

# Introducing Effective Information Environment Organizational Strategies (EIEIOS) through GitLab for Non-Programmers



# 90<sup>th</sup> MORS Symposium An Analyst's Perspective on Reframing Knowledge Management 13-16 June 2022

**DISTRIBUTION STATEMENT A**: Approved for public release; distribution is unlimited. Release of this information in this brief does not imply any commitment or intent on the part of the U.S. Government to provide any additional public information on any topic presented herein or to participate in any wargame or experiment.

#### UNCLASSIFIED



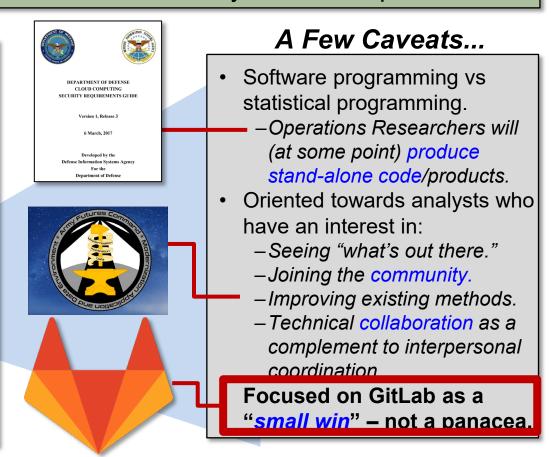
## **Purpose & Introduction**



**Purpose:** Share vision (and key application/example) of an emerging asynchronous sustainable distributed community tool development effort.

#### **Agenda**

- KM: Challenges and Opportunities.
- Terminology (good, bad, and ugly).
- Vision of Distributed Work.
- GitLab Approach:
  - Platform Search.
  - Value Added Examples.
  - Institutional / Organizational Advantages.
- Individual, Institutional, Continuity Challenges.



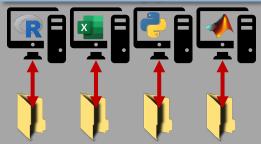
How does a vision of continuous, decentralized tool development among non-programmers support distributed work through GitLab?



# **Background Experience**

How do we (non-programmers) develop and sustain tools?

#### **Current Approach**



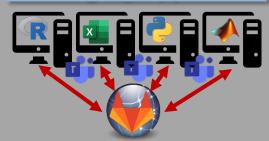
#### What we're used to:

- Single person, single machine coding. "It's saved on my local machine."
- Point to point, singletime deliberate & goodfaith transfers. "Let me email it to you, and I'll walk you through it later on."
- Person-based recall.
   "What do we have? Let me ask SME."

#### **Thought Experiments**

- Leader Awareness: A new LTC is trying to get a sense of "what tools have we built" here.
- Talent Resonance: A recent CIV hire does not know MDO, but they do know Java.
- Sustainability: A team builds a great tool, but the project is over. What (ideally) happens?
- Skill Building: A novice analyst is toiling away to create a function that's already been implemented.
- Prof. Development: Will a new CPT have a competitive advantage in their next assignment if they can build quick tools.
- Institutional Strength: An experienced analyst is interested in improving, advising, and technically advancing other grass-roots efforts.

#### **Emerging Approach**



#### Where we're heading:

- Multi-machine, videoshared team coding.
   "Can you check me as I do this live?"
- Real-time sync. "Can I pull it? Give me 30 s."
- Undirected download. "I saw the code you posted, can you walk me through lines 25-30?"
- System-based recall. "What kinds of projects do a specific thing?"

How do we pursue a 21<sup>st</sup> century approach to collaborative tool development?



# **Sharing Information**

<u> A Known Challenge</u>

We know we wanted something to help the community build, share, and sustain tools. Is this "Knowledge Management?"



"Our founders built this company on a certain set of principles that continue to shape everything we do. I really hope someone wrote them down before they retired."







The Best Definitions Lack Helpful Clarity

**Girard, J.P., & Girard, J.L. (2015).** Defining knowledge management: Toward an applied compendium, *Online Journal of Applied Knowledge Management*. 3(1), 1-20

Took 100+ KM definitions "...some are from academics, while others are from practitioners, some are from the government, others from the for-profit sector, and still others are from the not for profits...."

<u>Conducted a frequency analysis</u> and determined that the most common words across definitions included:

knowledge, organization, process, information, use, share, create, and manage.

Retrieved from: https://www.johngirard.net/km/



#### Two Winners Emerge:

- -US Army ATP 6-01.1: "Knowledge management (KM) is the process of enabling knowledge flow to enhance shared understanding, learning, and decision making."
- -Meta-analysis (Girard, 2015): "Knowledge Management is the process of creating, sharing, using, and managing the knowledge and information of an organization."



The Best Definitions Lack Helpful Clarity

**Girard, J.P., & Girard, J.L. (2015).** Defining knowledge management: Toward an applied compendium, *Online Journal of Applied Knowledge Management*. 3(1), 1-20

What is

knowledge.

what is flow?

<u>Took 100+ KM definitions</u> "...some are from academics, while others are from practitioners, **some are from the government**, others from the for-profit sector, and still others are from the not for profits...."

<u>Conducted a frequency analysis</u> and determined that the most common words across definitions included:

knowledge, organization, process, information, use, share, create, and manage.

Retrieved from: https://www.johngirard.net/km/



#### Two Winners Emerge:

- -US Army ATP 6-01.1: "Knowledge management (KM) is the process of enabling knowledge flow to enhance shared understanding, learning, and decision making."
- -Meta-analysis (Girard, 2015): "Knowledge Management is the process of creating, sharing, using, and managing the knowledge and information of an organization."



The Best Definitions Lack Helpful Clarity



**Girard, J.P., & Girard, J.L. (2015).** Defining knowledge management: Toward an applied compendium, *Online Journal of Applied Knowledge Management*. 3(1), 1-20

Took 100+ KM definitions "...some are from academics, while others are from practitioners, some are from the government, others from the for-profit sector, and still others are from the not for profits...."

<u>Conducted a frequency analysis</u> and determined that the most common words across definitions included:

knowledge, organization, process, information, use, share, create, and manage.

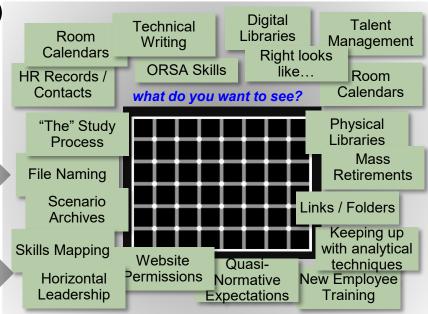
Retrieved from: https://www.johngirard.net/km/

# BOTH CAPTURE RIGHT INDEX SERIES NEED INVOLVES ASSETS STRING ASSETS STRING ANALABRE ORGANIZATIONAL SOCIAL IMPROVE PROCESS STRING INVOLVED STRING AVAILABLE ORGANIZATIONAL SOCIAL IMPROVE PROCESS STRING INVOLVED STRING INVOLVE

# ? What is knowledge, what is flow?

#### **Two Winners Emerge:**

- -US Army ATP 6-01.1: "Knowledge management (KM) is the process of enabling knowledge flow to enhance shared understanding, learning, and decision making."
- -Meta-analysis (Girard, 2015): "Knowledge Management is the process of creating, sharing, using, and managing the knowl and information of an organization."





The Best Definitions Lack Helpful Clarity

**Girard, J.P., & Girard, J.L. (2015).** Defining knowledge management: Toward an applied compendium, *Online Journal of Applied Knowledge Management*. 3(1), 1-20

<u>Took 100+ KM definitions</u> "...some are from academics, while others are from practitioners, **some are from the government**, others from the for-profit sector, and still others are from the not for profits...."

<u>Conducted a frequency analysis</u> and determined that the most common words across definitions included:

knowledge, organization, process, information, use, share, create, and manage.

Retrieved from: https://www.johngirard.net/km/

# BOTH CAPTURE BOTH CAPTURE COMMAND INTERPRETS BOTH CAPTURE CONTRACTOR OF THE CHARGE FROM DIVINITION OF THE CHARGE FROM DIVI

? What is ? knowledge, what is flow?

#### Two Winners Emerge:

- -US Army ATP 6-01.1: "Knowledge management (KM) is the process of enabling knowledge flow to enhance shared understanding, learning, and decision making."
- -Meta-analysis (Girard, 2015): "Knowledge Management is the process of creating, sharing, using, and managing the knowl and information of an organization."



"You keep saying knowledge management. I don't think it means what you think it means."



# Vision of Collaborative Tool Development

Pursuing Alternate Guiding Principles





#### Analytic Integrity

"there is a specific, extra type of integrity that is not lying, but bending over backwards to show how you're maybe wrong, that you ought to have when acting as a scientist. And this is our responsibility as scientists, certainly to other scientists, and I think to [the broader public]."

https://sites.cs.ucsb.edu/~ravenben/cargocult.html





#### Knowledge & Cognitive Processes

Psychological research of learning, has produced helpful terminology for learning organizations.

can be	in that you know	and sounds like
Factual	Basic elements to solve problems (declarative <i>terms</i> , <i>details</i> , and specifics)	I know that
Conceptual	Interrelationships that enable functions (classes, <i>categories</i> , principles, generalizations, theories, <i>models</i> , structures)	I know about
Procedural	How to do something (i.e. methods, algorithms, <i>techniques</i> , <i>processes</i> , <i>steps</i> , and pot. errors)	I know how to
Meta- Cognitive	Your own status and relation to strategic purpose, vision/intent, and conditional constraints.	I know why



A Model of Learning Objectives-based on A Toxonomy for Learning, Teaching, and Assessing: A Revision of Bloom's Toxonomy of Educational Objectives by Rex Heer, Center for Excellence in Learning and Teaching, lowa State University is licensed under a Creative Commons Attribution Strandillas 4.0 International License. IOWA STATE UNIVERSITY



### Introducing EIEIOS



New Terminology for when Information Matters

- Effective Information Environment Organizational Strategies (EIEIOS; EIOS, for short) should improve performance.
- "Information Environment," is more like the way we naturally, think, talk, and do:
  - You can navigate the environments more or less easily, given better or worse maps, experience, communication, inter-personal trust, and ongoing efforts to "reshape" and remove obstacles in that environment.

This distinction produces a meaningful difference in the <u>clarity of</u> <u>discourse</u>. "KM" creates unnecessary confusion that "EIEIOS" naturally avoids.

	Prompt	KM Says	EIEOS Says			
	What is knowledge?	Knowledge can be <u>tacit</u> (unstated, a product of experience) or <u>explicit</u> (e.g. books, files, dictionaries, publications).  Who knows the dictionary?	Knowledge is <b>demonstrable in context</b> . It underpins cognitive processes that are: <u>factual</u> , <u>conceptual</u> , <u>procedural</u> , or <u>meta-cognitive</u> .  People know things that they use to do something.			
Who does it?		It's a management process → knowledge managers enable knowledge flow. Where do I flow or transfer my knowledge?	It's a set of <b>organizational strategies</b> → every person should work to improve (aka "reshape") the information environment.  What can I do to improve the information around me?			
	What are some guiding questions?	<ul> <li>Is the knowledge tacit or explicit?</li> <li>What issues does this knowledge address?</li> <li>Where does this knowledge come from?</li> <li>What does the individual need to know?</li> <li>Who has the authority to implement changes?</li> </ul>	<ul> <li>What kind of knowledge do we want?</li> <li>How do we demonstrate our knowledge?</li> <li>What is the most expedient way us for to learn?</li> <li>What information would help me do my job? What obstacles around me will I remove?</li> </ul>			

EIEIOS is (1) light-weight, (2) focused on promoting decentralized participation, (3) more likely to prompt small "wins" (each having distinct constraints / or skills), (4) less verbally confusing, and (5) more like the way we actually think & talk.



# **Applying EIEIOS**

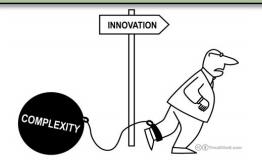




#### Community should be both culturally resilient and technically sustainable.

#### Culture

"Culture change. Now that's hard."



#### Open

- Ready access to technical infrastructure (i.e. minimal steps from in the door to on the site)
- Everyone can participate (all build community)
- Default <u>awareness</u> guaranteed (permissions promote seeing what exists).

#### Development

- Innovation "change." Manifested through fruitful partnerships of institutional power and creative energy.
- Organization *structure is self-evident*, with "breadcrumbs" provided through clear requirements.

#### Impact

- Rapid on-boarding remove duplicative struggles.
- Continuity no artificial sequestration.
- Self-directed Talent Management limiting factor is the individual.

#### **Technical**

"The DOD missed cloud. Let's just let that sink in for a moment..."



- Flexible: Version control across all file types (accessible via GUI and Command line).
- Open: Accessible without a pre-determined "use-case."
- Free: Cannot be license constrained to the point of budgetary or administrative overhead (users, capacity).
- Available: Not constrained on unclassified network.
- Reliable: Relatively high confidence in platform longevity and technical support (year over year growth).
- Secure: Should host at least CUI information (IL4+).
- Politically tenable: Must promote positive reputation; cannot "burn bridges" or exhaust social, relational, or organizational capital.
- Organized: Resources & structure are self-evident to the point they promote reinforcement by the community.

GitLab presents a viable option to enable the community.



# GitLab Presents an Opportunity



GitLab is a "DevOps" solution that enables individuals and groups to actively see, change, synchronize updates, and understand the evolution of (any) shared files.

		FLEXIBLE	OPEN	FREE	AVAIL.	RELIABLE	SECURE	TENABLE	FEASIE
NPS INCOME OF THE PROPERTY OF	Naval Postgraduate School https://gitlab.nps.edu/	1	0						
	Modernization Application and Data Environment (MADE) https://code.futures.army.mil/		0						X
TOTAL CONTROL OF THE PARTY OF T	cARMY – aka MADE 2.0 armycloud@army.mil	1	<b>/</b>	1	0				X
	Al Task Force – COES https://coeus-il2.usgovvirginia. cloudapp.usgovcloudapi.net/	1	✓	<b>√</b>		0			ö
NGA	National Geospatial Intelligence Agency https://gitlab.gs.mil/	1	<b>√</b>	0	<b>\</b>	<b>✓</b>	<b>√</b>		ø
THE OWN YOU CHARLE	Platform One https://repo1.dso.mil/	1	1	1	<b>/</b>	1	0		Ω
DIS/	Defense Information Systems Agency https://gitlab.devforce.disa.mil/	1	1	1	1	1	*	1	



# GitLab Presents an Opportunity





GitLab is a "DevOps" solution that enables individuals and groups to actively see, change, synchronize updates, and understand the evolution of (any) shared files.

Naval Postgraduate School https://gitlab.nps.edu/

2 Model Data E

Modernization Application and Data Environment (MADE)

https://code.futures.army.mil/

cARMY – aka MADE 2.0

armycloud@army.mil

4

Al Task Force - COES

https://coeus-il2.usgovvirginia.cloudapp.usgovcloudapi.net/

5 NGA

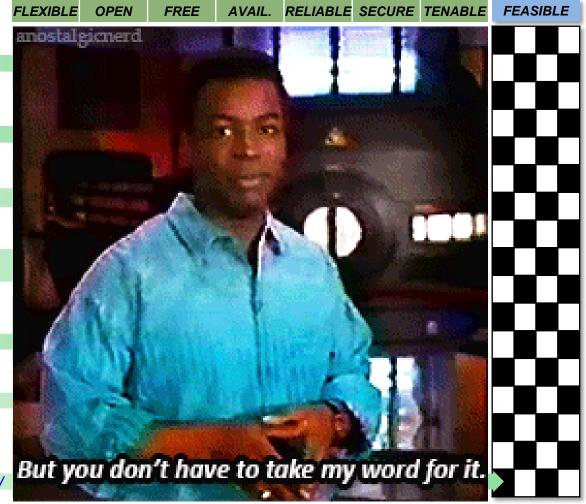
National Geospatial Intelligence Agency https://gitlab.gs.mil/



Platform One <a href="https://repo1.dso.mil/">https://repo1.dso.mil/</a>

Defense Information
Systems Agency

https://gitlab.devforce.disa.mil/



SKYB>RG

https://gitlab.skyborg.test.cce.af.mil/ ~ https://gitlab-76dso.cce.af.mil/

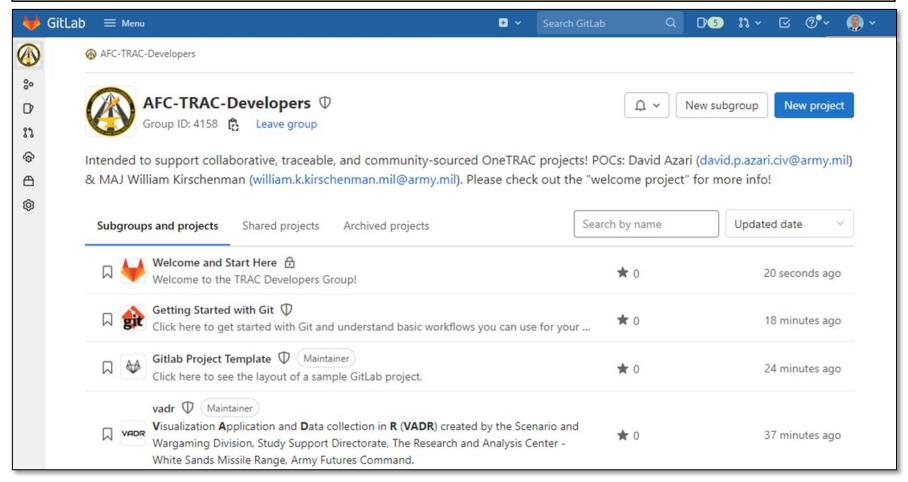


# **Development Community**



Landing Site and Overview

**Consider this situation:** You are a new analyst at TRAC, have made your way to your assigned directorate and division, and are starting the onboarding process. You are getting familiar with the work your team is doing but are unclear about what tools your team uses or could leverage from across TRAC. As part of in-processing, you received an e-mail inviting you to the "AFC TRAC Developers" group on GitLab. You proceed to the link:

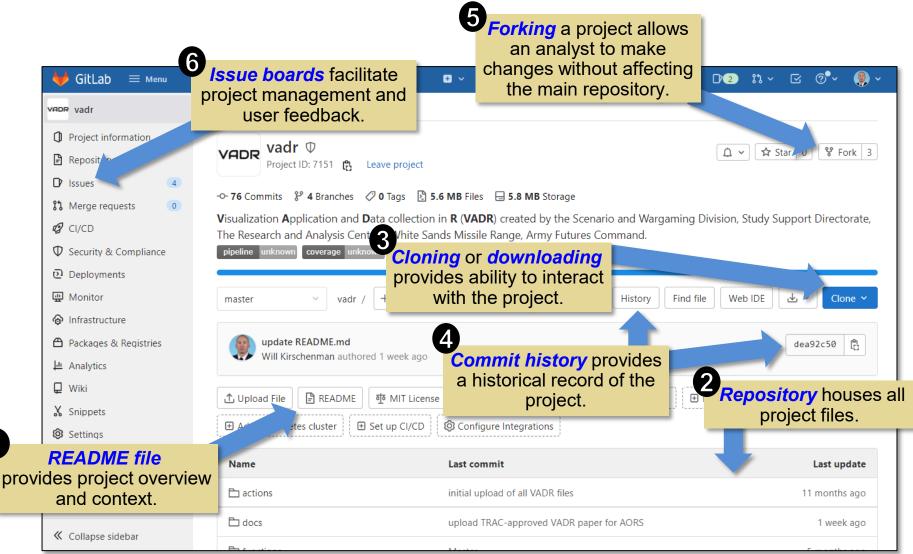




Project Page



15



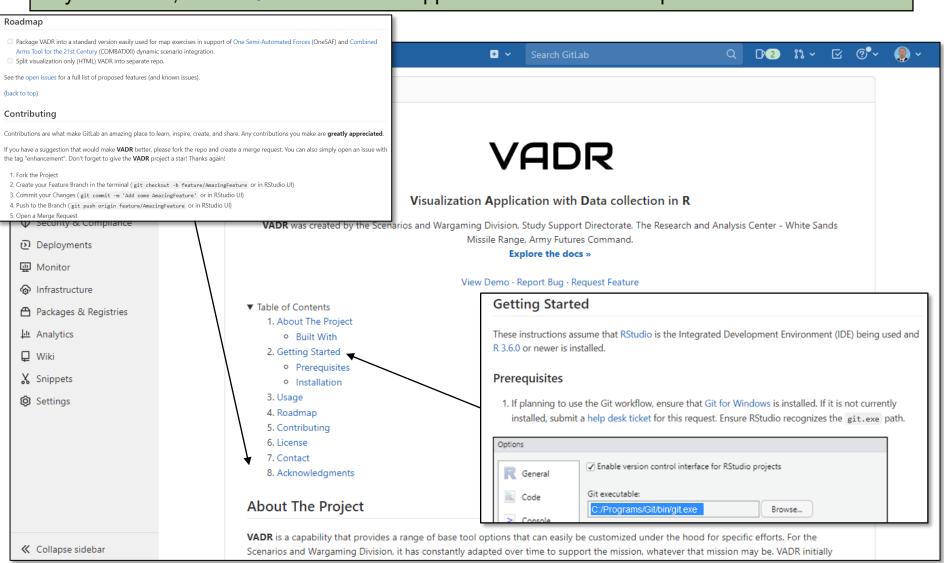


README



16

The **README** file tells other analysts **why** the project is useful, **what** they can do with it, **how** they can use it, and **who** to contact for support and to coordinate updates.



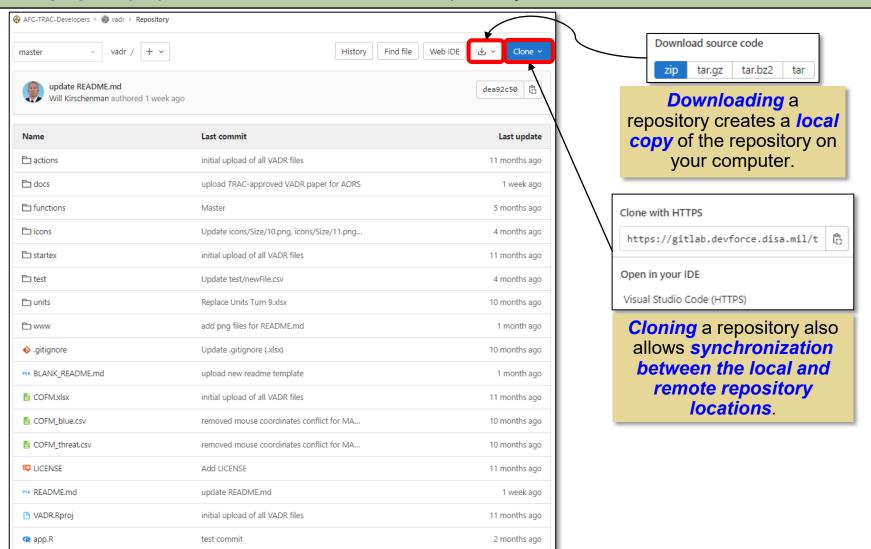


Cloning or Downloading the Repository



17

A **repository** contains all of a **project's files** and each file's **revision history**. **Discussing and managing the project's work** occurs within the repository.



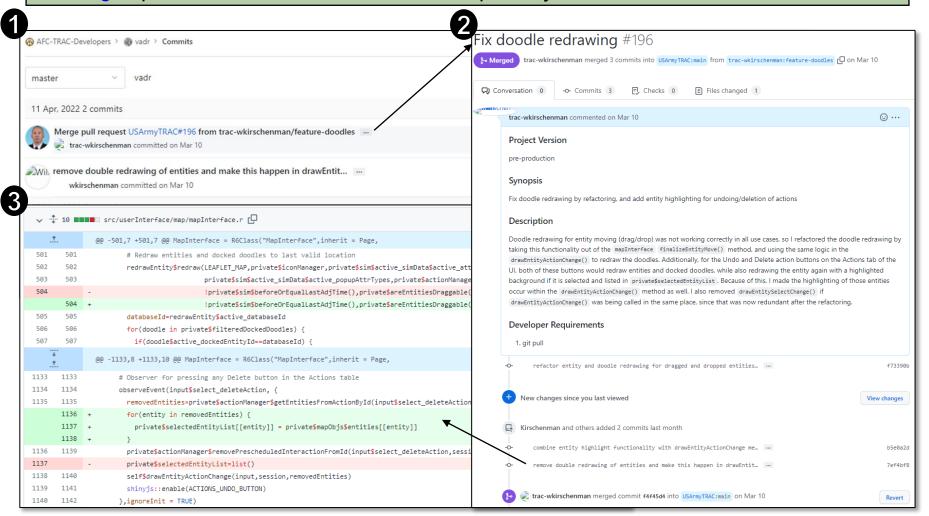


Commit History



18

A **commit** is a **snapshot of an entire project's repository** at a specific time. Commits should be based on **logical units of change** and should **tell a story of the history** of the repository and how it came to be that way. **Merge requests** let the developer tell others about a **group of changes** pushed to a branch in the remote repository.



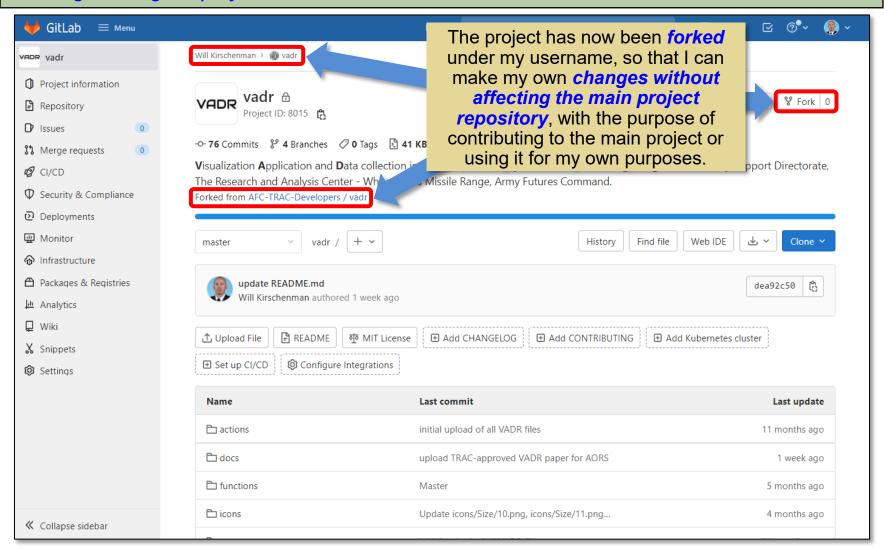


Forking



19

A **fork** is a copy of a project. Forking a repository allows an analyst to make changes without affecting the original project.

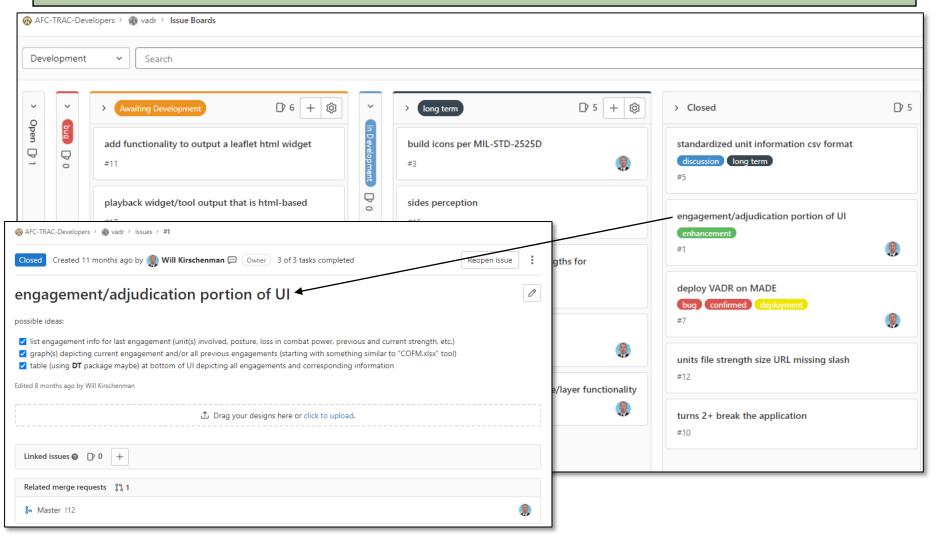




Issue Boards



An **issue board** is a **project management tool** used to plan, organize, and visualize a **workflow** for a project and its features. **Anyone in the TRAC developers group can add to the issue board**, whether as a project developer or an analyst testing features.





# **Summary**



#### **Advantages:**

- An open infrastructure providing visibility to all members and awareness of what is available across directorates, centers or authority levels.
- Allows analysts to coordinate and collaborate directly.
- On-demand *reusability* of experimental, validated, and in-progress resources.
- Actionable opportunities to "lean" on previous efforts to inform future ones.
- Resilient, enduring, *historical record* of innovative development.
- Resonance between *technical talent* and *development opportunities* (across the community).
- Technical project leads control permissions to edit within broader group (default = guest).

#### Challenges:

- Potentially new way of thinking / interacting with colleagues across an organization.
- Permission controls may not resonate with existing authority structures.
- There is a *learning curve to the Git workflow* and building a *culture of using proper version control systems* (e.g., enforcing standards of ReadMe/description quality).
- Proper and knowledgeable administrators with rules and procedures in place to ensure:
  - Information in the repository meets appropriate classification levels.
  - Proper permissions are implemented throughout the groups, sub-groups, and projects themselves (e.g., designating guest/developer/maintainer access at any level).





# Thank you for your attention!





#### For further information, please contact:

The Research and Analysis Center BLDG 1400, MLK JR BLVD WSMR, NM 88002





# **Definitions of Key Terms**



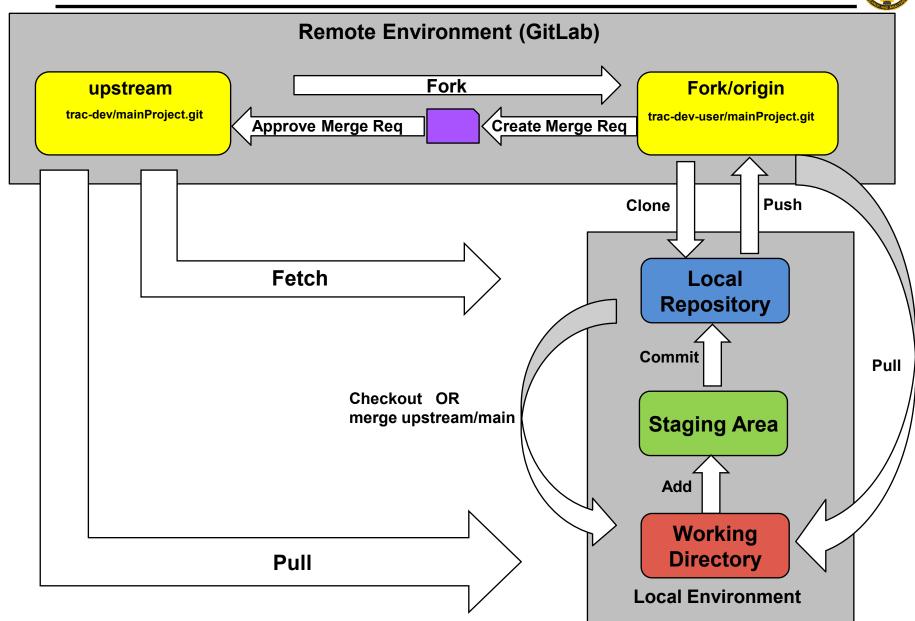
- **Branch:** a line of development. A single Git repository can track an arbitrary number of branches, but your working tree is associated with just one of them (the "current" or "checked out" branch).
- Commit (noun): a single point in the Git history; the entire history of a project is represented as a set of interrelated commits.
- **Commit (verb):** the action of storing a new snapshot of the project's state in the Git history, by creating a new commit representing the current state of the index and advancing HEAD to point at the new commit.
- **Fast-forward:** A fast-forward is a special type of merge where you have a revision and you are "merging" another branch's changes that happen to be a descendant of what you have.
- **Fetch:** Fetching a branch means to get the branch's head from a remote repository, to find out which objects are missing from the local object database, and to get them, too.
- **Git:** a free and open source distributed version control system designed to handle everything from small to very large projects with speed and efficiency.
- **GitLab:** DevOps software that combines the ability to develop, secure, and operate software in a single application using the Git distributed version control system.
- **Head:** a named reference to the commit at the tip of a branch.
- Master: the default development branch.
- Merge (verb): to bring the contents of another branch into the current branch.
- **Merge (noun):** unless it is a fast-forward, a successful merge results in the creation of a new commit representing the result of the merge, and having as parents the tips of the merged branches.
- Origin: the default upstream repository.
- Porcelain: a name for programs and program suites depending on core Git, presenting a high level access to core Git.
- **Pull:** pulling a branch means to fetch it and merge it.
- **Push:** pushing a branch means to get the branch's head from a remote repository, find out if it is an ancestor to the branch's local head, and in that case, putting all objects, which are reachable from the local head, and which are missing from the remote repository, into the remote object database, and updating the remote head. If the remote head is not an ancestor to the local head, the push fails.
- **Rebase:** to reapply a series of changes from a branch to a different base, and reset the head of that branch to the result.
- **Repository:** a collection of refs together with an object database containing all objects which are reachable from the refs, possibly accompanied by meta data from one or more porcelains.
- Working tree: the tree of actual checked out files.

All definitions retrieved from https://git-scm.com/docs/gitglossary



### Git Fork/Pull Workflow





**UNCLASSIFIED**