

GOV-16: Knowledge management (KM) has been operationalized by implementing KM processes and procedures.					As of: 30 Jan 2012 Working Copy			
Criteria	Criteria Guidelines	References	Required Documents	Applicability				Mandatory Comments
				CoE	School/College	TR	NCOA	

Formatted: Font: Arial Narrow, Not Bold

Formatted Table

* Schools also apply to non-TRADOC schools

Criterion 16a: The degree and level that a formal KM office/initiative has been implemented. 16a(1): Establish a core KM capability to facilitate the management of the Organization's knowledge and intellectual capital.	16a(1): Review organizational information to identify: when KM office/ initiative was established; KM staff roles and training; leadership's support/ involvement and the KM office/initiative reporting chain; who is the POC for the KM office/initiative, their position and who they report to; collaborative tools being used; how KM office/initiative engages with organizations to inform them of the KM program; how the KM office/initiative is resourced (e.g., permanent TDA positions with baseline budget support, temp/term positions, UFR budget support, overhires).	TRADOC and local Campaign/ Strategic Plans; AKM Principles	Local KM Strategy, Policy or Guidance (either integrated or stand-alone)	X	X			Met - For the initial review, if a KM office/initiative has been established at any level this is considered met. This would include a KM strategy plan and documentation to support reporting outcomes and successes of KM and collaboration efforts. For future reviews, the organization is at a maturity level between 2 and 3 and can document and demonstrate efforts to incorporate KM practices and concepts.
16a(2): Have a documented local KM implementation strategy.	16a(2): Review the organization's: process for developing their plan, their methodology, and stakeholders involved including leadership, and an articulation of the way ahead/execution; the self assessment process and how they update their plan; and their engagement strategy to communicate their KM strategy.	TRADOC and local Campaign/ Strategic Plans; TRADOC CKO Strategic Plan; Implementing the AKM Principles, HQDA Memo, 15 Jan 2009	Local KM Strategy, Policy or Guidance (either integrated or stand-alone); KM communication strategy	X	X			Met/with comments - For the initial review, an established KM office/initiative at any level meets this standard. If they do not have a written KM strategy plan or documentation to support reporting outcomes, this would be met with comments. For future reviews, if organization is at a Level 1 and can demonstrate application of basic knowledge management practices and concepts into the organization, then would be met with comments. Unmet - This standard is not met if there is no KM office/initiative. Any future plans to establish the KM office/initiative can be documented under comments to capture the historical perspective for future
16a(3): Demonstrate an effective professional development plan for KM professionals.	16a(3): Review the organization's positions and functions occupied by KM professionals and how long they been in these positions and functions, what training they have received and the training recommendation with specific outcomes. Review the description and list of competencies for its knowledge professionals, with increasing levels and descriptions, and ensure it's in accordance with TRADOC KM training guidelines.	TRADOC and local Campaign/Strat egic Plans; TRADOC KM Education and Training Guidelines	Tailored KM Professional development plans	X	X			
16a(4): Demonstrate an overall employee (i.e., KM practitioner) development concept.	16a(4): Review the organization's: approach for KM briefings for new employees; approach for tailored KM briefing and classes for the following (at a minimum): (1) Content Management, (2) Process Improvement, (3) Collaboration, (4) Change	TRADOC and local Campaign/Strat egic Plans;	KM Briefings and other KM training materials;	X	X			

Formatted: Font: Arial Narrow

Formatted Table

Formatted: Font: Arial Narrow

Formatted: Font: Arial Narrow

Formatted: Font: Arial Narrow

Formatted: Font: Arial Narrow, 10 pt, Check spelling and grammar

Formatted: Centered

Formatted: Font: Arial Narrow, 10 pt

GOV-16: Knowledge management (KM) has been operationalized by implementing KM processes and procedures.					As of: 30 Jan 2012 Working Copy		
Criteria	Criteria Guidelines	References	Required Documents	Applicability			Mandatory Comments
				CoE	School/College	TR NCOA	

Formatted Table

Formatted: Font: Arial Narrow, Not Bold

* Schools also apply to non-TRADOC schools

	Management, (5) Using KM Technology/Tools, and (6) Critical & Creative Thinking; and how they market and participate in the TRADOC KM training programs.	TRADOC KM Education and Training Guidelines	participation data for TRADOC KM training programs.				reviews. The following should be used to assess maturity: <u>Level One:</u> (a) KM office/initiative is beginning or has just begun; (b) Minimal manning; (c) Needing training; (d) Some leadership support/funding is for limited time <u>Level Two:</u> (a) KM office/initiative is established within last three to five years with one or two dedicated positions; (b) Staff have received some KM training; (c) Operating with some KM tools (COP, technological collaboration tool); (d) Minimal program/funding support; (e) Minimal engagement with others to inform them of the KM program <u>Level Three:</u> (a) KM office well established, five to seven years in existence with three or more dedicated positions; (b) Offers internal KM training; (c) Offers support to customers, operates multiple KM Enterprise level tools; (d) Integrated into command staff, supported by leadership with KM initiatives priority for funding and support <u>Level Four:</u> (a) Fully operational and established over seven years; (b) Located on the Commanding
--	--	---	---	--	--	--	---

Formatted: Font: Arial Narrow

Formatted: Font: Arial Narrow, 10 pt, Check spelling and grammar

Formatted: Centered

Formatted: Font: Arial Narrow, 10 pt

GOV-16: Knowledge management (KM) has been operationalized by implementing KM processes and procedures.					As of: 30 Jan 2012 Working Copy			
Criteria	Criteria Guidelines	References	Required Documents	Applicability				Mandatory Comments
				CoE	School/College	TR	NCOA	

Formatted: Font: Arial Narrow, Not Bold

Formatted Table

* Schools also apply to non-TRADOC schools

								General's staff; (c) Internal collaboration capability maximized by command; (d) Can demonstrate support for all mission lines of effort (e.g., training, capability development, training support, mission support).
Criterion 16b: Degree to which improvements to training, education, and capability development products within the Organization are realized due to implementing KM practices and concepts. 16b(1): Ensure design, codification and implementation of KM specific training and education is in accordance with TRADOC KM training guidelines.	16b(1): Review the organization's documentation on: how their KM specific training and education program support is applied/ modified to support specific training, capability development, training support, and mission support efforts: when and what type of KM specific training has been provided; and that KM training and education is included in the local KM strategy.	TRADOC and local Campaign/Strategic Plans; TRADOC KM Education and Training Guidelines	Local KM Strategy that includes training; List of training provided	X	X			Met – There is documentation that describes the local KM training strategy as well as the processes and ongoing implementation efforts to help make KM practices/concepts/content management available for integration into training, education, and capability development. Met/with comments – Strategies and processes can be described by staff but have not been documented or implementation efforts have not yet begun. There should be a plan to document the process. Unmet – This standard is not met if specific strategies and processes are not documented nor can be described by staff. Plans to develop and document processes should be captured to provide a historical perspective for future reviews.
16b(2): Ensure KM practices/concepts are made available for integration into training, education, and capability development processes.	16b(2): Review the organization's availability of KM specific products, tools, or references; and how KM practices/concepts are sustained and monitored.	TRADOC and local Campaign/Strategic Plans; TRADOC KM Education and Training Guidelines	Local KM Strategy that includes training; List of KM specific products, tools or references provided	X	X			Maturity Level of Content

Formatted: Font: Arial Narrow

Formatted: Font: Arial Narrow

Formatted: Font: Arial Narrow, 10 pt, Check spelling and grammar

Formatted: Centered

Formatted: Font: Arial Narrow, 10 pt

GOV-16: Knowledge management (KM) has been operationalized by implementing KM processes and procedures.						As of: 30 Jan 2012 Working Copy		
Criteria	Criteria Guidelines	References	Required Documents	Applicability				Mandatory Comments
				CoE	School/College	TR NCOA	RC	

Formatted Table
Formatted: Font: Arial Narrow, Not Bold

* Schools also apply to non-TRADOC schools

16b(3): Demonstrate the ability to collaborate using approved enterprise level architecture, collaborative tools and technologies.	16b(3): Review documentation that demonstrates: the organization has access to more than one collaborative technique and has access to documentation indicating the appropriate approach towards using that technique; the organization uses, if appropriate, forums, practices, and initiatives to support larger collaborative efforts; a policy that addresses the security of information with the goal of moving from a culture of "need to know" to one of "need to share."; their "return on investment" (ROI) methodology; how they internally manage KM efforts within their organization, and how learning model principles (such as collaborative tools and processes for problem-centered learning, enterprise-wide collaboration, and feedback on effectiveness of learning outcomes) are being implemented to sustain adaptation and relevance..	TRADOC and local Campaign/Strategic Plans; AKM Principles	Local KM Strategy that identifies collaborative tools and technologies used.	X	X			Management: a. <u>Level 1:</u> (a) Organization tends to operate mostly in "need to know" stovepipes - minimum "responsibility to share" efforts, (b) large majority of employees do not understand or appreciate a viable content management approach, (c) Most of the organization's content is located on shared drives or on individual's hard drives; (d) emailing documents is the primary content management approach, (e) No evidence of an organizational content management plan; inconsistent approach across the organization.
16b(4): Employs appropriate content management procedures	16b(4): Review the organization's documentation, policies and practices to determine: if the organization follows appropriate content management policy and regulations, e.g., TRADOC Content Management Plan; if access to information for collaborative use is inhibited or facilitated by the organization; the process for ensuring content is registered in accordance with regulations; if the required content for training & education classes is available online (including on-demand learning) and secure (where appropriate); if the organization has a capability to facilitate easy access to content to support mission requirements and at point of need throughout an individual's career; what content management capabilities the organization currently employs; and if the organization trains employees on effective content management?	AKM Principles: TRADOC Content Management Plan: AR 25-30, TR 350-70, Appendix B	Local Content Management Plan.	X	X			b. <u>Level 2:</u> (a) Organization operates in "need to know" stovepipes but can demonstrate some efforts to collaborate on content, (b) while most employees do not understand or appreciate a viable content management approach, the organization can demonstrate some employees who do work under proven content management concepts, (c) Most of the content is located on shared drives but the organization can demonstrate efforts to place
16b(5): Document enhancements to mission based on use of KM concepts.	16b(5): Review the organization's documentation that demonstrates: their methodology for identifying how they will support an initiative or strategy; their methodology for measuring and reporting outcomes of each initiative or strategy; and whether	TRADOC and local Campaign/Strategic Plans; AKM	Local KM Strategy, Policy or Guidance (either	X	X			

Formatted: Font: Arial Narrow
Formatted: Font: Arial Narrow
Formatted: Font: Arial Narrow

Formatted: Font: Arial Narrow

Formatted: Font: Arial Narrow
Formatted: Font: Arial Narrow

Formatted: Font: Arial Narrow
Formatted: Font: Arial Narrow, 10 pt, Check spelling and grammar
Formatted: Centered
Formatted: Font: Arial Narrow, 10 pt

GOV-16: Knowledge management (KM) has been operationalized by implementing KM processes and procedures.					As of: <u>30 Jan 2012</u> <u>Working Copy</u>			
Criteria	Criteria Guidelines	References	Required Documents	Applicability				Mandatory Comments
				CoE	School/College	TR NCOA	RC	

Formatted: Font: Arial Narrow, Not Bold

Formatted Table

* Schools also apply to non-TRADOC schools

	feedback on improvement and best practices for KM processes have been provided to TRADOC HQ CKO office.	Principles	integrated or stand-alone); Feedback provided to TRADOC HQ CKO on improvement/ best practices					content in enterprise-wide tool (i.e., AKO), (d) Organization can demonstrate efforts to centralize content and allow access from outside their respective "stovepipe", (e) The organization has an informal and somewhat effect content management program with no formal governance effort. c. <u>Level 3:</u> (a) Organization has begun to establish a "responsibility to share" environment but still has residual stovepipes to overcome, (b) a basic content management training capability is available to help employees but is not sufficiently mature, (c) the organization is moving to an enterprise-wide content management capability but it is not sufficiently mature, (d) the organization is expanding access to content on its an enterprise-wide content management capability but it is not sufficiently mature, (e) Some of the organization's subordinate units have an effective content management program but do not follow a standardized governance
--	---	------------	---	--	--	--	--	---

Formatted: Font: Arial Narrow

Formatted: Font: Arial Narrow

Formatted: Font: Arial Narrow, 10 pt, Check spelling and grammar

Formatted: Centered

Formatted: Font: Arial Narrow, 10 pt

GOV-16: Knowledge management (KM) has been operationalized by implementing KM processes and procedures.						As of: 30-Jan-2012 Working Copy		
Criteria	Criteria Guidelines	References	Required Documents	Applicability				Mandatory Comments
				CoE	School/College	TR NCOA	RC	

Formatted: Font: Arial Narrow, Not Bold

Formatted Table

* Schools also apply to non-TRADOC schools

								plan. d. Level 4: (a) Organization has an established a "responsibility to share" environment, (b) a robust content management training capability is available to help employees, (c) the organization has moved to an enterprise-wide content management capability, (d) most of the organization's content is accessible on their enterprise-wide content management capability, (e) the organization has an effective content management program which follows a standardized governance plan.
Criterion 16c: Degree that Warfighter forums (WfFs) and knowledge networks (KNs) are being used to support engagement and collaboration with the Operational and Generating Force. 16c(1): Document and demonstrate the concept	16c(1): Review the organization's documentation to determine: if a WfF/KN professional forum facilitator is being utilized to manage the effort; if the organization monitors the health of their forum through basic metrics; if the WfF/KN supports various community of practice sub-topics; if the organization shares lessons learned generated through the WfF or from other agencies; and if the WfF/KN supports the organization's efforts in responding to operational changes and feedback on the effectiveness of its learning outcomes?	TRADOC WFF TASKORD IN505866 (13June2008)	Local WfF/KN plans		X	X		Met – For the initial review if a WfF/KN has been established at any level this is considered met. For future reviews, the organization is at a maturity level between 2 and 3 and can document and demonstrate the capability to share knowledge with curriculum and capability developers. Met/with comments – For the initial

Formatted: Font: Arial Narrow

Formatted: Font: Arial Narrow

Formatted: Font: Arial Narrow

Formatted: Font: Arial Narrow, 10 pt, Check spelling and grammar

Formatted: Centered

Formatted: Font: Arial Narrow, 10 pt

GOV-16: Knowledge management (KM) has been operationalized by implementing KM processes and procedures.					As of: 30 Jan 2012 Working Copy			
Criteria	Criteria Guidelines	References	Required Documents	Applicability				Mandatory Comments
				CoE	School/College	TR NCOA	RC	

Formatted Table
Formatted: Font: Arial Narrow, Not Bold

* Schools also apply to non-TRADOC schools

behind the development and utilization of the Organization's WfF/KN.								review an established WfF/KN at any level meets this standard. If there is no documented plan that describes the areas identified in the standard, this would be met with comments. For future reviews, if organization is at a minimum of a Level 2 and can demonstrate basic knowledge sharing processes, then would be met with comments.
16c(2): Demonstrate the process where data & information generated from the WfF/KN is provided or made accessible to the Organization's training and capability development organizations.	16c(2): Review organization's information that provides: a documented process that takes knowledge taken from WfF/KN and makes accessible for curriculum and capability developers to adapt learning to support career and operational needs; and a capability to demonstrate the process to share WfF/KN knowledge with other CoEs/Schools.	TRADOC WFF TASKORD IN505866 (13June2008)	Local WfF/KN plans	X	X			Unmet – No capability or plans for a WfF/KN or demonstrated knowledge sharing processes.
16c(3): Demonstrate the Organization's collaborative ability in effectively & efficiently collecting, codifying and sharing information and knowledge across internal and external organizational boundaries in a rapid & responsive manner.	16c(3): Review documentation that demonstrates the organization's: collaborative programs that support all aspects of the organization's mission (e.g., collaboration with soldiers and experts, training, capability development, training support, mission support) commensurate with resources; and enhancements to programs due to collaboration.	TRADOC and local Campaign/Strategic Plans; AKM Principles	Collaboration success stories	X	X			Maturity Level of WfF/KN: <u>Level 1:</u> (a) WfF/KN is forming, lacks developed organizational structure; (b) Lack of evidence or documentation to indicate knowledge sharing; (c) Lack of knowledge management support for customers <u>Level 2:</u> (a)WfF/KN is established and organized; (b)Can provide evidence or documentation to indicate knowledge sharing; (c) Provides knowledge management support for customers to include SME support <u>Level 3:</u> (a) Evidence or documentation of expanded

Formatted: Font: Arial Narrow

Formatted: Font: Arial Narrow, 10 pt, Check spelling and grammar

Formatted: Centered

Formatted: Font: Arial Narrow, 10 pt

GOV-16: Knowledge management (KM) has been operationalized by implementing KM processes and procedures.					As of: 30-Jan-2012 Working Copy		
Criteria	Criteria Guidelines	References	Required Documents	Applicability			Mandatory Comments
				CoE	School/College	TR NCOA	

Formatted: Font: Arial Narrow, Not Bold

Formatted Table

* Schools also apply to non-TRADOC schools

							<p>knowledge sharing and/or knowledge management support for customers to include SME support; (b) Evidence that the WfF/KN is integrated with the subject matter school house; (c) WfF/KN is being used to vet doctrine and lessons learned</p> <p><u>Level 4:</u> (a) In addition to above, WfF/KN is supported with multiple Army Enterprise level tools; (b) Evidence/documentation indicates WfF/KN reach back from the field occurs with support and/or response; (c) Evidence/documentation that multiple forums are run.</p>
--	--	--	--	--	--	--	--

Formatted: Font: Arial Narrow

Formatted: Font: Arial Narrow

Formatted: Font: Arial Narrow, 10 pt

Formatted: Font: Arial Narrow, 10 pt, Check spelling and grammar

Formatted: Centered

Formatted: Font: Arial Narrow, 10 pt