Knowledge Management Program Overview

8 March 2016

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IMCOM integrates and delivers base support to enable readiness for a self-reliant and globally-responsive All Volunteer Army

WE ARE THE ARMY’S HOME
Knowledge Management Program Overview

Agenda

• **Where we are**
  ◦ IMCOM Top Priorities
  ◦ Seeing Ourselves
  ◦ Definitions

• **Enterprise Solutions**

• **Collaboration**

• **Assessments**

• **Knowledge Capture and Continuity**

• **KM Projects and Services**
“Seek efficiencies, decrease redundancies, streamline processes, and sustain Total Army Strong”

GEN Milley, CSA to LTG Dahl, CG, IMCOM
1. Implement Strategic Human Capital Plan that advocates diversity and inclusiveness and drives the Command’s commitment to leader development, managing talent, and creating adaptive and agile leaders.

2. Instill a values-based culture of innovation through learning and empowerment that drives continuous improvement, links funding to, and provides optimized baseline services for our Soldiers and Families at the best cost possible.

3. Capitalize on Knowledge Management capability to generate collaboration and teamwork that promotes shared understanding of Commander intent, reduces decision making complexity and provides best in class customer service.

4. Promote commitment to Total Army Strong and Soldier For Life concepts; take care of Soldiers & Families.

5. Posture the Command to support Army priorities and IMCOM’s vision for the future.

6. Transform IMCOM Garrisons to support and enable Force 2025 and Beyond.
Knowledge Management Program Overview

Seeing ourselves:

- Disparate systems and repositories
- Stovepipes in systems and operations
- Inefficient, redundant processes and procedures
- Knowledge Loss

Where we want to be:

KM helps bring the pieces together

= More effective and efficient support to Soldiers, Civilians and their Families

- Enterprise Solutions
- A culture of collaboration
- Knowledge Assessments
- Knowledge Capture and Continuity

seek efficiencies, decrease redundancies, streamline processes, and sustain Total Army Strong

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Definitions

Mission Command:
The exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander’s intent to empower agile and adaptive leaders in the conduct of unified land operations.

ADP/ADRP 5-0, The Operations Process, May 2012

Knowledge Management:
Knowledge Management is the process of enabling knowledge flow to enhance shared understanding, learning, and decision making.

ATP 6-01.1, Knowledge Management and ADP/ADRP 6-0, Mission Command, May 2012

“Knowledge Management is the systemic process by which the knowledge needed for an organization to succeed is created, captured, shared, and leveraged.”

Melissie Clemmons Rumizen, Ph.D., Knowledge Strategist

KM is:
• Everyone’s responsibility
• Is about people and not a technology based concept
• Should be aligned to the organization’s strategic plan
• Knowledge has a shelf life
• Is value added
• Is continuity

KM is NOT:
• IT or SharePoint
• A one time investment
• Lean Six Sigma /CPI
• New
• Information Management
Explicit versus Tacit Knowledge

**EXPLICIT KNOWLEDGE**
- Can generally be written down and shared
- Easily captured, stored, and transmitted (e.g., SharePoint, AKO, MilSuites, shared drives, etc.).
  - On average, 40% of work in an organization is recreated because it is easier to recreate a document than find it in a repository.

**TACIT KNOWLEDGE**
- Is personal, context-specific knowledge that is difficult to formalize, record, or articulate.
- It includes know-how, judgment, experience, insights, etc.
  - It is believed that tacit knowledge makes up approximately 70-80% of all important or critical organizational knowledge.
Enterprise Solutions

Cost Effective Solutions for KM Requirements

Leverage cost effective IT tools and solutions to support IMCOM leadership, workforce, directorates and subordinate units.

- SharePoint
- MilSuite
- Microsoft Office Communicator

Knowledge Network

Develop a Knowledge Network of knowledge enabling sites for each staff directorate and subordinate unit that provide powerful search capability and the ability to leverage expertise, share experiences, and participate in discussions within Communities of Practice and Virtual Teams.

- Moving toward a request for proposals from industry to address IMCOM requirements

Governance Process

The IMCOM KM Executive Board and KM Work Group is established by charter to develop an organizational knowledge network and achieve greater knowledge creation and transfer. The KM Executive Board drives our enterprise effort.
Culture of Collaboration

Environment of Collaboration
Establish an environment that facilitates collaboration, innovation, communication and feedback within a culture of continuous learning.

Knowledge Hording → Knowledge Sharing

Culture Change
Change our culture so that KM is recognized as critical to our success. Leadership works to develop awareness, advocacy and support for successful long term change. Long-lasting fundamental change in our culture will occur when leaders at all levels learn, model and reward a new set of skills and values – the sharing and reuse of knowledge.

- Emphasize cross functional planning
- Encourage the development of Communities of Practice and Communities of Interest
- Ask “Who Else Needs To Know”
Knowledge Management Program Overview

**IMCOM KM Governance and Community**

- **IMCOM KM Executive Board**
  - Provides KM Executive Board approved enterprise guidance

- **IMCOM KM Office**

- **IMCOM KM Regions**
  - (Atlantic; Pacific; Central; Europe)

- **AKM CAC**

- **USACE and ERDC KM**

- **AMEDD KM**

- **IMCOM KM Work Group**

- **IMCOM KM Community of Practice**

- **KM Professional Community**

**Key to Relationships**

- **→** Formal Coordination
- **←** Informal Coordination
- **↔** Formal Guidance + RFI; Discussion

- **DoD**
  - AMC
  - FORSCOM
  - TRADOC
  - USAREUR
  - ARNORTH

- **Coordinate w/External Knowledge Sources**

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- **Support Region and Garrison KMRs via KM CoP**

- **Stay abreast of KM Doctrine and maintain contact with AOKM**

**Knowledge Management Program Overview**

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Knowledge Management Program Overview

Assessment

as·sess·ment
/əˈsesmənt/
noun
the evaluation or estimation of the nature, quality, or ability of someone or something.
"the assessment of educational needs"

synonyms: evaluation, judgment, rating, estimation, appraisal, analysis, opinion More
KM Assessments

A process to evaluate the knowledge requirements and sources within an organization.

Knowledge Management Program Overview

- **What We Must Know**
- **What We Must Do**
- **Knowledge Gap**
- **Strategic Gap**

**What We Know**

**What We Do**
Knowledge Management Program Overview

Methods of creating, organizing, applying, and transferring knowledge

Assess
Design
Develop
Implement

CSA to CG IMCOM – “Seek efficiencies, decrease redundancies, streamline processes, and sustain Total Army Strong”
Assessments

**Socialization**
Transferring tacit knowledge from one person to another.
Examples: Mentoring, Networking, Collaboration

**Externalization**
When tacit knowledge becomes explicit knowledge.
Examples: Documentation, Storytelling, Metaphors

**Internalization**
When a person accesses explicit knowledge and then through usage, interpretation, or conversion it becomes tacit knowledge. Learning by doing.
Example: On The Job Training

**Combination**
Transfers explicit knowledge to explicit knowledge. Typically where IT comes into play and usually refers to computer to computer transfer.
Examples: Emails, Databases
### KM “Tools” and Processes by Knowledge Creation Quad

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<tr>
<th>Socialization</th>
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<tr>
<td>1. Mentoring Program</td>
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<td>2. Stakeholder interaction outside the organization</td>
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<td>3. Conferences/Seminars</td>
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<td>4. Opportunities to share Knowledge i.e., Lunch and Learn; Brown Bag Lunch; Guest Speakers, etc.</td>
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<td>5. Communities of Interest</td>
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<td>6. Encouraging/Rewarding Knowledge Sharing</td>
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<td>7. “Off site” meetings</td>
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<td>8. “Email Holiday”</td>
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<th>Externalization</th>
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<td>1. IPTs/OPTs/Work Groups – the right people with the right knowledge and experience – Cross functional participation</td>
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<tr>
<td>2. Communities of Practice</td>
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<tr>
<td>3. After Action Reviews</td>
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<tr>
<td>4. Continuity Books - creating</td>
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<tr>
<td>5. Knowledge Capture - creating</td>
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<td>6. Lessons Learned repository – creating</td>
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<td>7. Military Decision Making Process (MDMP)</td>
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<td>8. Tri-folds and “Marketing”</td>
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<td>1. On-the-job training</td>
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<td>2. Individual learning, including e-learning</td>
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<td>3. Knowledge Maps and Expertise Directories</td>
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<tr>
<td>4. Continuity Books - referencing</td>
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<tr>
<td>1. Collaborative virtual environment – SharePoint; milSuite; All Partners Access Network (APAN); Defense Connect On-line</td>
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<tr>
<td>2. Telecommuting</td>
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<td>3. VTCs</td>
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<td>4. Instant Messaging</td>
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## Knowledge Management Program Overview

### Knowledge Management and Strategy

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<th>Strategy</th>
<th>Approach</th>
<th>Focus</th>
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<td>Advancement – Used to secure the future of the organization. Builds on future strengths while minimizing future weaknesses. Greater dependency on creativity, intuition, and innovation.</td>
<td>Personalization – Sharing of knowledge mainly through direct person-to-person contacts. Technology is used to communicate knowledge rather than just store it. More appropriate in organizations that face unique problems or problem solve in highly adaptive environments. Use know-how and expertise (SMEs) to get the job done.</td>
<td>Exploration – Develop new knowledge that helps to create new products &amp; services. New knowledge leads to innovation.</td>
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<tr>
<td>Survival – Used to maintain current operational levels (efficiency &amp; effectiveness). Emphasizes current strengths while minimizing current weaknesses.</td>
<td>Codification – Emphasis on use of technology to enable, store, index, retrieve, and reuse codified knowledge. Ideal for organizations that provide a product or service in exactly the same manner over and over again or if the organization deals with problems and decisions that are nearly identical each time and do not require creative solutions.</td>
<td>Exploitation – Gain from knowledge already existing, both internally and externally. Existing knowledge leads to improvements.</td>
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Each combination is expected to be found in any organization. 70-80% emphasis should be placed on the primary approach with 20-30% on the secondary.
Knowledge Capture and Continuity

Knowledge Capture
70 – 80% of organizational knowledge is Tacit Knowledge – knowledge in our minds. When our Soldiers and Civilians depart their jobs they take their organizational knowledge with them unless we make the effort to identify, record and transfer that knowledge.

• IMCOM’s process is based on the FBI’s program
• Semi-structured interview process
• Interview transcript and recording provided to departing Individual’s organization

Continuity Books
Continuity books capture the Explicit Knowledge – the remaining 30% of organizational knowledge – that can be lost when a Soldier or Civilian departs. Critical for program managers, branch and division chiefs and directors.
Knowledge Management Program Overview

**KM Projects and Services**

**Project Update**
- Finalize Knowledge Assessment of IMCOM Tasking Process
- Establish Enterprise Meta-data for IMCOM
- Develop an Enterprise Content Management Strategy
- Next generation IMCOM KM Platform – moving toward request for proposals from industry
- Develop HQ IMCOM KM Regulation – codify the KM program

**KM Services**
- Continue KM Assessments for HQ, Region, and Garrison staff – close gaps and seams in processes
- Continue enterprise-wide Knowledge Capture and Continuity Book program
- Continue to provide KM training to our Knowledge Managers
- Lead and Provide assistance in the development of requirements for KM solutions
KM Branch Organization

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QUESTIONS?

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