Unit IO Rep</p>																
<p><b>Inputs / Outputs (Products):</b></p> <p><b>Input</b></p> <ul style="list-style-type: none"> <li>&gt; Updated RFIs and IRs.</li> <li>&gt; Changes to the MOE and collection plan.</li> <li>&gt; Modifications to the current IO Execution Matrix.</li> <li>&gt; IO target updates for HVTL, HPTL, ITO consideration</li> </ul> <p><b>Output</b></p> <ul style="list-style-type: none"> <li>&gt; IO input to the next FRAGO and IO Execution Matrix. (PORTAL LINK HERE: HTTPS://)</li> <li>&gt; Planning guidance for future operations.</li> <li>&gt; Perception Management or Damage Control guidance</li> </ul>	<p style="text-align: center;"><b>Agenda</b></p> <table border="0"> <thead> <tr> <th>ITEM</th> <th>BRIEFER</th> </tr> </thead> <tbody> <tr> <td>&gt; Due Outs</td> <td>G-7</td> </tr> <tr> <td>&gt; Intelligence Update</td> <td>IO Intel</td> </tr> <tr> <td>&gt; Assessment</td> <td>IO Targeteer</td> </tr> <tr> <td>&gt; Current Ops (out to 24 hours)</td> <td>IO</td> </tr> <tr> <td>&gt; Future Ops (&gt;24 hours)</td> <td>IO</td> </tr> <tr> <td>&gt; Element Update</td> <td>IO Targeteer</td> </tr> <tr> <td>&gt; Subordinate Update</td> <td>Sub Unit Io Reps</td> </tr> </tbody> </table> <p style="text-align: center;"><b>Provides input to: Effects WG</b></p>	ITEM	BRIEFER	> Due Outs	G-7	> Intelligence Update	IO Intel	> Assessment	IO Targeteer	> Current Ops (out to 24 hours)	IO	> Future Ops (>24 hours)	IO	> Element Update	IO Targeteer	> Subordinate Update	Sub Unit Io Reps
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> Future Ops (>24 hours)	IO																
> Element Update	IO Targeteer																
> Subordinate Update	Sub Unit Io Reps																
UNCLASSIFIED																	

### Example Working Group (WG) Quad Chart

*meet to provide analysis, coordinate, and provide recommendations for a particular purpose or function.* “

## AOKM Proponent Training and Leader Development Update

### What We Have Accomplished

The Knowledge Management Representative Course (KMRC) and Senior Leader Workshops (SLW) continue to be a success in every venue. The quality of the courses continues to improve as KM becomes more prevalent and better understood across the Army. Similarly, the success of the courses is directly related to the effectiveness of the Knowledge Management Officer (KMO) assigned to the unit that receives the training. An effective KMO ensures the right audience attends the 3-day KMRC, and properly prepares his/her leaders to ensure the success of the SLW.

### What Is Next

Continue to contact us with your KMRC and SLW requests. We will support your requests, if possible. Remember, the requesting unit must have a graduate of the AKMQC for us to consider the request. Deploying units will receive the highest priority to receive this training “just-in-time.”

**MR Dustin Ashton - Training and Leader Development**

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## KMNet has completed Migration to MilBook

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It is official; KM Net has completed its migration, and is up and running on MilBook. You'll see many similarities that you've become accustomed to on Tomoye, as well as many differences unique to MilSuite. The navigational taxonomy is similar to the "old" one, but milBook offers the option of incorporating related sites as well. As most of you know, MilBook has been a springboard for many KM sites from numerous organizations for quite some time now. Now that KM Net is functional, we'll start to link all of these sites into one area. For example, the AOKM Working Group link, AKMQ Course, and TRADOC's KM site are all easily accessible through KM NET. If you know of another "milBook" site that should be included, please send the url to me at [Robert.a.fox.ctr@mail.mil](mailto:Robert.a.fox.ctr@mail.mil) and I will be sure to include it in our taxonomy.

As of 11 Mar 2013, the "old" KM NET will no longer be monitored, and this Email will consequently be the last correspondence generated from this medium. Tomoye memberships could not migrate, so if you wish to continue participating on KM Net, you'll need to join milSuite. If you have not signed up for a milSuite account, you can do so here:

<https://www.milsuite.mil/>

If you already have a milSuite account, you can join KM NET, as well as other forums that have been migrated, here:

<https://www.milsuite.mil/book/community/spaces/apf/join-apf>

Once you have joined KM Net, you'll be able to access the forum here:

<https://www.milsuite.mil/book/community/spaces/>

Please be advised that the entire MilSuite community can only be accessed by CAC holders.

I look forward to seeing the same professional collaboration generated here as we have on the other software. This is a new beginning for KM NET and I believe I'm speaking for the entire community when I say; I'd like to see it prosper as Tomoye's KM Net did. That being said, if you see anything that you think would make this experience better for the community, please let me know and I'll be happy to incorporate your feedback.

**Robert A. Fox (Contractor), Army Professional Forums Facilitator, Center for Army Lessons Learned**

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## AOKMP Qualification Course Update

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### **What We Have Accomplished:**

Sixteen new Knowledge Management experts graduated from the Army Knowledge Management Qualification Course (AKMQC) on 15 Mar 2013! This brings the total number of trained personnel up to 188. However, this is still a small number of "1 Echos" considering the large number of people who need to hear about and use KM every day in the US Army. Thus, we need you AKMQC graduates to continue to spread the KM good news and best practices across the Army. The demand for the course remains very high with no sign of cooling off, so make your AKMQC course requests early through ATRRS and your Training Managers.

### **What's Next:**

There are still 3 more AKMQCs scheduled before the end of this Fiscal Year: class 13-03 from 29 Apr – 17 May 2013; class 13-04 from 15 Jul – 2 Aug 2013; and class 13-05 from 9-27 Sep 2013. We continue to improve the course, so keep the feedback coming! We would especially like to hear from course graduates as they learn "real life" KM lessons. We need to pass your lessons along to the next 1Es.

***MR Dustin Ashton – Training Instructor***

## The Proponent Handbooks

*(Continued from page 3)*

This handbook has been sent to CALL for publication, though many copies of the draft have been distributed, and are in use. Soldiers have been putting this handbook to use (it has been downloaded over 400 times), and from what we have seen, it have been very well received. Pending publication by CALL, the proponent office has published the document online (available on the AOKM Working Group MilBook website).

The second book; "Executing Knowledge Management in Support of Mission Command, Knowledge Management Representatives." (the KMR Handbook) is intended to help KMRs with their duties. This handbook is a 'companion book' to the KMO handbook, is structured the same way, and has the same perspective.

This handbook is in final draft for the proponent's review, though a draft copies have been distributed for review and comment. When an initial review by the proponent have been completed, a draft will be available for review and comment on the AOKM Working Group MilBook website.

A third handbook, will be focused on the

organization's leadership. This document (The Leadership Handbook) is intended to help senior leaders oversee and manage an organizational KM program.

This last of the initial trilogy is now in

**AOKM Qualification Course  
FY2013 Schedule  
29 April - 17 May 2013  
15 July - 2 August 2013  
9-27 September 2013**

early planning, and only a draft outline has been developed. Writing has not yet begun, but this document will likely include KM principles, KM and Mission Command, elements of a KM program, and implementing a KM program.

Collectively, these three handbooks are intended to help units establish and implement a KM program, by providing some ideas and TTPs; - a means to defeat the "I am here, now what?" syndrome.

Just as importantly (or maybe, more so), these handbooks are a means of obtaining feedback from KM professionals across

the Army on ideas, concepts, and TTPs.

As such, it is important to Army KM, that Army KM professionals read these handbooks, and provide feedback to the proponent office. We want to hear from soldiers, civilians, and contractors, what you have found works and what you have found doesn't work. We also want your ideas for new TTPs and doctrine updates.

However, this initial trilogy of KM handbooks, may not be all, as the proponent is considering other such publications. Two specific possibilities are a handbook for conducting assessments and a handbook for KM at brigade and battalions.

There seems a need for such a document, though work on them probably won't start until we have completed the Leadership Handbook. We are, as always, looking for ideas and recommendations from the field.

**MR Jim Claunch, Publications Director**

## AOKM Proponent Organization and Materiel Update

### What We Have Accomplished

The AOKM-P Organization and Materiel Team has been working on a concept to realign KM sections at Division level to help support KM Doctrine. Recent surveys of Division KMOs within the operational force along with the AOKM Force Structure Working Group have indicated the current structure is insufficient. Deployed KM Sections have been required to be manned at 4-9 personnel to be mission capable. The gap between MTOE and requirement has been made up by both industry partners and borrowed military personnel. To meet this demand as well as TRADOC Pam 525-3-1's requirement towards the future operational environment, we are proposing an increase in personnel for these KM Sections. This increase in personnel will help the Army share relevant knowledge quickly and efficiently in order to adapt to changing environments and threats. The team has contributed current material solutions to help address multiple gaps in the MC CBA. The solutions are models and simulations based to help organizations train and develop KM best practices.

### What Is Next

As new Mission Command gaps develop, the team will continue to explore development of solutions through technology for both training and the operational force. The solutions will help units train and execute KM at every echelon. On KM Net, there will be an additional forum to help facilitate best practices for your organizations and help facilitate what is working right now in KM Army wide. The Organization and Materiel Team will continue to help units align with FM 6-01.1 and MC philosophy.

**MR Travis Neely, Chief - Organization and Materiel**

## Applying MCTP Observations: B2C2WGs (Part 2 of 3 Parts)

*(Continued from page 4)*

ing group or board; the frequency that it meets; attendees; required inputs/outputs and an agenda. There are several ideas as to where the term “Seven Minute Drill” originated. It is generally the thought that a Warfighting function (WfF) Chief can brief their quad chart and justify the purpose of their WG to the Chief of Staff within seven minutes.

It is important to note that quad charts are not ends in themselves. In many ways they function as executive summaries (EXSUMS) or cover sheets for a series of additional supporting products. Additional products may include output templates, instructions for the WG portal, commanders planning guidance and current CCIRs or IRs relevant to the WG or board. Quad charts/seven minute drills provide a validated framework that a WG or board will utilize throughout an operation or exercise.

Agendas deserve special consideration. The agenda proposed in a seven minute should be adhered to during each meeting. Adhering to the processes and procedures developed prior to an exercise facilitates shared understanding and prevents additional work being required later on. These are tools for disciplining the processes developed by the staff. Most KM chal-

lenges that a unit encounters are process-based. Aside from disciplining a staff's work flow they function as a means to achieve synchronization between BWGCs. Most successful staffs are able to develop seven minute drills that survive first contact and are not set aside when the action starts. A challenge is in developing BWGC processes that are flexible enough work well in garrison and are equally applicable during an exercise or operation.

Inputs and outputs are representative of the core purpose of a BWGC. The developmental process must result in a clear and validated template for each. Outputs are validated by the board or WG they feed into. The customers must determine whether they are getting the right information or product. It should be noted that the development of these products is a collaborative process in itself. They cannot be generated in a vacuum. WGs are formed for a purpose, as a response to an operational need. Outputs should address the “need” they were formed to address.

Some additional TTPs:

The means of transmitting and receiving inputs and outputs must be clearly established. A link (or directions for locating an analog product) to the portal folder of the product, embedded in the seven drill is always a good idea.

Final outputs, such as a new IO Execution Matrix should be digitally signed to ensure provenance.

Acknowledgement of original receipt should be verified. Quality outputs reflect the work being accomplished and ultimately support the commander's decision making process.

Having a clear understanding of how an Army BWGC (or Joint B2C2WG) functions is essential to the success of the staff. Without this understanding, it is not possible to synchronize the BWGCs within the battle rhythm or to conduct KM assessments that have impact. Developing effective BWGCs is a task that falls into the Chief of Staff's area of responsibility. It is a highly involved process that takes a significant amount of coordination. An effective KM practitioner can assist the Chief of Staff by providing needed oversight of this process.

**LTC Tyler J. Oxley** is an experienced Knowledge Management Officer, currently assigned to the Mission Command Training Program (MCTP), Operations Group D, Ft. Leavenworth, Kansas

**Part 3 Begins on Page 8**

## AOKM Proponent Personnel Update

### What We Have Accomplished

In the last year the Proponent submitted a Military Occupational Classification (MOCS) and Structure staff action to associate the 1E ASI/SI “Knowledge Management Professional” to positions within KM Sections in the Army, Corps, Division, Brigade, Expeditionary Sustainment Commands and Theater Sustainment Command headquarters. The action was approved in 2012 and documentation will begin in the upcoming 2014 fiscal year. This action will create a training demand for the Army Knowledge Management Qualification Course. This year the Proponent is submitting another MOCS action to associate the 1E ASI/SI to FA 57 positions in the Multi-Functional Support Brigades throughout the force. This action will insure the future force will have Knowledge Management Professionals in the Multi-Functional Support Brigades.

### What Is Next

The Proponent is submitting a Force Design Update to correct an identified organizational gap in the Division KM Section. If approved the proposal is to move three currently authorized spaces from other staff sections within the Division to the KM Section to provide that section the personnel it requires to complete KM tasks and functions. Finally, the AOKM Proponent is making headway in reviewing and recommending an optimal force design for TDA headquarters. A survey of TDA headquarters reveals that most TDA KM Sections use the following force structure: 1 X GS 13 KMO; 1 X GS 12 Management Analyst; 1 X GS 9-12 Content Manager; 1 X GS 7-11 Management Analyst.

*MS Olga Madigan, Human Resource Specialist*



## Applying MCTP Observations: B2C2WGs (Part 3 of 3 Parts)

*LTC Tyler J. Oxley, Mission Command Training Program*

This is the third in a series of articles on Army Operational Knowledge Management (AOKM) by the KM Observer Trainer (OT) of the Mission Command Training Program (MCTP), Operations Group Delta, Ft. Leavenworth. The intent is to share observations and lessons learned in the conduct of Division and Corps level exercises with other KM practitioners. Previous installments covered B2C2WGs and KM Mapping. This article will focus on the rehearsals and the STAFFEX as a KM enabler.

Many division or corps-level exercises exhibit staff processes that are undeveloped or underdeveloped when an exercise begins. As discussed in the first article this is especially valid when a staff is aligned “Napoleonic” in garrison and “cross-functional” in an exercise or deployed scenario. The realignment (if necessary) and the validation of staff processes, should occur prior to the start of an exercise or deployment. The advantages of this are evident in building proficiency and increased understanding with individual staff members. As a KM practitioners we endeavor to achieve an increased level of shared understanding. An effective STAFFEX is a high impact way to do this.

A way to develop and validate staff processes is through the conduct of a pre-exercise KM Rehearsal or “STAFFEX”. The STAFFEX is a process validation tool that is closely aligned to the “assess” portion of the KM process. It certifies staff processes and knowledge (work) flow. The inputs and outputs of a working group are “proofed,” or validated, during a STAFFEX. Additionally, the staff’s logic flow and battle rhythm can be de-conflicted and synchronized.

The Army has not established doctrinal parameters for a STAFFEX. It is purely a TTP that that can be developed and tailored to a unit’s requirements. That being said, it should reinforce the doctrinal tasks assigned to staffs as found in ADPs 3-0, 5-0 and 6-0. This approach is presented as “A Way” and draws directly from these references as well as observations and lessons learned.

The STAFFEX should be conducted at the direction of the Chief of Staff (CoS) and facilitated by the KM section. Prior to a STAFFEX being conducted, each Board, Bureau, Center, Cell and Working Group (B2C2WG) must have its processes developed. This includes the complete templating of inputs and outputs. Outputs need to be collaboratively developed and approved by the work groups (WGs) or boards they feed into. A knowledge map or a draft battle rhythm is useful in directing the flow of the STAFFEX and clearly illustrating the logic processes being exercised to the staff. The KMO has a role to play in each of these.

There are two general approaches to conducting a STAFFEX. The first is to have all Warfighting Function (WfF) Chiefs and their staffs in one centralized location where they can present their B2C2WG quad charts and outputs to the Chief of Staff. Presentations should be sequenced in accordance with the knowledge map (logic flow) or battle rhythm. The general flow should begin with the WfF Chiefs presenting their WG or board quad charts to include the required outputs. Special emphasis should be placed on the presentation of outputs, how they are validated and the process for feeding them into the other WGs or boards. As described in the second article in this series, outputs should be approved by the work group (the customer) they are responsible to.

A second approach that should follow the first is the distributed or digital STAFFEX. The digital STAFFEX utilizes the available tools (DCO, SharePoint, CPOF, ABCS systems, etc.) that will be used during operations. Sequence should again follow the knowledge map or battle rhythm. Outputs should be digitally posted to the portal and pulled by the receiving work group or board following the knowledge map sequence. Adding this second phase is essential to ensuring that staffs understand their systems and where they post their outputs and receive the inputs required to conduct operations. If there is a disadvantage to using a digital approach it is that the digital systems can become a stumbling block to understanding the staff processes involved.

There is explicit value in conducting a pre-mission or exercise STAFFEX. Organizations that conduct focused staff rehearsals prior to a major exercise or operation spend more time fighting their operations, as opposed to their systems or processes. The STAFFEX is one area where the KM section can establish itself as an enabler.

### STAFFEX

Task / Purpose	Composition
<ul style="list-style-type: none"> <li>• <b>PURPOSE:</b> To validate B2C2WG information and product flow, synchronize staff processes, battle rhythm, assign responsibilities and establish procedures for use of the collaborative portal</li> <li>• <b>FREQUENCY:</b> Pre- STAREX</li> <li>• <b>Time:</b> 1000 hours</li> <li>• <b>DURATION:</b> 3 Hours</li> <li>• <b>PLACE:</b> tactical Operations Center</li> </ul>	<ul style="list-style-type: none"> <li>• <b>CHAIR:</b> Chief of Staff</li> <li>• <b>FACILITATOR:</b> Knowledge Management Officer (KMO)</li> <li>• <b>ATTENDEES:</b> War fighting Functions (WfF) Chiefs, deputies, staff and subordinate unit KM representatives</li> <li>• <b>MEANS:</b> Face-to-Face /Portal</li> </ul>
Inputs / Outputs	Agenda
<ul style="list-style-type: none"> <li>• <b>INPUTS:</b> (required to conduct rehearsal)                             <ul style="list-style-type: none"> <li>• CCIRs/ICs/PIRS/EEFIs</li> <li>• CGs Planning Guidance (if available)</li> <li>• B2C2WG Quad Charts(7 minute drills)</li> <li>• Draft Battle Rhythm.</li> <li>• Knowledge MAP.</li> <li>• WG/Board Input and Output templates.</li> </ul> </li> <li>• <b>OUTPUTS:</b> <ul style="list-style-type: none"> <li>• Validated                                     <ul style="list-style-type: none"> <li>• B2C2WGs – 7 minute drills</li> <li>• Input/Output templates</li> <li>• Synchronized battled drill</li> <li>• Procedures for posting to the unit portal</li> </ul> </li> <li>• Established collaborative processes</li> <li>• Procedure for posting outputs to the appropriate portal site</li> <li>• Rehearsal Notes and Observations</li> <li>• Assigned input responsibilities to the CGs dashboard</li> <li>• FEEDS INTO: Mission Command and ALL B2C2WG staff processes and subordinate commands</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Chief of Staff Introduction of the WfF Chiefs</li> <li>• Into to knowledge flow and the WG/Boards Knowledge Map</li> <li>• Review of CCIRs and the CGs planning guidance/CGs Dashboard</li> <li>• Introduction to portal functionality                             <ul style="list-style-type: none"> <li>• Assignment of Portal Responsibilities by function</li> <li>• Process to post B2C2WG Inputs and Outputs</li> </ul> </li> <li>• B2C2WG Cross Validation (By WfF Chiefs) – Utilize knowledge flow as integrated with the battle rhythm and proceed by WfF.                             <ul style="list-style-type: none"> <li>• Input and output templates</li> <li>• Specified tools</li> </ul> </li> <li>• CCIR assignment/ID of CDRs Dashboard inputs by WfF</li> <li>• Battle drill synchronization ( concurrent to B2C2WG validation)</li> </ul>

Updated 8 April 2013

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## What's Hot in the Army Professional Forums?

### **Robert Fox (Contractor), KM Net Facilitator**

**IMCOM GC Net** - Statement from Pentagon Press Secretary George Little on Civilian Employee Furlough Notices—"The Department of Defense has decided to delay the issuance of civilian employee furlough notices for approximately two weeks....  
<https://www.milsuite.mil/book/docs/DOC-104326>

**Army Safety Net** - NEW: Composite Risk Management Worksheet (with Drop-down and Digital Signature block.— Much to the Army's surprise, not everyone has PureEdge/Lotus Viewer installed on every computer they come in contact with. Hopefully this version will help to bridge the gap.....  
<https://www.milsuite.mil/book/docs/DOC-62109>

**S1 Net** - FY14 Command Sergeants Major (CSM) Centralized Selection Lists (CSL) Release—Subject principal and alternate selection lists were released as of 0730 hrs (EDT) 27 Mar 13, and are attached below. The FY14 CSM CSL slate release will be announced in a separate MILPER message with an anticipated release date of May 13.  
<https://www.milsuite.mil/book/docs/DOC-104657>

**KM Net** - Without a thorough KA of the organizations that the KM office supports, how do we know what their knowledge needs are and at what level of KM maturity they fall?  
<https://www.milsuite.mil/book/message/424008#424008>

**Leader Net** - How do we best effect the decisions our Soldiers make in their off time? - What do we do to eliminate the negative unprofessional culture within our units? Can we change the personal decisions that our Soldiers make in their off time?  
<https://www.milsuite.mil/book/thread/98057>

Note: Many of these forums require membership; if you try to logon and are "Unauthorized"; see "KMNet Has Completed Migration to MilBook" (page 5) for information on MilSuite participation. Note that the entire MilSuite community can only be accessed by CAC holders.

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## AOKM Proponent Publications Update

### **What We Have Accomplished**

The proponent has spent more than a year developing and publishing KM doctrine, but has found a real need for something quicker; something more focused on KMOs, KMRs, and others involved in managing KM programs. So we determined to develop a series of handbooks designed to help KMOs, KMRs, etc, deal with the "I'm here, now what do I do" syndrome. As such, the proponent office is currently developing/planning three such handbooks, and they are becoming available. For more information see the article "The Proponent Handbooks" in this issue.

### **What Is Next**

Another document developed (not one of this series of handbooks); titled "AOKMPs TTPs for DCO OnLine Meetings", is intended to provide TTPs for using Defense Connect OnLine (DCO) to support online meetings. Also a 'non-doctrinal' publication, it is a collection of techniques we have learned using DCO for our Virtual Working Group online sessions. We don't intend to publish this TTP, rather just to make the information available. A draft has been posted to the AOKMP Virtual Working Group MilWiki site.

<https://www.milsuite.mil/book/groups/aokmcwg2012?view=overview>

**MR Jim Claunch, Publications Director**

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806 Harrison Drive (Pope Hall)  
Fort Leavenworth, KS 66027

Phone: 913-684-4498

E-mail:

michael.e.kitchens.mil@mail.mil



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Visit us on the web:  
<http://usacac.army.mil/cac2/AOKM/>

## Useful Things — Links to KM Resources

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### **KM Publications**

FM 6.01-1

[http://armypubs.army.mil/doctrine/Active\\_FM.html](http://armypubs.army.mil/doctrine/Active_FM.html)

KMO Handbook

<https://www.milsuite.mil/book/groups/aokmcwg2012?view=documents>

AOKMP DCO TTPs:

<https://www.milsuite.mil/book/groups/aokmcwg2012?view=documents>

### **WebSites of Interest**

**KM NET**

<https://www.milsuite.mil/book/community/spaces/apf/kmnet>

**Leader Net**

[https://www.milsuite.mil/book/community/spaces/apf/leader\\_net](https://www.milsuite.mil/book/community/spaces/apf/leader_net)

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## Connected<sup>®</sup> Submission Guidelines

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**Topics:** Army Operational Knowledge Management related topics only. Papers should be no more than 1500 to 2000 words, and well written. Lengthy or poorly written papers will be rejected without comment. We do not accept papers or manuscripts that have been previously published.

**Format:** Submit papers by email to the POCs noted below, in MS Word, including photographs and diagrams, with one space between sentences. Use Times New Roman 10 point font, and do not include fancy formats, such as underlining, multiple line spacing, any kind of “style”, or odd page layouts. Submit photographs and diagrams separately in JPG format.

**Source Citations:** Cite all sources in the text within parentheses (e.g., “(Carter, 1958)”) and provide a complete bibliography (per the “Chicago Manual of Style”) on a separate page. Incompletely sourced submissions will be rejected without comment.

### **Additional Requirements.**

Include rank, name, address, telephone number and email address. Include a short (about 100 words) abstract of the paper. Include a short (about 50 words) author’s biography; including publishing history, knowledge management experience, and current duty assignment.

**MilBook Page for Submissions.** (Submit articles to this webpage)

[https://www.milsuite.mil/book/community/spaces/apf/kmnet/general\\_km\\_topics/connected\\_newsletter](https://www.milsuite.mil/book/community/spaces/apf/kmnet/general_km_topics/connected_newsletter)

**AOKMP POCs**

Jim L. Claunch, 913-684-6793, [jimmie.l.claunch.civ@mail.mil](mailto:jimmie.l.claunch.civ@mail.mil)

LTC Michael Kitchens, 913-684-4498, [michael.e.kitchens.mil@mail.mil](mailto:michael.e.kitchens.mil@mail.mil)