

## Objective 1c: Define relationship of facts and terms about the Knowledge Operations Career Field Structure in accordance with PC 1c and a minimum passing score of 70 percent.

✓ Done: View

### Introduction

Define relationship of facts and terms about the Knowledge Operations Career Field Structure in accordance with PC 1c and a minimum passing score of 70 percent.

In the previous objective, you were introduced to the Knowledge Operations Career Field. You were then exposed to the core competencies and the duties that will be expected of you on a regular basis. In this objective, we will discuss the key individuals who help shape the direction of your career field and their responsibilities.

### 1D7X1K Knowledge Operations Career Field Structure

Now that you have viewed several videos on what KO is, it is important for you to understand some of the key positions of responsibility in your career field and how they are structured within the Air Force.



Each AFSC is managed by an **Air Force Career Field Manager (AFCFM)** who holds the rank of CMSgt. The AFCFM is selected to lead and develop an AFSC to include: determining the number of personnel authorized to join the career field, allocating a specific number of Knowledge Managers to each base (assignments), and ensuring Knowledge Managers are receiving adequate training to perform their duties. Assigned to Headquarters Air Staff, the AFCFM identifies tasks, duties, and responsibilities of the AFSC with the assistance of Functional Managers at each level. In addition to these duties, the AFCFM will:

- communicate directly with AETC Training Managers to disseminate Air Force and career field policies and program requirements.
- ensure development, implementation, and maintenance of the Career Field Education and Training Plan (CFETP).
- serves as the chairperson for the career field Specialty Training Requirements Team (STRT) meetings.
- manage career field education and training requirements as they apply to mission needs.
- waive CFETP requirements, including career development course.

The **Major Command Functional Manager (MFM)** advises the MAJCOM/A6 and staff on 1D7X1 utilization and training issues. They serve as MAJCOM representatives during the career field STRT meetings previously mentioned. They assist in gathering inputs and data to complete enlisted grade allocation for Career Progression Group (CPG) reviews. They also:

- provide guidance to subordinate units on 1D7X1 personnel issues.

- assist with the dissemination of information regarding AF and career field policies, plans, programs, and procedures to subordinate units.
- assist in identifying qualified subject matter experts to help with the development of Specialty Knowledge Tests (SKT) and the Career Development Course (CDC).
- act as the primary MAJCOM reviewer on CDC training and classification waiver request packages.
- coordinates on all MAJCOM 1D7X1 staffing and manpower issues.

At Wing level, the Functional Manager (FM) is assigned to the Communications Squadron with all 1Ds. The FM serves as a mentor by providing career guidance. In addition, the FM also:

- tracks training progression via Training Business Area to ensure personnel are meeting training requirements.
- notifies the MFM when personnel manning issues arise.
- forwards all CDC waiver requests for prior service trainees who meet training requirements.

**MAJCOM Commanders / Vice Commanders** establish and champion the four lines of effort for KO (Decision Support, Process Management, Governance, Culture).

**MAJCOM Director of Staff / Chief Knowledge Officer (CKO)** provides strategic guidance and direction to the Knowledge Operations Officer and KOWG; approves KO discretionary budget and funding activities.

**Directors** serve as Knowledge champions. They establish, champion, maintain, and improve respective HQ AMC Directorate-wide organization culture to encourage, foster, and reward members who share information obtained and knowledge learned. Holds members accountable for meeting command process goals.

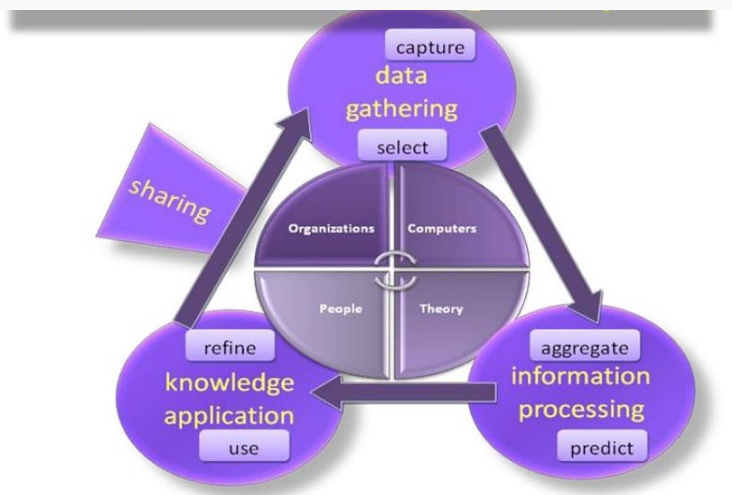
**Division and Branch Chiefs** monitor subordinates' knowledge and information sharing and direct corrective actions as required. Reward and recognize good knowledge and information sharing practices by personnel and organizations to reinforce desired behaviors.

**Knowledge Operations Officer** chairs the KOWG. Charters sub-working groups as necessary to work issues identified by the KMWG. Provides assessments and recommendations to leadership on KO progress.

**Knowledge Operations Representatives** members and advocates of KO. Existing embedded positions assigned to HQ AMC Directorates, Components, Agencies, and Partner organizations. Facilitate KO, information exchange, and information integration. Serve to help connect people looking for knowledge to those who have the knowledge. Provide KO support to functional staff elements. Provides assessments and recommendations to leadership on KO progress.

**Knowledge Workers** encompass all members of the organization, especially action officers at all levels.

### Supplemental Reading: Knowledge Operations Executive Summary



The USAF, in AFMAN 33-396, *Knowledge Management*, defines Knowledge Operations (KO) as the integration of people and processes, enabled by technology, to facilitate the exchange of operationally relevant information and expertise to increase organizational performance. LM supports organizational mission requirements through people, processes, and tools.

KO provides processes and tools for people to streamline the information and decision process. Decision-makers have always needed information from their staffs to make informed decisions, often conveyed as commander's intent, mission objectives, and tasking. Staffs have focused on meeting the intent and tasking by developing, from tacit knowledge, good operational processes, and procedures to meet the decision-makers' information requirements. KO is an enduring, essential program, which enables mission success.

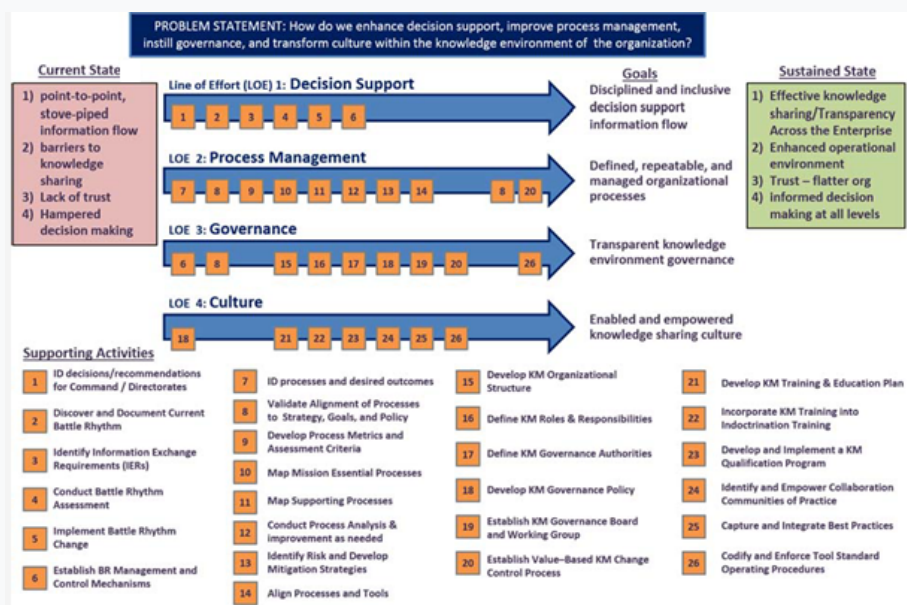
Our organization must take a deliberate approach to deal with an ever-increasing volume and velocity of information at our fingertips. The information must be discoverable and accessible to members across the staff. This is especially important with force reduction and significant turnover representing potential loss of tacit knowledge.

Proper KO is essential to a staff's ability to collaborate, communicate, and achieve unity of effort. For these reasons, this KO strategy focuses on four lines of effort:

- effective decision support
- documented and repeatable core staff processes
- unified KO governance
- enabling a collaborative knowledge sharing culture across the command.

These lines of effort are further broken down to provide the deliberate approach to establishing knowledge operations throughout the organization. Everyone in this organization is a knowledge producer and consumer. By providing our people with defined and repeatable tasks and the tools to support these processes, we can create a transformational organization.

## Supplemental Reading: Knowledge Operations Lines of Effort



### Goals

- Disciplined and inclusive decision support information flow
- Defined, repeatable, and managed organization processes
- Transparent knowledge environment governance
- Enabled and empowered knowledge sharing culture

### Approach:

The development of a KO deliberate approach follows four Lines Of Efforts (LOEs) encompassing: decision support, process management, governance, and culture. These four LOEs are broken down into 26 supporting activities to accomplish the stated goals. Some of these supporting activities are utilized across multiple LOEs.

- **LOE #1: Decision Support - Goals: Disciplined and inclusive decision support information flow**
  - *ID decisions/recommendations for Command/Directories -*
  - *Discover and Document Current Battle Rhythm -*
  - *Identify Information Exchange Requirements (IERs) -*
  - *Conduct Battle Rhythm Assessment -*
  - *Implement Battle Rhythm Change -*
  - *Establish BR Management and Control Mechanics -*
- **LOE #2: Process Management - Goals: Defined, repeatable, and managed organizational processes**
  - *ID Processes and Desired Outcomes -*
  - *Validate Alignment of Processes to Strategy, Goals, and Policy -*
  - *Develop Process Metrics and Assessment Criteria -*
  - *Map Mission Essential Processes -*
  - *Map Supporting Processes -*
  - *Conduct Process Analysis & Improvement as Needed -*
  - *Identify Risk and Develop Mitigation Strategies -*
  - *Align Processes and Tools -*
  - *Establish Value-Based KO Change Control Process -*
- **LOE #3: Governance - Goals: Transparent knowledge, environment governance**
  - *Establish BR Management and Control Mechanics -*
  - *Validate Alignment of Processes to Strategy, Goals, and Policy -*
  - *Develop KO Organizational Structure -*
  - *Define KO Roles & Responsibilities -*
  - *Define KO Governance Authorities -*
  - *Develop KO Governance Policy -*
  - *Establish KO Governance Board and Working Group -*
  - *Establish Value-Based KO Change Control Process -*
  - *Codify and Enforce Tool Standard Operating Procedures -*
- **LOE #4: Culture - Goals: Enabled and empowered knowledge sharing culture**
  - *Develop KO Governance Policy -*
  - *Develop KO Training & Education Plan -*
  - *Incorporate KO Training Into Indoctrination Training -*
  - *Develop and Implement a KO Qualification Program -*
  - *Identify and Empower Collaboration Communities of Practice -*
  - *Capture and Integrate Best Practices -*
  - *Codify and Enforce Tool Standard Operating Procedures -*



Environment: Production on Cloud One

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