

Training and Evaluation Outline Report

Task Number: 71-8-5330

Task Title: Integrate Situational Understanding Through Knowledge Management (Brigade - Corps)

Supporting Reference(s):

Step Number	Reference ID	Reference Name	Required	Primary
	ADP 3-0	Unified Land Operations	Yes	Yes
	FM 5-0	THE OPERATIONS PROCESS	Yes	No
	FM 6-0	MISSION COMMAND	Yes	No

Condition: The command has received an operations plan, or warning, operations, or fragmentary order from higher headquarters and is exercising mission command. The commander has issued guidance on integrating situational understanding through knowledge management. The command has established communications with subordinate and adjacent units, and higher headquarters. The mission command networks, information systems, and facilities and equipment are operational and processing information in accordance with standard operating procedures. This task can be performed in hours of daylight or limited visibility in various environment conditions. The unit has received guidance on the rules of engagement. Some iterations of this task should be performed in MOPP.

Standard: The staff led by the Knowledge Management section integrates, applies, and transfers knowledge to facilitate situational understanding and enhance decision making. The staff verifies knowledge management supports organizational learning, innovation, and performance to ensure knowledge products and services are relevant, accurate, timely, and useable for commanders and staff sections.

Note: Task steps and performance measures may not apply to every unit or echelon. Prior to evaluation, coordination should be made between evaluator and the evaluated units' higher headquarters to determine the performance measures that may not be evaluated.

Special Equipment: None

Safety Level: Low

Task Statements

Cue: None

DANGER

Leaders have an inherent responsibility to conduct Composite Risk Management to ensure the safety of all Soldiers and promote mission accomplishment.

WARNING

Composite Risk Management is the Army's primary decision-making process to identify hazards, reduce risk, and prevent both accidental and tactical loss. All soldiers have the responsibility to learn and understand the risks associated with this task.

CAUTION

Identifying hazards and controlling risks across the full spectrum of Army functions, operations, and activities is the responsibility of all Soldiers.

Remarks: Updated 7 Dec 2011

Notes: None

TASK STEPS

1. The Knowledge Management (KM) section assisted by the staff assesses the units' knowledge needs by identifying if performance shortfalls require additional, material or knowledge solutions:

a. Review the commander's guidance to include commander's critical information requirements, priority intelligence requirements and friendly force information requirements.

b. Analyze reports.

(1) Examine how reports are created, organized, and transferred.

(2) Identify who uses the information reports, what they contain and determine.

(3) Determine how to make the information available to the staff and consistent with security requirements.

c. Perform analysis of technical systems supporting KM:

(1) Determine KM requirements.

(2) Verify that the confidentiality, integrity, and availability of the technical network are not jeopardized.

d. Manage digital and nondigital knowledge and information.

2. Identify KM products or services that answers information requirements of the staff or meet the need for a specific knowledge category/staff section:

a. Identify knowledge networks that assist the staff to rapidly share tactics, technique and procedures; operational observations; insights and lessons; and validates explicit knowledge products.

(1) Tactical web portals.

(2) Mission command knowledge systems.

b. Verify connection to virtual communities:

(1) Informal networks.

(2) Communities of interest.

(3) Knowledge centers.

c. Verify connection to Army professional forums:

(1) Unit forums.

(2) Leader forums.

(3) Functional forums.

(4) Communities of practice.

3. The KM section with assistance from the staff develops and builds solutions derived from the assessment and design step:

- a. Establish the social framework for virtual communities.
- b. Connect social framework to the technical network.

4. The KM section assisted by the staff test and validates the approved KM products and services by providing assistance through:

- a. Collaborative assistance by meeting face to face or virtually to help a leader or unit that request assistance.
- b. Coaching.
- c. Team peer assistance by distribution of knowledge and insights from people outside the unit to unit members.

5. The KM section implements the KM process:

- a. Execute the validated KM solution.

b. Integrate the KM solution into the unit mission command networks and information systems and operations through establishing technique and procedures for the staff to use:

(1) Before operations.

(a) Analyze the operational environment in terms of the operational variables: political, military, economic, social, information, infrastructure, physical environment and time to gain understanding of the projected area of operations fundamental to mission command.

(b) Integrate lessons learned.

(2) During operations.

(a) Conduct continuous assessment to provide information that is developed into knowledge throughout planning, preparation and execution.

(b) Maintain knowledge in running estimates.

(c) Validate or disprove assumptions on which the operation order was based.

(3) After operations by collecting and engaging the results of:

(a) Mission debriefs.

(b) After action review.

(c) Lessons learned development.

6. The KM section incorporates the knowledge management principles:

- a. Exploit tacit knowledge gained from operations:

(1) Experience.

(2) Expertise.

b. Treat knowledge management as a social and interpersonal activity:

(1) Learning.

(2) Teaching.

(3) Coaching.

(4) Mentoring.

c. Focus on sharing knowledge.

d. Employ standard processes and best practices to integrate knowledge.

e. Connect people with expertise with those in need of that expertise.

f. Foster learning organizations:

(1) Integrate formal and informal learning.

(2) Apply learning strategies.

(3) Encourage a culture of collaboration.

g. Promote trust and mutual understanding.

(Asterisks indicates a leader performance step.)

PERFORMANCE MEASURES	GO	NO-GO	N/A
1. The Knowledge Management (KM) section assisted by the staff assessed the units' knowledge needs by identifying if performance shortfalls required additional, material or knowledge solutions:			
a. Reviewed the commander's guidance to include commander's critical information requirements, priority intelligence requirements and friendly force information requirements.			
b. Analyzed reports.			
(1) Examined how reports were created, organized, and transferred.			
(2) Identified who used the information reports, what they contained and determined.			
(3) Determined how to make the information available to the staff and consistent with security requirements.			
c. Performed analysis of technical systems supporting KM:			
(1) Determined KM requirements.			
(2) Verified that the confidentiality, integrity, and availability of the technical network were not jeopardized.			
d. Managed digital and nondigital knowledge and information.			
2. Identified KM products or services that answers information requirements of the staff or meet the need for a specific knowledge category/staff section:			
a. Identified knowledge networks that assisted the staff to rapidly share tactics, technique and procedures; operational observations; insights and lessons; and validated explicit knowledge products.			
(1) Tactical web portals.			
(2) Mission command knowledge systems.			
b. Verified connection to virtual communities:			
(1) Informal networks.			
(2) Communities of interest.			
(3) Knowledge centers.			
c. Verified connection to Army professional forums:			
(1) Unit forums.			
(2) Leader forums.			
(3) Functional Forums.			
(4) Communities of practice.			
3. The KM section with assistance from the staff developed and built solutions derived from the assessment and design step:			
a. Establishd the social framework for virtual communities.			
b. Connected social framework to the technical network.			
4. The KM section assisted by the staff test and validated the approved KM products and services by providing assistance through:			
a. Collaborative assistance by meeting face to face or virtually to help a leader or unit that request assistance.			
b. Coaching.			
c. Team peer assistance by distribution of knowledge and insights from people outside the unit to unit members.			
5. The KM section implemented the KM process:			
a. Executed the validated KM solution.			
b. Integrated the KM solution into the unit mission command networks and information systems and operations through establishing technique and procedures for the staff to use:			
(1) Before operations.			

Prerequisite Collective Task(s):

Step Number	Task Number	Title	Proponent	Status
	71-8-5111	Conduct the Military Decision Making Process (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5310	Manage Information and Data (Battalion - Corps)	71 - Combined Arms (Collective)	Approved

Supporting Collective Task(s):

Step Number	Task Number	Title	Proponent	Status
	71-8-5110	Plan Operations Using the Military Decision Making Process (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5141	Monitor Situation or Progress of Operations (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5142	Evaluate Situation or Operation (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5210	Monitor Continuous Operations (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5310	Manage Information and Data (Battalion - Corps)	71 - Combined Arms (Collective)	Approved

Supporting Individual Task(s):

Step Number	Task Number	Title	Proponent	Status
	150-01E-0104	Establish a Knowledge Management Working Group	150 - Combined Arms (Individual)	Proposed
	150-01E-0201	Validate Effectiveness Within the Knowledge Management Working Group	150 - Combined Arms (Individual)	Proposed
	150-01E-0202	Integrate the Unit's Tactical Battle Command Systems	150 - Combined Arms (Individual)	Proposed
	150-01E-0203	Recommend Knowledge Management Processes to Build the Common Operational Picture (COP)	150 - Combined Arms (Individual)	Proposed
	150-01E-0204	Develop the Content Management Effort	150 - Combined Arms (Individual)	Proposed
	150-01E-0205	Facilitate Knowledge Management to Answer the Commander's Critical Information Requirements (CCIR)	150 - Combined Arms (Individual)	Proposed
	150-01E-0206	Integrate Operationally Relevant Trends	150 - Combined Arms (Individual)	Proposed
	150-01E-0301	Provide Information Systems Expertise in Support of the Knowledge Management Process Task Not Approved For Army Use Subject To:1. Vetting Through the CAC Training Management Directorate (formerly Collective Training Division)2. Approval by the AOKM-PO	150 - Combined Arms (Individual)	Proposed
	150-01E-0302	Coordinate Common Operational Picture (COP) Audiovisual Displays	150 - Combined Arms (Individual)	Proposed
	150-01E-0303	Assess Inputs/Outputs That Support a Staff Process Task Not Approved For Army Use Subject To: 1. Vetting Through the CAC Training Management Directorate (formerly Collective Training Division)2. Approval by the AOKM-PO	150 - Combined Arms (Individual)	Proposed
	150-01E-0401	Enforce a Content Management Standard Task Not Approved For Army Use Subject To: 1. Vetting Through the CAC Training Management Directorate (formerly Collective Training Division)2. Approval by the AOKM-PO	150 - Combined Arms (Individual)	Proposed
	150-01E-0402	Develop Information Search Standards	150 - Combined Arms (Individual)	Proposed
	150-01E-0403	Conduct Content Management Training	150 - Combined Arms (Individual)	Proposed
	150-01E-0404	Develop Data Organization Systems	150 - Combined Arms (Individual)	Proposed
	150-718-2002	Perform File Management using the Windows Explorer Application on the AN/PYQ-6 Series Maneuver Control System Workstation (6.4.4.3P7)	701 - Command and General Staff (Individual)	Obsolete
	150-718-2005	Establish Live Feeds Using the Maps and Overlays Application on the Maneuver Control System Workstation (6.4.4.3P7)	701 - Command and General Staff (Individual)	Obsolete
	150-718-5130	Assess The Current Situation (Battalion - Corps)	150 - Combined Arms (Individual)	Approved

Supporting Drill Task(s): None

TADSS

Step ID	TADSS ID	Title	Product Type	Quantity
No TADSS specified				

Equipment (LIN)

Step ID	LIN	Nomenclature	Qty
No equipment specified			

Materiel Items (NSN)

Step ID	NSN	LIN	Title	Qty
	7010-01-443-2309		COMPUTER SYSTEM,DIGITAL	1
	7010-01-519-131B		Maneuver Control System (MCS) SQL Server (Rack) (Dell 2650) (AN/TYQ-131B)	1
	7010-01-MCS-006A		Maneuver Control System Workstation (AN-PYQ-6A)	1
	GD 11-2781487-3		Printer, Dual Voltage, Lightweight Laser, HP 1200N (MCS)	1

Environment: Environmental protection is not just the law but the right thing to do. It is a continual process and starts with deliberate planning. Always be alert to ways to protect our environment during training and missions. In doing so, you will contribute to the sustainment of our training resources while protecting people and the environment from harmful effects. Refer to FM 3-34.5 Environmental Considerations and GTA 05-08-002 ENVIRONMENTAL-RELATED RISK ASSESSMENT.

Safety: In a training environment, leaders must perform a risk assessment in accordance with FM 5-19, Composite Risk Management. Leaders will complete a DA Form 7566 COMPOSITE RISK MANAGEMENT WORKSHEET during the planning and completion of each task and sub-task by assessing mission, enemy, terrain and weather, troops and support available-time available and civil considerations, (METT-TC). Note: During MOPP training, leaders must ensure personnel are monitored for potential heat injury. Local policies and procedures must be followed during times of increased heat category in order to avoid heat related injury. Consider the MOPP work/rest cycles and water replacement guidelines IAW FM 3-11.4, NBC Protection, FM 3-11.5, CBRN Decontamination. .