



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND
950 JEFFERSON AVENUE
FORT EUSTIS, VIRGINIA 23604-5700

REPLY TO
ATTENTION OF

ATCS-KO

04 AUG 2014

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: TRADOC Policy Letter 26, Knowledge Management-Process Improvement (KM-PI)

1. References:

- a. FM 6-0 (Commander and Staff Organization and Operations), 5 May 2014.
- b. FM 6-01.1 (Knowledge Management Operations), 16 July 2012.
- c. TRADOC Regulation 10-5 (U.S. Army Training and Doctrine Command), 27 December 2013.
- d. TRADOC Knowledge Management Strategic Plan FY 2014-2018, 21 January 2014.

2. Knowledge Management – Process Improvement is a commander's program. Consistent with FM 6-0 and FM 6-01.1, the TRADOC Chief Knowledge Officer (CKO) is a special staff member that reports directly to the DCG. While we transform TRADOC and implement Mission Command, we must embrace agility, adaptability, and innovation to generate increased integration and synchronization. We will shift to a performance management orientation focusing on outcomes rather than activities. The Office of the Chief Knowledge Officer (OCKO) and the Knowledge Management-Process Improvement (KM-PI) teams throughout TRADOC play a critical role in achieving organizational efficacy.

3. We will implement TRADOC's KM-PI Strategy during FY14-18 and develop capability-based organizations throughout the command to accomplish the following five competencies: Knowledge Management Services, Process Improvement Services, Data and Content Management, KM-PI Training and Education, and Performance Management.

4. The benefits of KM-PI allow TRADOC unfettered knowledge flow (creating, organizing, applying, and transferring knowledge) and organizational arrangements that enable cross-functional teams with integrated processes. Effective application of KM-PI will enhance employee performance, foster innovation, and facilitate the exchange of our most important commodity: the know-how of our personnel, our intellectual capital, which makes the difference between success and failure. Leveraging organizational knowledge requires processes that provide critical knowledge and expertise at the point of need to foster collaboration and enhance decisionmaking across the command.

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5. Responsibilities:

a. TRADOC CKO will:

(1) As TRADOC's KM-PI program manager, lead all command KM-PI efforts, governance, and strategy. The office will assist organizations in effective knowledge management, work process improvement, and performance assessment to enable better informed decisionmaking and verifiable, value-added results that demonstrate value added/return on investment (ROI).

(2) Lead, organize, and integrate KM-PI across TRADOC and collaborate with Headquarters, Department of the Army (HQDA), Army commands, and other enterprise partners to build successful KM-PI capabilities and increase organizational efficacy.

(3) Facilitate the establishment of capability-based organizations in the headquarters and subordinate organizations (SOs) to ensure we achieve unity of KM-PI effort across the command to execute approved KM-PI capabilities, competencies, and functions.

(4) Provide regular updates on TRADOC KM-PI initiatives and ROI, and highlight subordinate SO KM-PI progress, issues and results.

(5) Assess SO KM-PI staff elements through KM-PI quality assurance standards.

(6) Work with TRADOC staff to change appropriate regulations (e.g., TR 10-5) to reflect KM-PI Strategy requirements and updated roles and missions.

b. SOs and Centers of Excellence will:

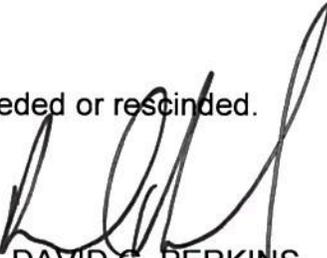
(1) Establish KM-PI staff elements with internal manpower to provide capability-based organizations to execute approved KM-PI capabilities, competencies, and functions. If commanders are unable to establish KM-PI staff elements internally, a risk assessment will be provided to the Deputy Commanding General laying out what will not get done.

(2) In support of Mission Command Strategy, commanders will adhere to the KM-PI Strategy and develop and execute implementation plans to achieve the outlined capabilities tailored to the unique missions, functions, and responsibilities of their command compliant with overarching HQDA guidance and TRADOC KM-PI standards. These standards are assessed with the HQDA and TRADOC accreditation process.

6. Given resourcing and manpower challenges, it is imperative we invest in KM-PI to achieve the manpower savings, cost efficiencies, and performance improvement results demonstrated by organizations with successful KM-PI programs in the commercial sector. The TRADOC OCKO will iteratively issue TASKORDs and related documentation to implement the TRADOC KM-PI Strategy. On a quarterly basis, each SO commander will report the progress, issues, and results of KM-PI within their command to HQ TRADOC Command Group through the TRADOC CKO.

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7. This policy letter is effective until superseded or rescinded.



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General, U.S. Army
Commanding

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