DEPARTMENT OF THE ARMY
WASHINGTON, D.C. 20310

AUG 8 2001

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Knowledge Management Guidance Memorandum Number 1

Army Knowledge Management (AKM) is The Army strategy to transform itself into a network-centric, knowledge-based force. This effort is an integral part of Army Transformation. AKM is intended to improve decision dominance by our warfighters and business stewards - - in the battlespace, in our organizations, and in our mission processes. The Army Knowledge Management Strategic Plan, available at http://www.us.army.mil/akm/, identifies our five AKM goals and provides initial direction for achieving them. The Army Chief Information Officer (CIO) will provide implementing instructions for this guidance memorandum within 30 days.

GOAL 1. ADOPT GOVERNANCE AND CULTURAL CHANGES TO BECOME A KNOWLEDGE-BASED ORGANIZATION. New policies, management structures, and strong leadership at all echelons will be necessary to manage knowledge and infostructure at the enterprise level. To achieve this, we have tasked the Army CIO to lead change across a broad spectrum of AKM goals. Effective October 1, 2001, all MACOM information technology (IT) initiatives, other than those that are centrally managed acquisition programs, will be reviewed by the Army CIO Executive Board. MACOM automation funds programmed for IT efforts will be withdrawn from the MACOMs and centrally managed. MACOMs will take immediate action to curtail IT investments unless they have a waiver and funding from the Army CIO. Further, MACOMs will request waivers and funding authority, in concert with Goals 3 and 4 of the AKM Strategic Plan, from the Army CIO.

GOAL 2. INTEGRATE KNOWLEDGE MANAGEMENT AND BEST BUSINESS PRACTICES INTO ARMY PROCESSES. We will establish collaborative work environments and find innovative ways of doing business to improve Army decision-making and operations. We will find ways to share information across boundaries and apply breakthrough thinking so that we achieve greater performance and enterprise cohesion in our activities. In this regard, MACOMs will provide the Army CIO, by October 1, 2001, a summary review of your knowledge management initiatives, best business practices, and plans to achieve data sharing along with your point of contact, so that we can begin to share and capitalize on these as an enterprise.

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GOAL 3. MANAGE THE INFOSTRUCTURE AT THE ENTERPRISE LEVEL. By October 1, 2001, we will designate a single authority to operate and manage the Army's infostructure at the enterprise level. In the meantime, MACOMs will report their infostructure baseline and consolidation initiatives (ongoing and planned) to the Army CIO by September 10, 2001. We will implement our enterprise consolidation strategy, using the Military District of Washington (MDW) as our first phase, by February 1, 2002. We will consolidate all Army infostructure in accordance with the enterprise consolidation strategy and lessons learned from the MDW by October 1, 2002. The Army CIO will provide the draft enterprise strategy by November 1, 2001, and MACOMs and Headquarters, Department of the Army will execute in accordance with the enterprise strategy.

GOAL 4. SCALE ARMY KNOWLEDGE ONLINE AS THE ENTERPRISE PORTAL. Army Knowledge Online (AKO) is our integrated enterprise portal for accessing information, conducting business, and managing operations. By October 1, 2001 every Soldier - - active duty, Army National Guard, and Army Reserve and Department of Army Civilian will have an AKO account. Functional and MACOM managers must do the following two things: streamline and webify your applications; and link these applications to AKO by July 2002 or obtain a waiver from the Army CIO.

GOAL 5. HARNESS HUMAN CAPITAL FOR THE KNOWLEDGE ORGANIZATION. The Army is People. We need to provide our military and civilian personnel with the learning opportunities, career-building tools, and mentoring relationships to improve their value to The Army and the Nation. To continuously grow our human capital, provide the Army CIO, by December 31, 2001, your innovative ideas and initiatives for reshaping our workforce into a network-centric, knowledge-based force in support of The Army civilian and military personnel management programs.

In support of AKM, we need your support in communicating our goals to your people and moving full speed ahead with us to institute best business practices, managing our infostructure at the enterprise level, tapping Army talent, and encouraging innovation. We expect your advocacy and full support as we collectively work through any challenges. As leaders of a more lethal and agile force, we must work together to achieve the enterprise AKM goals in support of Army Transformation. The Army CIO will establish a reporting format to track our progress towards these milestones and report the status to us quarterly. Exceptions to meeting the timelines in this memorandum are reserved for our approval.

Eric K. Shinseki
General, United States Army
Chief of Staff

Thomas E. White
Secretary of the Army

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