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KNOWLEDGE MANAGEMENT

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This publication implements Air Force Policy Directive (AFPD) 33-3, Information Management, and complies with International Standards Organization 30401-2018 Knowledge Management System. It identifies essential Knowledge Management (KM) resources to assist commanders with improving the unit and executing the mission and provides guidance for all organizations to effectively and efficiently leverage knowledge as a strategic resource and accomplish the life cycle of information. This manual applies to all civilian employees and uniformed members of the Regular Air Force, Air National Guard and Air Force Reserve, as well as to Air Force contractors when required by the terms of their contracts. This AFMAN may be supplemented at any level, but all supplements that directly implement this publication must be routed to SAF/CNZA, Compliance Division for coordination prior to certification and approval. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate functional chain of command. The authorities to waive wing/unit level requirements in this publication are identified with a Tier ("**T-0, T-1, T-2, T-3**") number following the compliance statement. See AFI 33-360, *Publications and Forms Management*, for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the requestors commander for non-tiered compliance items. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual 33-363, *Management of Records,* and disposed of in accordance with the Air Force Records Disposition

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SUMMARY OF CHANGES

This document is substantially changed and must be reviewed in its entirety. AFI 33-396 was re-designated as AFMAN 33-396 and rewritten to align with and support commanders in carrying out their responsibilities as outlined in AFI 1-2 for improving the unit and executing the mission based on initial coordination with SAF/MG/PRT/SRB. This AFMAN updates and clarifies what KM is and what the roles, responsibilities, resources, and knowledge management services are for operationalizing knowledge management.

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Chapter 1

OVERVIEW

1.1. Introduction. KM is a critical command and multi-domain command and control enabling capability for improving the unit and executing the mission. This guidance standardizes implementation of KM across the Air Force while providing overarching vision and direction for commanders to achieve four outcomes: improved decision cycle effectiveness, shared understanding through collaboration, enhanced mission and organizational performance, and agile learning. Per the International Standards Organization standard 30401:2018 Knowledge Management System, the KM system elements that enable these outcomes are the organization's KM culture, structure, governance and leadership; roles and responsibilities; planning, technology, processes and operation. Done well, KM enables knowledge flow to enhance shared understanding, learning, innovation, and decision-making; and is linked and aligned to organizational priorities. The focus of KM is on knowledge which the Airmen need to accomplish their work; improve processes, products, and services; and innovate to add value for the customer and organization.

1.2. KM in the Operational Context. Timely, accurate, and relevant information is imperative for planning and conducting integrated air, space, and cyberspace operations for multi-domain command and control. A lack of decision-ready, actionable knowledge degrades our ability to conduct and support operations with the certainty required to support national military objectives. A deliberate approach to collaboration, analysis, deliberation, and judgement is required to turn raw data into information by implementing the Data to Decision Knowledge Model (also known as the Data-Information-Knowledge-Wisdom model) in **Figure 1.1** to enable the creation and transfer of knowledge at the speed of relevance. KM supports this approach by using the following three components of KM to improve the unit and execute the mission.

1.2.1. People (those, including leaders, who create, organize, apply, and transfer knowledge).

1.2.2. Processes (the methods of creating, organizing, applying, sharing, and transferring knowledge).

1.2.3. Tools (digital and non-digital knowledge tools used to put knowledge products and services into organized frameworks).

1.3. KM Defined. KM is defined as a discipline focused on the integration of people and processes enabled by technology throughout the information life cycle to create shared understanding and increase organizational performance and decision-making. It is an enabler for information dominance--an operational advantage gained from the ability to collect, control, exploit, and defend information to optimize decision-making and maximize warfighting effects.

1.3.1. KM is the commander's program for effectively integrating data, information, records, and knowledge management capabilities to ensure all mission partners have access to relevant information and expertise for achieving decision superiority. Data, information, records and knowledge management are different, but interconnected elements that are dependent upon one another for effective and efficient operations.

1.3.1.1. The goal of KM is to facilitate shared understanding, and faster, more effective decision- making and execution. It supports learning and innovation and is focused on the people and processes enabling the commander's decision cycle.

1.3.1.2. The goal of data management is to assure the adequacy of data for its intended purpose. It is focused on structuring data, making data visible, accessible, understandable, linked, trusted, and providing the capability to data mine, or query data to extract information and knowledge.

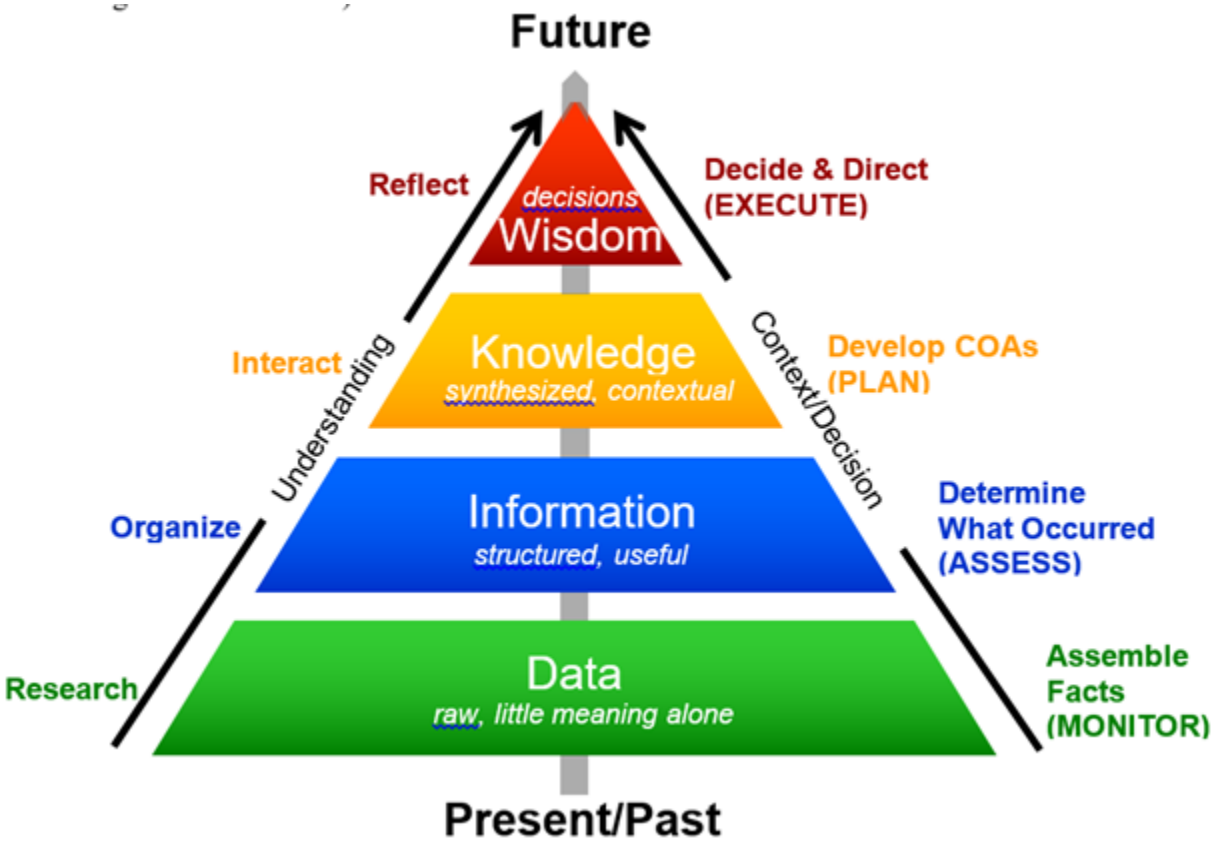
1.3.1.3. The goal of information management (IM) is to enable timely access and dissemination of relevant information. It includes records management and is focused on the use of tools and rules to manage the information life cycle.

1.3.1.4. Records management is focused on preserving information throughout its life cycle as a record of present and past events as well as a basis for future action, and ensuring availability to support effective decision-making.

1.3.2. Effective KM focuses on managing what the commander needs to know. It facilitates knowledge and information flows within/across organizational lines, and ensures the information products are properly sequenced and available to build shared situational awareness and common understanding of the commander's intent. KM also reduces operational risk and enhances mission operations effectiveness by providing a better understanding of the right balance of force to employ, enabling commanders to re-plan and redirect operations, as needed.

1.3.3. KM is mission-focused and commander centric. **Figure 1.1** is a data-to-decision knowledge model providing the context for understanding KM, its importance, and role in the commander's decision cycle. Decision cycle phases include monitor, assess, plan, and execute; often referred to collectively as observe, orient, decide, and act loop. In the monitor phase, the staff researches and collects the data to assemble the facts. Next, in the assessment phase they organize that data into information to determine what occurred. Then the staff interacts and exchanges with others to create knowledge and develop courses of action in the plan phase. Finally, the commander reflecting on his or her wisdom decides what is next and directs the execution. This is a high-level view of the decision life cycle to aid communication and understanding within the organization. The KM layer facilitates the interactions and exchanges that produce courses of action that allow organizations to tackle repeat or unseen problems.

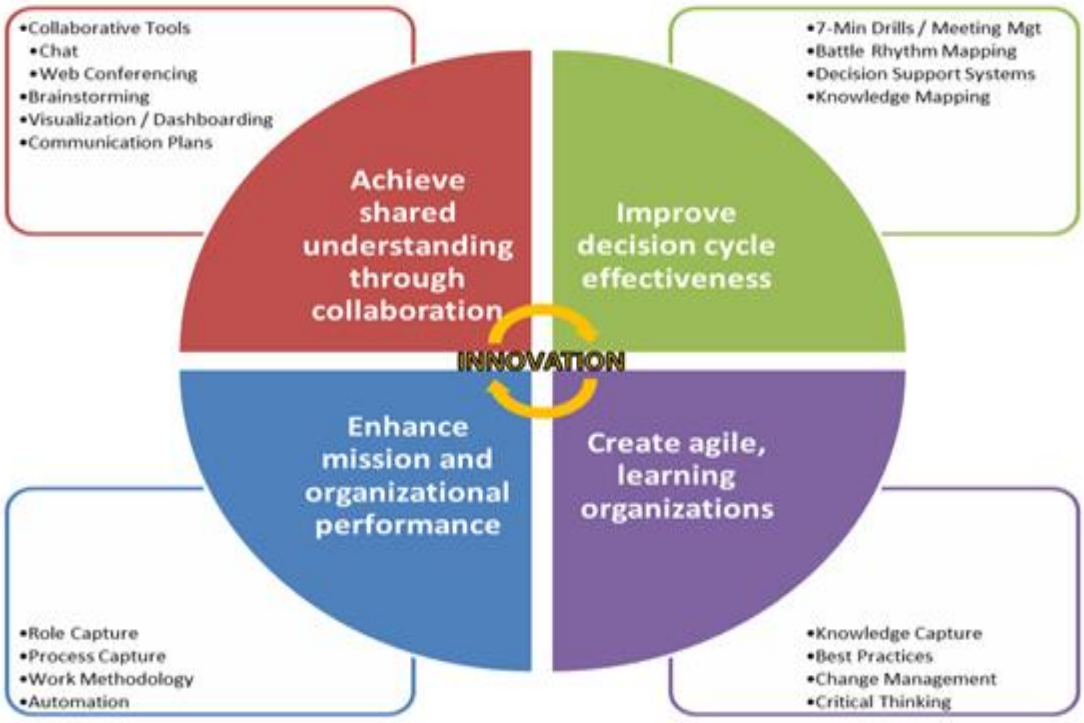
Figure 1.1. Data to Decision Knowledge Model (also known as the Data-Information-Knowledge-Wisdom Model).



1.3.4. KM is a resource to assist the chief or director of staff in establishing and maintaining effective, repeatable staff processes, improving knowledge flow within the unit, and executing the mission. An organization that wishes to cope dynamically with the changing operational environment needs to be one that creates information and knowledge while meeting operational challenges, not merely processing information and knowledge. The KM Staff, Team, or Cell enables this creation by improving knowledge flow for organizational learning and effective decision-making. The KM Staff, Team, or Cell does not own or manage all the KM processes; they assist process owners to achieve and maintain effective information exchange processes by helping them find and fix the gaps and disconnects between people; people and processes; people and tools; and processes and tools. In simple terms KM is about getting the right knowledge to the right person at the right time for the right effect (or decision).

1.3.5. The whole organization is a stakeholder in KM. That stakeholder relationship requires proactive participation and KM core competencies for Airmen in three broad roles: knowledge workers, KM practitioner, and leadership. KM competencies enable improved outcomes as shown in Fig 1.2. Core competencies and training levels for each KM role is covered in **Table A2.1**. (Knowledge Management Core Competencies Table).

Figure 1.2. KM Core Competencies Enable Improved Outcomes.



Chapter 2

KNOWLEDGE MANAGEMENT EFFECTS, CAPABILITIES, AND SERVICE STANDARDS

2.1. Effects. KM seeks to achieve the following effects:

2.1.1. Decision Superiority. Decision Superiority versus support includes a disciplined cross-functional information flow for the commander's identified decision requirements and related staff processes. Decision Support ensures the right information is available to the right person and/or organization at the right time to support timely and accurate decisions. Continuous situational awareness and monitoring are necessary to allow the commander to further understand the situation and communicate intent for the mission.

2.1.2. Improved Individual and Shared Understanding of the Operational Environment. Enables Air Force, joint, and coalition information exchange and coordinated operations across all spectrums.

2.1.3. Constantly Evolving Team-Based Learning. Transforms the Air Force into a learning organization using continuous innovation to steadily feed new information, ideas, and concepts into an expanding base of tacit and explicit knowledge. Individuals, teams, and organizations gain increased knowledge, skills, and shared abilities, facilitating earlier employment of these attributes to support the expanding set of expeditionary missions.

2.1.4. Optimized Knowledge Processes. The application of KM core competencies in work environments assists Airmen with optimizing their mapped processes through various knowledge management assessments and techniques. Continuous process improvement techniques aid in optimizing knowledge processes throughout the Air Force and develop a means to share best practices. This provides Airmen with the ability to easily identify, modify, or eliminate ineffective processes and propagate/standardize efficient practices.

2.1.5. Seamless Access and Unified Communications. Provide organizations access to relevant information anywhere and anytime regardless of hardware or software platforms utilized. This is more than information access, as it strives to reduce the burden of information overload as well.

2.2. Capabilities. KM provides warfighters with the following capabilities to rapidly access and exploit authoritative, accurate, and relevant information to plan courses of action and execute missions.

2.2.1. Virtual Collaboration. KM provides meaningful situational awareness to all leadership levels through the ability to monitor, display, store, distribute, access and share information and knowledge. Collaboration enables coordination of different ideas from numerous people to generate a wide variety of tacit knowledge.

2.2.2. Tailored Information Presentation. KM connects Airmen to authoritative, accurate, and relevant information by using role-based attributes provided and tracked automatically. This enables force-readiness improvements and contributes to effects-based operations.

2.2.3. Integrated Data and Information. The information environment supports the integration of relevant information, the ability to structure data that allows searches from multiple sources and produces improved situational awareness for Airmen based on their role-based attributes and responsibilities. Through the combined use of people, processes and technology, Airmen are provided with pertinent, clear, timely, and accurate information and knowledge distributed to the point and time of need.

2.2.4. Locate, Assess, and Refine Information. Airmen can search, query, data mine, and locate required information, extract it, determine its veracity and relevancy, and manipulate it to further support mission goals. Credential- and role-based access attributes determine a user's access to data, information, and knowledge, as well as their role in the process. This also includes the ability to determine the authority of information and information services by identifying the source, currency, and conditions of use.

2.2.5. Identify, Store, Share and Exchange Information and Knowledge. Airmen can identify, store, share and exchange information and knowledge for collaboration and situational awareness. Data should be properly identified and labeled, placed in a database or other data/information repository, and protected from unauthorized use or disclosure.

2.2.6. Manage Information from Creation to Final Disposition. Airmen have the ability to store and manage all types of information across its life cycle. This includes all actions necessary to store and maintain structured and unstructured information. Critical to this concept is the capability to identify and re-use information from multiple functional areas to eliminate excess and potentially conflicting information. An integrated enterprise-wide metadata repository and services are essential to effective information discovery and accessibility.

2.2.7. Information Architecture. An established architecture is essential to implementing standardized criteria, structured data, processes, and procedures to store and share data. An information metadata model as well as cross-security domain solutions that connect Air Force capabilities with different environments enables better decision-making through collaboration and information sharing with mission partners.

2.3. Service Standards. The service standards identified below serve as a guide for conducting KM to improve the organization and execute the mission.

2.3.1. Speed and Scale of Operations. Utilize a deliberate approach to manage at the speed and scale of operations, data, information and knowledge to accomplish Air Force missions at all levels. Align resources as needed to satisfy the business and mission requirements necessary for people in organizations to routinely achieve mission success.

2.3.2. KM Culture. Establish a culture of KM in the Air Force through sustainable programs, which create lasting organizational change and provide a support environment which enables the best possible decisions.

2.3.3. KM Methods and Practices. Apply KM methods and practices to achieve effective knowledge creation, capture, transfer, retention, retrieval, display, dissemination, and sharing, regardless of type or security classification. Once captured, promote the availability of data, information, and knowledge management tactics, techniques and procedures, within organizational knowledge structures. Adopt and adapt joint KM methods, practices, and templates at **https://intelshare.intelink.gov/sites/jecc/jpse/KM/SitePages/Launch.aspx**.

2.3.4. Leverage Best Practices. Leverage and share KM best practices, strategies, techniques, and procedures with internal and external mission partners, as appropriate, to improve collective KM practices. Employ those practices to continuously improve performance across the spectrum of defense operations.

2.3.5. Collaboration and Connection. Increase collaboration and discourse by connecting communities of interest to improve the flow of knowledge across the AF. This flow stimulates innovation and reduces the loss of knowledge due to ineffective information flows, personnel moves, retirement, and immature or poorly enforced staff processes.

2.3.6. Records Management. Encourage coordination between records management and KM, combining established records management, information sharing, data storage, and information technology policies with KM best practices in order to promote unity of effort and shared understanding.

2.3.7. KM as a Foundation. Integrate KM requirements into organization information technology governance processes for portfolio management, capital planning, enterprise architecture, business process design, and system development.

2.3.8. Knowledge Access. Incorporate KM and retention considerations into the design, development, enhancement, and implementation of electronic information systems to allow organizational knowledge to be found and accessed wherever it resides, as data stored on the network and as intellectual capital of personnel.

2.3.9. Leverage Enterprise Services. Leverage AF data services and Department of Defense (DoD)/AF enterprise information services to make data visible, accessible, understandable, linked, and trusted; to become a data-driven organization—one that values and leverages data as a strategic asset in all missions and operations to achieve efficiencies, effectiveness, and warfighting or competitive advantages at the speed of operations.

2.3.10. Strategic KM. Link all knowledge activities to a command or mission objective and contribute to effective command decision-making.

Chapter 3

KNOWLEDGE MANAGEMENT ROLES AND RESPONSIBILITIES

3.1. The Office of the Secretary of the Air Force Deputy Chief Information Officer (SAF/CN). SAF/CN is responsible for the AF Knowledge Management (KM) program. Specific responsibilities include:

3.1.1. Establish and oversee AF-wide KM governance structure and processes. KM policies and processes will be:

3.1.1.1. Developed and published to ensure they are responsive to warfighter needs.

3.1.1.2. Applicable to technologies AF personnel use in crisis and steady state across the Total Force (Regular Air Force, Air Force Reserves, and Air National Guard). This may also apply to joint and coalition partners technologies.

3.1.2. Act as the HQ USAF advocate in the Program Objective Memorandum process to ensure funding for systems supporting KM and other resources meets operational requirements, both at home and forward locations.

3.1.3. Manage professional development and utilization of the KM workforce.

3.1.4. Establish KM training for all AF personnel to effectively and efficiently manage data, information and records in support of mission and business processes.

3.2. Air Combat Command (ACC). ACC will serve as the Air Force lead command for KM, to include enterprise information services technologies and information life cycle management as a part of the Cyber Defense plan and strategy. ACC's responsibilities include:

3.2.1. Maintain information technology systems within DoD and industry standards to efficiently support the information life cycle.

3.2.2. Standardize enterprise-level tool suites for the licensing, management and sustainment of information workflow, task management, records management, and dashboard services.

3.2.3. Ensure AF-wide deployment of enterprise information services capabilities to include (but not limited to) deployments of task management and records management capabilities.

3.2.4. Ensure AF KM mission and business processes are compliant with all applicable cybersecurity directives and instructions.

3.2.5. Serve as the overall enterprise information services lead for funding advocacy and establishment of a formal enterprise information services program of record.

3.2.6. Implement KM initiatives and pilots in order to develop the broader AF knowledge sharing culture, empowered by technology.

3.2.7. Serve as the organizational echelon between SAF/CN and base-level Knowledge and Information Management Office (KIMO).

3.2.8. Oversee and manage the Air Force Knowledge Management Capability Working Group (AFKM CWG), including coordination and meetings; serve as site owner for the AFKM CWG SharePoint site.

3.2.9. Monitor other MAJCOM, Component, and base-level KM, IM, and Knowledge and Information Management Cells (KIMC) or Offices (KIMO) activities to see where they need help and promote information sharing and coordination between these organizations. Cell is a joint doctrine term used in AF command and control organization structures; term is also found in the Joint Publication 1-02, Department of Defense (DOD), *Dictionary of Military and Associated Terms*.

3.2.10. Disseminate information related to KM and enterprise information services technologies to other MAJCOM, component HQs, wing, base-level and tenant KM, IM, and KIM Cells or Offices.

3.2.11. Collect and forward training requirements, KM-related best practices, requested policy changes, and other pertinent information to CN.

3.2.12. Develop KM strategy, concept, requirements documentation, and the enterprise information services program of record.

3.2.13. Ensure records management procedures are implemented and sustained for all enterprise storage services.

3.2.14. Ensure technology solutions meet requirements to support discovery capabilities according to DoD 5015.02-STD, *Electronic Records Management Software Applications Design Criteria Standard*.

3.2.15. Implement policy, advocate for resources, and organize, train, and equip staffs to identify, locate, protect, and produce electronically-stored information in response to litigation requirements.

3.2.16. Cooperate with the AF Legal Operations Agency directing actions to locate and preserve electronic records as well as non-record electronically stored information which become subject to a litigation hold.

3.3. Air Force Knowledge Management Capability Working Group (AFKM CWG). The AFKM CWG is a council of KM professionals who are responsible for managing the Air Force KM community. ACC/CYSS serves as the chair for the AFKM CWG. The AFKM CWG will:

3.3.1. Comprise membership from the KM representatives (primary/alternate) of each MAJCOM, component HQs, wing, including Air National Guard and AF Reserve. Typically, the KM representative is the Knowledge Management Officer (KMO) or chief or NCOIC of the KIMC or KIMO at each level.

3.3.2. Represent the KM, IM, and KIMC or KIMO requirements, and interests of their organization on all KM-related matters.

3.3.3. Meet at least monthly (typically via collaboration tools) to review the Air Force KM program, training, and other milestones.

3.3.4. Maintain the AFKM CWG SharePoint site and actively promote peer-level communication between all levels of KM professionals and subject matter experts, to include base-level KM, IM, and KIMCs or KIMO; monitor and use official social networking sites to reply to questions and concerns; disseminate news and information to actively engage communication throughout the KM community.

3.3.5. Collect and forward training requirements, KM-related best practices, requested policy changes, and other pertinent information to the Cyberspace Support Career Field Managers.

3.3.6. Distribute news, information, best practices, and potential solutions to MAJCOM, Component HQs, and wing, including Air National Guard and AF Reserve KM, IM, and KIM Cells or Offices, as applicable.

3.4. MAJCOM, AF component HQs (AFCHQ), and wing Commanders.

3.4.1. **Commander.** Commanders will establish an organizational KM program and KM governance structure to improve the unit and execute the mission. The commander is the Chief Knowledge Officer but typically delegates the KM authority and responsibility to the Chief or Director of Staff. Commander's responsibilities include:

3.4.1.1. Define battle rhythm to support the Combatant Command's or Joint Force Command's and/or its own decision-making requirements.

3.4.1.2. Establish priorities for information gathering/reporting.

3.4.1.3. Approve Commander's Critical Information Requirements (CCIR).

3.4.1.4. Approve KIM annex to any plan.

3.4.2. **Chief or Director of Staff.** The Chief or Director of Staff functions as the key staff integrator. Chief or Director of Staff responsibilities include:

3.4.2.1. Establishment and management of effective, repeatable staff processes to support good operations.

3.4.2.2. Maintain organization's information and knowledge assets; this includes ensuring the life cycle of information within the organization are kept in accordance with prescribed directives. **(T-1)**.

3.4.2.3. Appoint a KMO to assist with developing and executing four KM lines of effort: decision support, process management, KM governance, and a knowledge sharing culture. At the wing-level, the KM Office of the communications squadron may be realigned to or put under the operational control of the Director of Staff or Plans and Programs.

3.4.2.4. Provide governance, vision, leadership, and oversight for the organization's implementation and practice of KM. **(T-1)**.

3.4.2.5. Ensure resources, personnel, and program management functions are available to allow for a successful KM program. **(T-1)**.

3.4.2.6. Work closely with the KMO and supporting KM Cell or Office to ensure active KM integration, education and compliance becomes a common place across the organization. **(T-2)**.

3.4.2.7. Enforce the KIM Plan.

3.4.2.8. Serve as commander's critical information requirement process manager.

3.4.2.9. Approve staff battle rhythm to support the commander's requirements.

3.4.3. **Knowledge Management Officer and KM Cell or Office.** The KMO reports to the Chief of Staff or Director of Staff and is responsible for planning and execution of the KM program. At the installation level, the wing commander may choose to have the KMO report to the Director of Staff or Wing Plans and Programs or dual hat the Director of Staff or Wing Plans and Programs as the KMO. If KM is not realigned to the Wing Director of Staff or Plans and Programs, the communications squadron commander or designated flight chief functions as the KMO also. The KMO will:

3.4.3.1. Serve as the primary integrator of knowledge-related initiatives and directives across the organization's core functions and major responsibilities.

3.4.3.2. Establish and chair the organization's KM CWG, lead development of the KIM Plan in accordance with CJCSM 3130.03A, *Planning and Execution Planning Formats and Guidance.* (**T-0)**.

3.4.3.3. Align KM activities to organization's mission objectives, priorities, and goals. **(T-1)**.

3.4.3.4. Assist the Chief of Staff or Director of Staff with battle rhythm management, reporting requirements, and information flow processes.

3.4.3.5. Analyze data/information needs and improves workflow processes.

3.4.3.6. Leverage AF data services and enterprise information services to make data visible, accessible, understandable, linked, and trusted; to become a data-driven organization—one that values and leverages data as a strategic asset in all missions and operations to achieve efficiencies, effectiveness, and warfighting or competitive advantages at the speed of operations.

3.4.3.7. Integrate KM requirements into organization's information technology governance processes for portfolio management, capital planning, enterprise architecture, business process design, and system development.

3.4.3.8. Ensure users are trained on KM technologies and processes; conducts KM newcomer, exercise, and KM representative training. **(T-1)**.

3.4.3.9. Work with the Communications Planning Team to ensure systems support the KIM Plan in both steady state and contingency operations as well as operations in disconnected operations and contested environments. Responsible for developing the collaboration Primary, Alternate, Contingency and Emergency Plan.

3.4.3.10. Work with MAJCOM or AFCHQ A9 (Director of Studies, Analysis and Assessments and Lessons Learned) to ensure KM lessons observed from assessments, exercises, contingencies, and Inspector General inspections are turned into true lessons learned. At the Wing level, this may be Wing Plans or Inspector General. **(T-1)**.

3.4.3.11. Works with appropriate OPRs (typically MAJCOM or AFCHQ CN and/or A9; Wing Plans or Inspector General) to develop quantitative and qualitative analytic tools to enhance commander's insight and to enable rapid and well-informed decision-making.

3.4.3.12. Facilitate and establish cross-functional tiger teams to develop and report on potential courses of action to address issues identified by the Chief or Director of Staff.

3.4.3.13. Work with the Office of Primary Responsibility(s) for Continuous Process Improvement, learning, and innovation to facilitate continuous improvement, integration, and delivery of KM capabilities and effects.

3.4.3.14. Receive updates from the AFKM CWG, MAJCOM KM CWG, Combatant Commands, and/or Joint Force Command Knowledge Management Working Group (KMWG); and disseminate requirements to subordinate units.

3.4.3.15. Meet at least monthly, typically via collaboration websites/tools and following the AFKM CWG, MAJCOM KM CWG, Combatant Commands, and/or Joint Force Command KMWG to review minutes, discuss training and solicit and submit topics for the next meeting.

3.4.3.16. Maintain the MAJCOM, AF Component HQs, and Wing KM CWG SharePoint site and actively promote peer-level communication between all KM professionals.

3.4.3.17. Collect and forward training requirements, KM-related best practices, requested policy changes, and other pertinent information to the AFKM CWG.

3.4.3.18. Distribute KIM news, information, best practices, and potential solutions to their users, as applicable.

3.4.4. **MAJCOM, AF Component, and Wing KM Capability Working Group (KM CWG).** Each MAJCOM, AF Component, and Wing should establish an enterprise level KM CWG consisting of the KMO or KM Cell rep from each organization to promote shared understanding and unity of effort. At the organization level, the KM CWG consists of the KMO, KM Cell, and KM representatives. As appropriate, invite the Air Operations Center Weapons System, Request for Information, Common Operational Picture, and Security Managers, as well as Foreign Disclosure Officer, and Portal Administrator to participate in KM CWG meetings. The KM CWG will:

3.4.4.1. Build the organization KIM Plan, Strategy, and key performance indicators (metrics).

3.4.4.2. Identify and validate information exchange requirements.

3.4.4.3. Coordinate and resolve knowledge and information management issues.

3.4.5. **MAJCOM and AFCHQ Command Staff Offices and Directorates; Air Operations Center Division Chiefs, Wing Staff Office Chiefs, Group and Squadrons.** These senior leaders will:

3.4.5.1. Define information exchange requirements and enforce the KIM Plan.

3.4.5.2. Appoint in writing seasoned stakeholders to serve as primary/alternate Knowledge Management Representatives (KMR) to the KM CWG.

3.4.5.3. Ensure lessons identified are converted to lessons learned. (T-1).

3.4.5.4. Receive updates from their KMR on process maturity and effectiveness for areas to which they are assigned responsibility.

3.4.6. **Knowledge Management Representatives (KMRs).** KMRs serve as members of the KM CWG tasked with facilitating KM within their respective organizations. The KMRs are key to managing a KM program designed to meet their organization or sections' needs. KMRs will:

3.4.6.1. Keep MAJCOM and AFCHQ Command Staff Office Chiefs and Directors; Air Operations Center Division Chiefs; Wing Staff Office Chiefs, Group and Squadron Commanders apprised of their respective section's KM program and parent organization's requirements.

3.4.6.2. Represent the section at the organization's KM CWG and bring section KM matters to the KM CWG for discussion and assistance

3.4.6.3. Facilitate KIM Plan implementation and continuous process improvement. **(T-3)**.

3.4.6.4. Oversee building and maintenance of section's "Battle Book" (aka continuity book) to reduce knowledge loss with turnover of personnel and to quickly spin up new members and augmentees supporting exercises/contingencies.

3.4.6.5. Leverage KM capabilities to improve process efficiency and effectiveness, knowledge sharing and collaboration internal to the organization and with mission partners. **(T-3)**.

3.4.6.6. Assist organization with capturing, organizing, storing, and sharing information and knowledge to comply with laws, regulations, and policies. **(T-3)**.

3.4.7. **Tiger Teams.** With the approval of the CKO, the KMO facilitates the formation of cross-functional Tiger Teams comprised of SMEs. Their purpose is to develop and report on potential courses of action to address issues identified by the CKO. Teams shall be limited in scope, charter, and duration and will be disestablished when complete. Process improvement events may be used as a substitute.

3.4.8. **Installation Knowledge and Information Management Office (KIMO).** The KIMO located in the installation Communications Squadron has two functions: knowledge and Information Management. Pending approval of the installation commander, KM or KIMO may be realigned/assigned to the Director of Staff or Plans and Programs. Commanders, designated POCs, and Records Professionals, along with the Knowledge Operators, shall assist organizational personnel with conducting searches of and properly preserving information, including electronically stored information. KIMOs will:

3.4.8.1. Be the link between enterprise information services, installation knowledge services, and organizations.

3.4.8.2. Be the Base Records Manager (Privacy Act, Freedom of Information Act, Section 508 of the Rehabilitation Act), Publications/Forms Manager, and Administrative Communications Manager. These are functions of the IM Office/Officer and normally reside with the communications squadron. Note: The Privacy/Freedom of Information Act Officer may be found as a separate position at many locations

3.4.8.3. Develop the Wing KIM Plan in accordance with CJCSM 3130.03A. **(T-0)**.

3.4.8.4. Document support capabilities provided to tenant organizations, geographically separated units, and mission separated units in a Memorandum of Understanding or Memorandum of Agreement.

3.5. Knowledge Workers. All AF employees (to include military, civilians, and contractors) are knowledge workers and essential to the success of the overall mission, to include developing their units into learning organizations by applying KM core competencies, incorporating best practices and innovative solutions into everyday processes. All knowledge workers will:

3.5.1. Apply KM competencies in daily work and seek to improve process efficiency and effectiveness through collaboration, information sharing, KM best practices, and enterprise service tools.

3.5.2. Assist organizations with capturing, organizing, storing, and sharing information and knowledge to comply with laws, regulations, and policies. **(T-1)**.

3.5.3. Actively seek guidance from the KMR for assistance with KIM issues.

3.5.4. Have awareness of the benefits analytics can bring to their area of expertise.

Chapter 4

KNOWLEDGE MANAGEMENT CORE COMPETENCIES

4.1. Requirements.

4.1.1. Training may be locally developed, leveraged from other AF/DoD entities, or acquired from commercial sources as long as course content contains the core competencies to develop service members and civilians.

4.1.2. This guidance provides a minimum set of competencies that KM training programs must include in order to be certified and accepted cross-organizationally throughout the DoD. Organizations are not required, nor expected, to limit themselves to this content but should provide them at a minimum in any developed or acquired training. Units should expand the scope of their content as the mission requires. Required competencies are detailed in **Table A2.1** KM Core Competencies. Understanding how to implement and manage KM responsibilities and duties is gained through learning and applying these core competencies.

4.2. Focus Areas. Training competencies are grouped into five focus areas. The first is based on successful execution of a KM program and the other four are based on outcomes that KM enables.

4.2.1. KM Program Management. KM Program Management. The governance and processes supported by organizational policy, that support the decision cycle, and whose practices are embedded in the culture of the organization's personnel.

4.2.2. Shared Understanding. Collaborative organization approach to improve cross-functional communication and increases organization-wide situational awareness while reducing stove-pipes making data, information and products visible.

4.2.3. Decision Support. An improved process that reduces time to decisions by making data and information available while producing better quality decisions as part of the decision cycle.

4.2.4. Enhance Velocity. Organizations move at a speed dictated by the decision cycle. KM seeks to accelerate and enhance mission and organizational performance by creating effective and efficient decision support while reducing process wastes (i.e., duplication of effort, etc.).

4.2.5. Agile Learning. Create agile learning organizations that produce value by using dynamic and iterative techniques, such as collaboration, cycle time acceleration, rapid solution implementation, feedback reviews and action, and change management to enhance learning and performance.

4.3. Roles.

4.3.1. Leadership. Personnel positioned in decision roles throughout the organization's chain of command. General examples include, but are not limited to: Commander, Director, Division Chief, and Branch Chief. Some key leadership roles that directly control or influence the success of KM in an organization include the Chief of Staff, Chief Knowledge Officer, Chief Information Officer, Chief Data Officer, and Knowledge Management Officer.

4.3.2. KM Practitioner. Personnel officially assigned to a billet whose primary duty description is the delivery of KM services to an organization.

4.3.3. Knowledge Worker. All personnel generating or interpreting information.

4.4. Training Levels.

4.4.1. Training levels convey the expected level of understanding or execution associated with each competency. Each level builds upon previous levels, (i.e. someone with expertise and the ability to train others in an area should inherently have proficiency to execute the competency and awareness of its concepts and ideas). See **Table A2.1** Knowledge Management Core Competencies Table for further information.

4.4.2. Competency Levels.

4.4.2.1. Awareness (A) – General knowledge of concepts and ideas regarding the competency.

4.4.2.2. Proficiency (P) – Ability to execute competency against their tasks without assistance.

4.4.2.3. Expertise (E) – Ability to train and educate others in the competency.

WILLIAM E. MARION II, SES, DAF
Deputy Chief Information Officer

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

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Abbreviations and Acronyms

AF—Air Force

AFCHQ—Air Force Component Headquarters

AFKMCWG—Air Force Knowledge Management Capability Working Group

EA—Enterprise Architecture

IM—Information Management

IMO—Information Management Office or Officer

KIM—Knowledge and Information Management

KIMC—Knowledge and Information Management Cell

KIMO—Knowledge and Information Management Office

KM—Knowledge Management

KMCWG—Knowledge Management Capability Working Group

KMO—Knowledge Management Officer or Office

KMR—Knowledge Management Representative

KMWG—Knowledge Management Working Group

MAJCOM—Major Command

Terms

Capability—The ability the organization needs to deliver requisite products and services and provide value. (Source: DoDI 5000.75, *Business Systems Requirements and Acquisition*). The ability to achieve a desired effect under specified standards and conditions through a combination of means and ways across doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) to perform a set of tasks to execute a specified course of action. (Source: DoDD 7045.20, *Capability Portfolio Management*).

Cell—A subordinate organization formed around a specific process, capability, or activity within a designated larger organization of a headquarters. (Source: Joint Publication 3-33, *Joint Task Force Headquarters*), (JP 3-33).

Collaboration—The interaction among people at two or more locations who are developing knowledge for the same purpose. It may occur face to face in a small group or online using collaborative environments. Collaboration is an excellent means of transferring both tacit and explicit knowledge.

Commander's Critical Information Requirement—An information requirement identified by the commander as being critical to facilitating timely decision-making. (Source: Joint Publication 3-0, (JP 3-0).

Common Operating Picture—A single identical display of relevant information shared by more than one command that facilitates collaborative planning and assists all echelons to achieve situational awareness. (DOD Dictionary. Source: JP 3-0).

Competency—An important skill that is needed to do a job. The ability to do something successfully or efficiently.

Continuous Process Improvement—Principles and tools designed to enable Airmen to change the day-to-day operating style to integrate continuous process improvement into the full spectrum of Air Force operations.

Cyberspace Operations—The employment of cyberspace capabilities where the primary purpose is to achieve objectives or effects in or through cyberspace (JP 3-0). Cyberspace Operations are categorized as Offensive Cyberspace Operations (OCO), Defensive Cyberspace Operations (DCO), and DoD Information Networks (DoDIN) Operations (DoDIN Ops). (Source: Joint Publication 3-12, *Cyberspace Operations*).

Data—value or set of values that provides a representation of facts, concepts, or instructions in a formalized manner suitable for communication, interpretation, or processing by humans or by automatic means any representations such as characters or analog quantities to which meaning is or might be assigned. (Source: DHS Lexicon, Terms) (Additional data can be found at: **https://www.dhs.gov/sites/default/files/publications/18_0116_MGMT_DHS-Lexicon.pdf**. (Also USG Compendium)

Data Management—practice of putting into place policies, procedures and best practices to ensure that data is understandable, trusted, visible, accessible and interoperable Data Management functions include processes and procedures that cover planning, modeling, security, information assurance, access control, and quality. Outcomes of Data Management include the improvement of data quality and assurance, enablement of information sharing within and outside of DHS, and the fostering of data reuse by minimizing data redundancy. (Source: DHS Lexicon, Terms) (Also USG Compendium)

Decision Superiority—better decisions arrived at and implemented faster than an opponent can react, or in a noncombat situation, at a tempo that allows the force to shape the situation or react to changes and accomplish its mission. (Source: Joint Vision 2020 Part a, *America's Military: Preparing for Tomorrow*).

Effect—1. The physical or behavioral state of a system that results from an action, a set of actions, or another effect. 2. The result, outcome, or consequence of an action. 3. A change to a condition, behavior, or degree of freedom. (Source: JP 3-0)

Enterprise Architecture—The explicit description and documentation of the current and desired relationships among business and management processes and supporting resources (e.g., IT, personnel). It describes the "current architecture" and "target architecture," to include the rules, standards, and systems life cycle information to optimize and maintain the environment which the agency wishes to create and maintain by managing its IT portfolio. The Enterprise architecture (EA) must also provide a strategy that will enable the agency to support its current state and also act as the roadmap for transition to its target environment. These transition processes will include an agency's capital planning and investment control processes, agency EA planning processes, and agency systems life cycle methodologies. The EA will define principles and goals and set direction on such issues as the promotion of interoperability, open systems, public access, and compliance with *Government Paperwork Elimination Act*, end user satisfaction, and IT security. The agency must support the EA with a complete inventory of agency information resources, including personnel, equipment, and funds devoted to information resources management and information technology, at an appropriate level of detail.

Enterprise Information Services—A combination of enterprise information technologies and services which provide knowledge management capabilities, such as information discovery, collaboration, tailored presentation, and contextual application.

Functional Integration—Functional integration refers to the mission alignment of full-time and part-time personnel, training, and/or resources within an organization or between organizations. Commanders functionally integrate across the Air Force to maintain readiness and efficiently organize, train, and equip forces.

Information—Facts, data, or instructions in any medium or form. Also the meaning that a human assigns to data by means of the known conventions used in their representation.

Information Dominance—The operational advantage gained from the ability to collect, control, exploit, and defend information to optimize decision-making and maximize warfighting effects. (Source: *Air Force Information Dominance Flight Plan*)

Information Life Cycle—The stages through which information passes, typically characterized as creation or collection, processing, dissemination, use, storage, and disposition.

Information Management—The planning, budgeting, manipulating, and controlling of information throughout its life cycle (CNSSI 4009, *Committee on National Security Systems Glossary*). The function of managing an organization's information resources for the handling of data and information acquired by one or many different systems, individuals, and organizations in a way that optimizes access by all who have a share in that data or a right to that information. Also called **IM**. (Source: JP 3-0)

Knowledge—information being placed in context (human transformation) based on facts and an ascribed meaning (human experience, etc.).

Knowledge (Explicit)—written or otherwise documented knowledge in media that can be organized or stored, whether in digital form or other.

Knowledge (Tacit)—comprehension gained through study, experience, and practice.

Knowledge Management—the discipline focused on integrating people and processes enabled by tools throughout the information life cycle in order to create shared understanding and increase organizational performance and decision-making. (DoD Chief Information Officer is submitting this term and its definition for inclusion in the DoD Dictionary of Military and Associated Terms).

Metadata—Information describing the characteristics of data; data or information about data; descriptive information about an organization's data, data activities, systems, and holdings.

Operational Environment—A composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander.

Outcome—Level of performance or achievement, i.e. impacts, associated with the process or output. Quantification of performance and assessment of the process. Answers, "what difference did it make?"

Record—According to Title 44 United States Code Section 3301, *Definition of records*, the term "includes all recorded information, regardless of form or characteristics, made or received by a Federal agency under Federal law or in connection with the transaction of public business and preserved or appropriate for preservation by that agency or its legitimate successor as evidence of the organization, functions, policies, decisions, procedures, operations, or other activities of the United States Government or because of the informational value of data in them; and (B) does not include— (i) library and museum material made or acquired and preserved solely for reference or exhibition purposes; or (ii) duplicate copies of records preserved only for convenience.

Records Management—Managerial activities involved with respect to records creation, records maintenance and use, and records disposition in order to achieve adequate and proper documentation of the policies and transactions of the federal government and effective and economical management of agency operations. Also called records administration.

Situational Awareness—Immediate knowledge of the conditions of the operation, constrained geographically and in time.

Situational Understanding—The product of applying analysis and judgment to relevant information to determine the relationships among the mission variables to facilitate decision-making.

Workflow—Tasks, procedural steps, organizations or people, required input and output information, and tools needed for each step in a business process.

Attachment 2

KNOWLEDGE MANAGEMENT CORE COMPETENCIES TABLE

Table A2.1. Knowledge Management Core Competencies Table.

Competency	Description	Leader	KM Practitioner	Knowledge Worker
Agile Learning				
Best Practice Identification/ Sharing	A best practice is a method or technique that has consistently shown results superior to those achieved with other means, and that is used as a benchmark. In addition, a "best" practice can evolve to become better as improvements are discovered.	A	P	A
Change Management	Change Management refers to any approach to transitioning individuals, teams, and organizations using methods intended to re-direct the use of resources, business process, budget allocations, or other modes of operation that significantly reshape an organization. Organizational Change Management considers the full organization and what needs to change.	A	P	-
Critical Thinking	Critical thinking is the ability to think clearly and rationally about what to do or what to believe. It includes the ability to engage in reflective and independent thinking. Someone with critical thinking skills is able to understand the logical connections between ideas.	A	P	A
Knowledge Capture	Knowledge capture is the process of gathering, collecting, and codifying an organization's knowledge and know-how so that it can be	P	E	P

	stored, shared, reused, and leveraged. It is the act of taking tacit (in our heads) knowledge and making it explicit (written down for others).			
Lessons Learned	As a practice, lessons learned includes the processes necessary for identification, documentation, validation, and dissemination of lessons learned. Utilization and incorporation of those processes includes identification of applicable lessons learned, documentation of lessons learned, archiving lessons learned, distribution to appropriate personnel, identification of actions that will be taken as a result of the lesson learned, and follow-up to ensure that appropriate actions were taken.	P	P	P
Decision Cycle				
7-min Drills	A written charter for a meeting, usually in single slide in a concise format that is used to "explain...why a particular cross-functional staff element/event is necessary and how it supports the commander's decision cycle…." 7-min drills capture purpose and authority, agenda, proposed membership, event location and timing, required product inputs and outputs and are the building blocks for battle rhythm mapping.	A	E	A

Battle Rhythm Mapping/ Management	A deliberate daily cycle of command, staff, and unit activities intended to synchronize current and future operations. Establishing a battle rhythm management and change control process that requires JTF proponents for cross-functional staff elements to justify event establishment or modification is essential to create deliberate human interaction that supports the development of new knowledge and create decisions.	A	E	A
Decision Support Systems	A decision support system (DSS) is an information system that supports business or organizational decision-making activities. DSSs serve the management, operations and planning levels of an organization (usually mid and higher management) and help people make decisions about problems that may be rapidly changing and not easily specified in advance—i.e. unstructured and semi-structured decision problems. Decision support systems can be either fully computerized or human-powered, or a combination of both.	A	P	A
Knowledge/Concept Mapping	A knowledge map is a visual representation of an organization's knowledge resources. While process maps answer the 'How' and 'What'; knowledge maps answer the 'Who', 'Where' and 'When'.	A	E	A

Meeting Management	Meetings are an essential part of the life of every organization and your ability to run effective meetings with your management skills is a critical part of your success in meeting management. Topics would include things such as setting agendas, time management, task recap, and help to ensure meetings provide results and don't just suck up time.	P	E	P
Enhance Performance				
Analytics	Analytics is the discovery and communication of meaningful patterns in data. Especially valuable in areas rich with recorded information, analytics relies on the simultaneous application of statistics, computer programming and operations research to quantify performance. Analytics often favors data visualization to communicate insight.	A	P	-
Continuous Process Improvement	Continuous improvement as a gradual never-ending change which is: "... focused on increasing the effectiveness and/or efficiency of an organization to fulfil its policy and objectives. It is not limited to quality initiatives. Improvement in business strategy, business results, customer, and employee-supplier relationships can be subject to continual improvement. Put simply, it means 'getting better all the time'."	A	P	-

Expertise Tracking/Marketing	Skills management is the practice of understanding, developing and deploying people and their skills. Well-implemented skills management should identify the skills that job roles require, the skills of individual employees, and any gap between the two. Marketing and sharing of these skills across the enterprise encourages collaboration and performance improvement.	P	P	P
Innovation Management	Innovation management includes a set of tools that allow managers and engineers to cooperate with a common understanding of processes and goals. Innovation management allows the organization to respond to external or internal opportunities, and use its creativity to introduce new ideas, processes or products.	P	P	P
KM Assessments	Leveraging KM maturity models against utilization of KM principles across the organization.	-	E	-
Knowledge Engineering	Knowledge engineering (KE) refers to all technical, scientific/social aspects involved in building, maintaining, and using knowledge-based systems.	-	P	-
Metrics and Measurement	Developing and applying objective qualitative and quantitative measures (Measures of Performance & Measures of Effectiveness) through the lens of a maturity model as an assessment tool. Posture the AF in applying knowledge management as a	A	P	A

	critical enabler to multi-domain command and control.			
Project Management	Awareness of project management body of knowledge aspects most useful to performance improvement, to include scope statement, and work breakdown structure.	-	A	-
Roles/Responsibility Capture (RACI)	A RACI chart is a matrix of all the activities or decision-making authorities undertaken in an organization set against all the people or roles. At each intersection of activity and role it is possible to assign somebody responsible, accountable, consulted or informed for that activity or decision.	A	E	P
Task Tracking Methodologies	KM is often asked to define and design task trackers. Ensure process owners and stakeholders are involved in definition and design. Apply best practices and lessons learned to ensure tools meet the need.	A	P	A
Work methodology (agile, Kanban, capture)	These work methods are an iterative and incremental method of management. They focuses on helping teams in an evolving landscape and maintaining a focus on the rapid delivery of business value. The methodologies used in Agile processes (Scrum, XP, Kanban, and others) all follow the Agile Manifesto that is based on continuous improvement, flexibility, input of the team, and the delivery of results with high quality.	A	E	P

KM Program Management				
Establishment of KM Battle Rhythm events	Establishment of a KM Working Group and KM Board to synchronize with the overall organization battle rhythm to endorse and support KM implementation and initiatives.	A	E	-
KM Doctrine	Provide a breakdown of key elements in all levels of your organizational chain of command that espouse KM principles. This should be a set of KM values such as a focus on sharing knowledge, connecting people to expertise, promoting trust, and mutual understanding.	A	E	P
KM Fundamentals	Describe knowledge management theory, the relationship between KM, IM, and DM, a culture of sharing, and strategic learning. May include a history of knowledge management, descriptions, concepts, and definitions related to KM.	A	E	A
KM Governance	There various references and prescriptive guidance from higher organizations relating to execution of KM. Various JP, CJCS publications, and service documents refer to elements of KM execution and its importance to organization performance.	A	E	-
KM Plan/Strategy	A Knowledge Management plan takes the broad topic of Knowledge Management, and turns it into a specific definition, tailored for the organization, of who should be doing what, by when, using which tools, in order to manage knowledge for the benefit of mission tasks, and	A	E	-

	for the benefit of the organization at large.			
KM Roles	Stratification and identification of individuals from leadership through action officer who will manage and execute KM throughout and organization and up and down their chain of command. These can include, but are not limited to Chief of Staff (CoS), Chief Knowledge Officer (CKO), Knowledge Management Officer (KMO), KM Specialist, KM Representatives, or KM Engineers.	A	E	A
KM Training	Development, implementation, and maintenance of KM oriented training to your organization.	-	E	-
Knowledge Worker Concept	A knowledge worker is anyone who works for a living at the tasks of developing or using knowledge. For example, a knowledge worker might be someone who works at any of the tasks of planning, acquiring, searching, analyzing, organizing, storing, programming, distributing, marketing, or otherwise contributing to the transformation and commerce of information and those (often the same people) who work at using the knowledge so produced.	P	E	P
Leadership Endorsement/ Support	Educating the Chief of Staff and other senior leaders about the importance of KM to the decision cycle and	-	P	-

	organizational performance in order to get buy in for resources and policy support.			
Shared Understanding				
Brainstorming Methods	A framework of processes to aid in spontaneous group discussion to produce ideas and ways of solving problems that is all inclusive while generating high volumes of ideas in a short period of time. It should also include methods for sorting, grouping, and prioritizing ideas for action.	A	E	A
Collaboration Tools & Environments	A collaboration tool or environment helps people to collaborate. The purpose of a collaboration tool or environment is to support a group of two or more individuals to accomplish a common goal or objective they have set themselves. Collaboration tools or environments can be non-technological in nature such as paper, flipchart, post-it notes, whiteboards, and open seating environments or purely based on computer systems. Something even more common these days are tools enabled through complex and often web-based collaborative software like Wiki or SharePoint that perfectly integrate in an agile work environment and make us more efficient. The Collaborative Information Environment (CIE) is part of this competency.	A	E	P

Communication Plans	A communication plan is a policy-driven approach to providing stakeholders with information. The plan formally defines who should be given specific information, when that information should be delivered and what communication channels will be used to deliver the information.	A	P	A
Communication Skills	Communication skills is an umbrella term covering several specific types of skills involved in receiving messages and effectively delivering them to others. Primary skills that involve communication include listening, articulation, a confident presence, nonverbal strategies and interpersonal interaction. These skills are essential in tasks such as exit interviews which capture tacit knowledge from departing personnel.	-	P	-
Communities of Practice (virtual/physical)	A community of practice is a group of people who share a craft and/or a profession. It can evolve naturally because of the members' common interest in a particular domain or area, or it can be created deliberately with the goal of gaining knowledge related to a specific field.	A	P	A
Content Management	Content management, is a set of processes and technologies that supports the collection, managing, and publishing of information in any form or medium. When stored and accessed via computers, this information may be more specifically referred to as	A	E	P

	digital content, or simply as content.			
Dashboards	Dashboards are single screens with critical information which give your users a unified view of the data that matters. KM assists in the design process of dashboard content in support of decision-making. This is requirements development oriented and NOT technical implementation.	A	P	A
Knowledge Dissemination	The transfer of knowledge within and across settings, with the expectation that the knowledge will be "used" conceptually (as learning, enlightenment, or the acquisition of new perspectives or attitudes) or instrumentally, (in the form of modified or new practices.) Some other outcomes include: (1) increased awareness; (2) ability to make informed choices among alternatives; and (3) the exchange of information; materials or perspectives.	P	E	P
Portal Content Design	Assist in the design process of information portals to increase awareness, understanding, and support leaning forward in decision-making. This is requirements support and NOT technical implementation, but a good understanding of what information supports unit mission awareness and decision elements is essential.	A	P	A

Social Business Platforms	Forms of electronic communication (such as websites for social networking and microblogging) through which users create online communities to share information, ideas, personal messages, and other content (such as videos). Tools such as SharePoint come built in with social networking features that aid groups in building communities of practice on the fly and increasing awareness of organization activity while bonding teams together. NOTE: The platforms do not include capabilities described in DoDI 8550.01 under PAO purview.	A	E	P
Visualization of Information	Assisting in the presentation of information in a consumable form that aids shared awareness, understanding, and decision-making by reducing the cognitive burden on people for processing and fusing data by doing data analytics in a way that works for them (user-centered design). Such presentations increase process effectiveness, efficiency, decision quality and flow, as well as collaboration. Includes PowerPoint and other collaborative tools.	A	E	P