Objective 1b: Define relationship of facts and terms about Knowledge Operations in accordance with PC 1b and a minimum passing score of 70 percent.

✔ **Done:** View

Introduction

Do you remember selecting this AFSC (or having it selected for you)? Did you ask yourself any of these questions: "What in the world is Knowledge Operations?" or "What am I going to be doing every day in that job?" The 1D7X1K Knowledge Operations (KO) career field is responsible for creating and managing useful knowledge and making it available to authorized individuals who will use it to enhance organization performance. This includes managing technologies (software) to capture, organize, and store knowledge.

As you go through and review the materials that follow, you are encouraged to view the extra support videos and links that will help provide you with additional information for each objective. At the conclusion of the material, you will be evaluated on your understanding of the objective concepts. Please do not hesitate to seek assistance from the class instructor if you are confused or need help with any of the content!

*** IMPORTANT! This course will frequently link to the Air Force e-Learning website. In order for these links to function properly, please go to the following link every morning, log in, and then minimize the log-in page. All subsequent links pertaining to the AF e-Learning site will then function properly and as intended. If you do not log in first, each link will instead take you to the website's homepage.

Login to AF e-Learning

*** IMPORTANT! As students proceed through the course videos there are pre-test that will be displayed at the beginning of some of the course videos. It is not mandatory that students complete the pre-test in order to complete the course videos within a given module. Finally if a video times out due to inactivity press the F5 button on the computer keyboard and the page will refresh.

AF e-Learning Knowledge Operations Video

Let's take a look at a quick intro to KO video.

If for whatever reason the video does not launch as expected, ensure that you are already logged into the e-Learning site per the instructions located in the course instructions. Select the link below titled: "Knowledge Management Approaches". Finally, click on the "Launch" button to initiate the video.

Video: Knowledge Management Approaches

Supplemental Video: The Knowledge Operations Process

This second, short video offers some very good insights into Knowledge Operations objectives, and why they are important in the workplace. The video also contains some other concepts not overly relevant to our course (the ITIL process and a Service Knowledge Management System (SKMS), specifically). We utilize a form of SKMS in what we do out in the field, but the focus of this exercise is to simply familiarize you with basic concepts about KM.
If for whatever reason the video does not launch as expected, ensure that you are already logged into the e-Learning site per the instructions. Select the link below titled: "Knowledge Operations Process Purpose". Finally, click on the "Launch" button to initiate the video.

Video: Knowledge Management Process Purpose

Supplemental Video: How to Make Your Knowledge Operations Effective

This final short video offers excellent information on what exactly Knowledge Operations can offer an organization. It further expands on the introduction of KM by discussing how to make KO processes effective.

If for whatever reason the video does not launch as expected, ensure that you are already logged into the e-Learning site per the instructions located in the course instructions. Select the link below titled: "How to Make Your Knowledge Operations Effective". Finally, click on the "Launch" button to initiate the video.

Video: How to Make Your Knowledge Management Effective

Overview - What is Knowledge Operations?

As you may have already learned from your instructor, Knowledge Operations (KO) is an ever evolving career field.

With that stated, Knowledge Operators strive to learn how others work, move information around, and otherwise contribute to the mission. They use this understanding to identify, devise and develop solutions that make the productivity of personnel, or the movement of information, better, faster and/or more efficient. This can come in the form of training/education; developing IT-based solutions; the crafting and revision of policy documents and the general knowledge of how information is utilized.

Knowledge Operations, Purpose, Vision and Mission

Purpose - The military is very adept at gathering data and is becoming increasingly skilled at analyzing this data and turning it into useful information. The result can be an overload of information. Decision-makers need to be able to sort through the information quickly and efficiently to find what is pertinent for their decision-making process. To do this, we must view this information with context around it using experiences, beliefs, and judgment, developing it into knowledge. This knowledge is then relevant and actionable.

A deliberate approach to develop, capture, and maintain knowledge enables effective decision support and staff processes. This deliberate approach is Knowledge Operations. KO supports the leadership's decision cycle by aligning organizational processes, information requirements, and available technology. It supports shared situational awareness and common understanding of the decision-maker's intent.

Action officers can spend 19% of their time searching for information across multiple SharePoint sites, shared drives, individual computers, and among varied experts. Among the many experts, nearly 31% of the civilian workforce can retire within 5 years. This wasted time and potentially lost knowledge results in delays and incomplete information available to decision-makers at all levels. It is imperative that the right information gets to the right decision-maker at the right time.

The Air Force is attempting to enable all members to achieve and continuously improve the effectiveness and efficiency of cross-functional coordination, synchronization, and sharing of knowledge focused on the objectives of their organization's commander. KO is an integrated approach and involves all Air Force members, especially decision-makers and process owners.

Vision - Unimpeded knowledge access…ALWAYS!

Mission - Provide a deliberate approach to develop, capture, and maintain a shared understanding for decision and processes through all levels of the MAJCOM to meet the Command's mission of the right effects, in the right place, at the right time.

KO Supports the Mission

KO takes a deliberate approach to establish effective staff processes necessary to achieve and maintain a shared understanding that enables decision support for the commander.

KO Pillars

People – While an obvious category by definition, the facets included within this category are broad, and can be a bit obscure. As you develop your KM skills, and become involved in projects, there are factors you will need to weigh before committing to a recommended course of action. These factors include: Experience, Expertise, Formal and Informal Networks, Individual and Organizational Learning. Understanding your audience is important not just in communication, but also in the successful implementation of any change to a unit or process.

Processes – Let's first define "processes" so we're on the same page. A process, or procedure is defined as a segmented method of receiving a desired outcome (i.e. joining the military is, in itself, a process). As KO is concerned, processes involve three key characteristics; sharing, transfer and governance. From here forward, we will reflect on each characteristic within the process of getting information to decision-makers (leadership).

Sharing involves the timely notification, and proper communication of information from one party to another.

Transfer, while similar to sharing, involves the unloading of information (verbal or physical) from one party to another – thus freeing the initial party for another action.

Governance refers to the rules, guidelines or defining policy that dictates the need, purpose and outcome of the process. The most relatable examples of this can be found in instruction manuals, checklists and written orders.

Tools - Digital, Non-Digital. These vary from the obvious (computers, internet, e-mail, whiteboards, intercom systems) to the more abstract (vehicles, Air Force Instructions (AFIs), and schedules).

The KO Process

...Assess - Conducts deliberate and abbreviated assessments at direction of leadership.

...Design - Identify and tailor solutions to mitigate knowledge and/or performance gaps.

...Develop - Build a solution that is feasible and suitable.

...Pilot - Validate the solution on small scale prior to center-wide implementation.

...Implement - Close the known knowledge and/or performance gap.

Knowledge Operations Core Competencies

The next area we will examine in this objective deals with our career field's core competencies. Core competencies are the unique skills and abilities that each career field brings to the mission. These abilities are taught through training. Your KM training begins here at Keesler AFB, in this apprentice course, and will continue throughout your career. There are seven core competencies for Knowledge Operations.

They are:

- **Professional Networking** - A group of people who have connected with one another for career or business-related reasons.
- **Social Collaboration** - Processes that help multiple people or groups interact and share information to achieve common goals.
- **Communities of Practice (CoP)** - A group of people who engage in a process of collective learning in a shared domain of human endeavor.
- **Enterprise Information Systems Technology** - Enables organizations to integrate and coordinate their business processes on a robust foundation.
- **Business Continuity** - An organization's ability to ensure operations and core business functions are not severely impacted by a disaster or unplanned incident that take critical systems offline.
- **Cross-Functional Data Sharing** - The sharing of data between groups of people with different functional expertise, working towards a common goal.
- **Process Improvement** - The proactive task of identifying, analyzing, and improving upon existing business processes within an organization for optimization and to meet new quotas or standards of quality.

Duties of Knowledge Operations

Knowledge Operators perform many duties and are responsible for managing several programs. In this final section, we will examine these areas broken down into three key topics: Information Management, Records Management, and Planning/Implementing Activities.

Information Management

Information Management is the process in which an organization plans, coordinates, manages, shares, and controls information. Knowledge Operators are responsible for identifying and analyzing data, information, and knowledge requirements to facilitate discovery and dissemination of decision-quality information. Other responsibilities of the Knowledge Operator in association with Information Management include:

- Leveraging the interaction of people, processes, and technologies to capture, store, organize, share, and control knowledge.
- Leveraging continuous process improvement techniques to improve mission and business processes, enhancing access to relevant cross-functional information in a collaborative, timely, and contextual manner.
- Promote organizational information as a reusable, shared, protected, consistent, and compliant resource.
- Manage and enforce use of metadata, enabling data to be accessed, tagged, and searched regardless of physical location, media, source, owner, or other defining characteristics.
- Finally, they assist and educate users on authoritative data sources, data services, and presentation tools to meet organizational objectives.

 **PLEASE READ: Difference between Information Management and Knowledge Management

Records Management

Records Management refers to a set of activities required for systematically controlling the creation, distribution, use, maintenance, and disposition of recorded information maintained as evidence of business activities and transactions. In the case of the Department of Defense, this includes all official correspondence. Knowledge Operators participate in this process by:
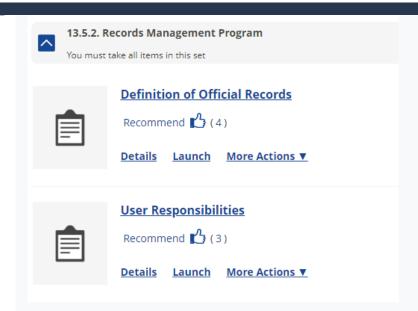
- assisting organizations with meeting statutory requirements.
- operating and managing AF Records Information Management Systems (AFRIMS).
- operating and managing records staging facilities.
- assisting/training with Privacy Act, Freedom of Information Act, and Civil Liberties programs.

**Please Click the Records Management Program e-Learning Link below to Launch Module 13.5.2 Records Management Program (Students enroll in the "1D7XX - CYBER DEFENSE OPERATIONS (UGT)" course)

***Students will be redirected to MilTube to "Review Definition of Official Records" Video

***Students will redirected to "RECORDS MANAGEMENT AND INFORMATION GOVERNANCE PROGRAM AFI33-322" to view the Responsibilities starting on page 9.

 Records Management Program

13.5.2. Records Management Program
You must take all items in this set

Definition of Official Records

Recommend 👍 (4)

Details   Launch   More Actions ▾

User Responsibilities

Recommend 👍 (3)

Details   Launch   More Actions ▾

Planning/Implementing Activities

Planning and Implementing Activities encompasses a wide-ranging assortment of responsibilities. This is a more "Jack of all trades" area that includes the follow:

- Manages, supervises, and performs planning and implementation activities.
- Manages implementation and project installation and ensures architecture, configuration, and integration conformity.
- Develops, plans, and integrates base communications system.
- Serves as an advisor at meetings for facility design, military construction programs and minor construction planning.
- Evaluates base comprehensive plan and civil engineering projects.
- Monitors status of base civil engineer work requests.
- Performs mission reviews with customers.
- Controls, manages, and monitors project milestones and funding from inception to completion.
- Determines adequacy and correctness of project packages and amendments.
- Monitors project status and completion actions.
- Manages and maintains system installation records, files, and indexes.
- Evaluates contracts, wartime, support, contingency and exercise plans to determine impact on manpower, equipment, and systems.

Environment: Production on Cloud One

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