

GOV-16: Knowledge management (KM) has been operationalized by implementing KM processes and procedures.		As of: 22 Sept 11
QAO Job Aide		
Criteria	Criteria Guidelines	Indicators
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 & intellectual capital.	<ul style="list-style-type: none"> • When was your KM office/initiative established? Describe the operation to include leadership's support/involvement and KM office/initiative reporting chain. • Who is the POC for the KM office/initiative? What is their position? Who do they report to? • Describe the KM office/initiative to include staff, their roles and any training? • What collaborative tools are being used? • How is the KM office/initiative resourced (e.g., permanent TDA positions with baseline budget support, temp/term positions, UFR budget support, overhires)? • Describe how KM office/initiative engages with organizations to inform them of the KM program?
	16a(2): Have a documented local KM implementation strategy.	<ul style="list-style-type: none"> • Is there a plan documenting the development and "way ahead" for the program? Does it address "ends (current and future states)," "means (resources such as people, processes and tools)," and "ways (courses of action to close the gap)"? • How is the plan being maintained? Describe the collaborative process used to maintain the plan. • How is the KM strategy communicated? <p>The organization should be able to demonstrate:</p> <ol style="list-style-type: none"> a. The process for developing their plan, their methodology, and stakeholders involved including leadership, and an articulation of the way ahead/execution. b. The self assessment process and how they update their plan. c. The engagement strategy to communicate their KM strategy.
	16a(3): Demonstrate an effective professional development plan for KM professionals.	<ul style="list-style-type: none"> • What positions and functions are occupied by KM professionals and how long have they been in these positions and functions? • What training have they received? • Is there a documented training recommendation with specific outcomes? <p>Local CKO office should provide a description and list of competencies for its knowledge professionals, with increasing levels and descriptions, in accordance with TRADOC KM training guidelines.</p>
	16a(4): Demonstrate an overall employee (i.e., KM practitioner) development concept.	<ul style="list-style-type: none"> • Is basic information briefing on KM available for all new employees? • Does the organization have tailored KM briefings or classes for respective areas such as content management, process improvement, collaboration, leading change, KM technology (e.g., AKO, SharePoint, DCO), critical/creative thinking? • Do employees have access to and participate in the TRADOC KM training programs and courses? <p>The organization should be able to demonstrate:</p> <ol style="list-style-type: none"> a. Their approach for KM briefings for new employees. b. Their approach for tailored KM briefing and classes for the following (at a minimum): (a) Content Management, (2) Process Improvement, (3) Collaboration, (4) Change Management, (5) Using KM Technology/Tools, and (6) Critical & Creative Thinking.

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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.	<p>c. How they market and participate in the TRADOC KM training programs.</p> <ul style="list-style-type: none"> • Is knowledge management training incorporated to support an organization's training, education, and capability development efforts? • Can the MSO/COE/School demonstrate how KM techniques are used in support of their subordinate or supported organizations? • Is KM training and education incorporated into the local KM strategy? <p>The organization should be able to demonstrate:</p> <ol style="list-style-type: none"> a. How their KM specific training and education program support is applied/modified to support specific training, capability development, training support, and mission support efforts. b. Documentation indicating when and what type of KM specific training has been provided. c. KM training and education is included in the local KM strategy.
	16b(2): Ensure KM practices/concepts are made available for integration into training, education, and capability development processes.	<ul style="list-style-type: none"> • What KM specific products, tools, or references (locally produced or Army provided) have been identified/provided to support users in their daily work efforts? • Does the KM initiative/office have a process/program to monitor the adoption of KM practices/concepts into training, education, and capability development processes? • Does the KM initiative/office have a process to correct/address gaps in applying appropriate KM practices/concepts? <p>The organization should be able to demonstrate:</p> <ol style="list-style-type: none"> a. The availability of KM specific products, tools, or references. b. How KM practices/concepts are sustained and monitored.
	16b(3): Demonstrate the ability to collaborate using approved enterprise level architecture, collaborative tools and technologies.	<ul style="list-style-type: none"> • Do organizations rely on one particular collaborative technique (i.e., email) or is their evidence of the use of a broader base of capabilities? • Do organizations have established forums, practices, and initiatives to support large collaborative efforts? • Do organizations measure the execution of their collaborative efforts to determine the effectiveness of their work (i.e., return on investment (ROI))? • Do subordinate organizations identify a person as their Knowledge Management lead/coordinator? <p>The organization should be able to demonstrate:</p> <ol style="list-style-type: none"> a. Organizations have access to more than one collaborative technique and have access to documentation indicating the appropriate approach towards using that technique. b. Organizations use, if appropriate, forums, practices, and initiative to support larger collaborative efforts. c. A policy that address the security of information; goal is to move from a culture of "need to know" to one of "need to share." d. Their "return on investment" (ROI) methodology.

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	<p>16b(4): Employs appropriate content management procedures.</p>	<p>e. How they internally manage KM efforts within their organization.</p> <ul style="list-style-type: none"> • Does the organization follow appropriate content management policy and regulations, e.g., TRADOC Content Management Plan? • Is access to information for collaborative use inhibited or facilitated by the organization? • What is the process for ensuring content is registered in accordance with regulations? • Is the required content for training & education classes available online and secure (where appropriate)? • Does the organization have a capability to facilitate easy access to content to support mission requirements? • What content management capabilities does the organization currently employ? • Does the organization train employees on effective content management? <p>Maturity Level of Content Management:</p> <p>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.</p> <p>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 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.</p> <p>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 plan.</p> <p>d. <u>Level 4</u>: (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</p>

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		<p>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.</p>
	16b(5): Document enhancements to mission based on use of KM concepts	<ul style="list-style-type: none"> • How does the organization identify potential initiatives that will be enhanced by KM efforts? • Does the organization have a program to measure and report outcomes of each initiative or strategy? • How are lessons learned exploited for new initiatives or strategies? • Is there documentation indicating that outcomes are being submitted to TRADOC HQ CKO office? <p>The organization should be able to demonstrate:</p> <ol style="list-style-type: none"> a. Their methodology for identifying how they will support an initiative or strategy. b. Their methodology for measuring and reporting outcomes of each initiative or strategy. c. Feedback on improvement and best practices for KM processes provided to TRADOC HQ CKO office.
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 behind the development and utilization of the Organization's WfF/KN.	<ul style="list-style-type: none"> • Is a WfF/KN professional forum facilitator being utilized to manage the effort? • Does the organization monitor the health of their forum through basic metrics? • Does the WfF/KN support various community of practice sub-topics? • Does the organization share lessons learned generated through the WfF or from other agencies?
	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.	<ul style="list-style-type: none"> • How is knowledge collected from WfF/KN provided to or accessible to curriculum developers? • What is the process to share WfF/KN knowledge between CoEs/Schools? • How is knowledge collected from WfF/KN provided to or accessible to capability developers? <p>The organization should be able to demonstrate:</p> <ol style="list-style-type: none"> a. A documented process that takes knowledge taken from WfF/KN and makes accessible for curriculum and capability developers. b. Capability to demonstrate the process to share WfF/KN knowledge with other CoEs/Schools.
	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.	<ul style="list-style-type: none"> • Describe your practices for collecting, codifying and sharing knowledge? • How are subject matter experts engaged in the knowledge sharing? • Does the KM initiative/office support all aspects of the organization's mission (e.g., training, capability development, training support, mission support)? <p>The organization should be able to demonstrate:</p> <ol style="list-style-type: none"> a. Collaborative programs that support all aspects of the organization's mission (e.g., training, capability development, training support, mission support) commensurate with resources. b. Enhancements to programs due to collaboration.