

UNCLASSIFIED



**Training and Doctrine Command (TRADOC) & the Army
Knowledge Management Proponent Office
Knowledge Management Representative Course (KMRC) Syllabus**

September 1, 2022

Version 2.0

Warning – Export Controlled: Distribution limited to U.S. Government agencies and their contractors critical technology. Other requests for the Document shall be referred to OCKO at 950 Jefferson Avenue, Fort. Eustis, VA 23604-5770.

Destruction Notice: Destroy by any method that will prevent disclosure of contents or reconstruction of the content (AR 25-400-2, 380-5).

Local Reproduction is Authorized: DISTRIBUTION C Distribution authorized to U.S. Government Agencies and U.S. DOD Contractors for operational use (17 April 2017). Refer other requests to the OCKO.

UNCLASSIFIED

UNCLASSIFIED
KMRC Syllabus



REVISION HISTORY

Date	Version	Description	Author	Approver
09/01/2022	2.0	Revision 1	Mike Smith	OCKO
12/06/2021	1.0	Initial Release	Sara Krieger	OCKO

*List most recent version first. Do not include draft version history.

UNCLASSIFIED
KMRC Syllabus



EXECUTIVE SUMMARY

Effective organizations deliberately seek to create a positive and dynamic working environment, foster teamwork, apply quantitative methods and analytical techniques, and tap the creativity and ingenuity of its people.

The purpose of the KMRC Training Support Package is to train, educate, and professionally develop Active, Reserve, and National Guard military personnel, Department of the Defense Civilians on the duties and responsibilities of a Knowledge Management Representative.

The package is part of a series of Knowledge Management (KM) training and education products that help establish a systematic approach to improving KM Programs and KM implementation at all echelons in the U.S Army's Training and Doctrine Command's (TRADOC) KM program. This document addresses the role of the learner and provides an outline of course requirements.

UNCLASSIFIED
KMRC Syllabus



TABLE OF CONTENTS

1	COURSE INFORMATION	1
2	COURSE DESCRIPTION	1
3	COURSE FORMAT	2
4	LEARNING OBJECTIVES.....	2
4.1	TERMINAL LEARNING OBJECTIVE (TLO).....	2
4.2	ENABLING OBJECTIVES.....	3
5	COURSE FLOW.....	4
5.1	MODULES BY TOPIC.....	4
5.2	PRACTICAL GROUP EXERCISES	4
6	REQUIRED PREREQUISITES.....	5
7	STUDENT RESPONSIBILITIES	5
8	EXPECTED STUDENT PARTICIPATION	6
9	COURSE SCHEDULE	7

UNCLASSIFIED
KMRC Syllabus



Knowledge Management Representative Course
KMRC Syllabus

1 COURSE INFORMATION

Course Location: <Physical or virtual address>

Dates: <Course Run Dates>

Course Run Times: 0800 to 1700 with a one-hour lunch break included

Course Facilitator(s) / Instructor(s) Contact Information:

Facilitator / Instructor	Email	Phone Number	Office Availability
First, Last Name	Contact email address	Contact Phone Number	0700 - 1700 Hours
Job Title / Position			Monday - Friday

2 COURSE DESCRIPTION

The purpose of this Knowledge Management Representative course (KMRC) is to enable you to apply effective KM practices and activities within your organization, how to identify knowledge gaps in your organization, and to assess the effectiveness of the organization’s KM efforts for future improvement efforts. The KMRC trains and educates Active, Reserve, and National Guard military personnel, and Department of the Defense Civilians on the duties and responsibilities of a Knowledge Management (KM) Representative. The course traditionally takes approximately 24-hours over 3 days to complete and is based on the experiential learning model and includes group and individual practical exercises, short lectures, and a capstone event; however, it has a modular design to allow instructors to modify, substitute, or skip slides based on the organization’s local requirements, tools, time, and resources. It focuses on the KM fundamentals and is an integral part of understanding how a KMR assists the commander in performing his or her mission command tasks. For that reason, KMRs are vital to KM success within an organization and for the overall Army.

This course covers the roles and responsibilities of a KMR, the fundamentals of KM, the four KM Components of people, processes, tools, and organization, and how to apply the KM Process of the ADDPI model - Assess, Design, Develop, Pilot, and Implement.

UNCLASSIFIED
KMRC Syllabus



You may be familiar with KM products from your previous work or duty assignments. This course introduces you to the doctrinal terminology, conceptual information, techniques, and resources necessary to employ the KM process and integrate effective KM activities into your organization. The course begins with an understanding of what KM is and its relevance to mission command. By exploring the inherent linkage between this doctrinal material and the warfighting function of mission command, you will be able to understand how knowledge management gives commanders and their organizations a significant tactical advantage on the battlefield and in its installational use. You will learn how KM helps facilitate knowledge sharing to improve organizational effectiveness as well as how to use a KM Maturity Model (KM3) with an embedded KM Assessment Tool (KMAT) to assess your organization's KM activities. The course consists of lectures with class discussions and practical group exercises where you will share your thoughts and opinions about an organization's KM effectiveness. During the practical group exercises, you will role-play as a KMR assessing the effectiveness of your organization's KM activities within a simulated KM Working Group (KMWG).

3 COURSE FORMAT

The course runs each day from 0800 to 1700 with a daily one-hour lunch break. Each day, the course will begin with an introduction of that day's topic modules and then review the key points of the previous day before introducing the new material. Each topic module will include a summary review with checks-on learning, while each day will conclude with a short review of that day's topics and an opportunity for you to ask the instructor any questions you may have on the material covered.

4 LEARNING OBJECTIVES

4.1 Terminal Learning Objective (TLO)

Action	Employ effective Knowledge Management (KM) practices and activities into your organization
Condition	In a facilitated classroom environment, either virtual or in-person, given an overview of knowledge management, a student workbook, a KM Gap Analysis Worksheet, Design Considerations Worksheet, Development Considerations Quad, RACI Chart, Pilot Considerations Questionnaire and chart, and note-taking materials, Army Techniques Publication (ATP) 6-01.1, Army Doctrine Publication (ADP) 3-0, ADP 5-0, and Chapter 3 of Field Manuals (FM) 6-0, ADP 6-0, and scenarios relevant to your organization/ command.
Standard	The application will include:

UNCLASSIFIED
KMRC Syllabus



	<ol style="list-style-type: none">1. Explanation of the KM Representative's (KMR) roles and responsibilities2. Explanation of KM Fundamentals3. Explanation on how KM practices affect organizational change4. Illustration of the content management considerations for your organization5. Explanation of the purpose and use of the KM Maturity Model (KM3) and embedded KM Assessment Tool (KMAT)6. Utilizing the ADDPI Model Process to assess gaps, and design and develop action plans for implementing solutions7. Explanation of mapping a process and completing 7-minute drills8. Description of how each KM Component (People, Process, Tools, and Organization) enables KM9. Apply KM to your organization by creating an action plan using the KM3_KMAT and applying the ADDPI process for an assessed gap.
Learning Domain	Cognitive
Learning Level	Application

4.2 Enabling Objectives

By the completion of the KMR course, you will be able to:

UNCLASSIFIED
KMRC Syllabus



- Explain the roles and responsibilities of a KMR
- Explain the fundamentals of KM
- Describe how change management enables KM with examples
- Explain the purpose and usage of the KM Maturity Model (KM3) and embedded KM Assessment Tool (KMAT)
- Describe the five steps of the ADDPI model process and design/develop an action plan
- Demonstrate process mapping and completing 7-minute drills
- Describe how the KM Components (People, Process, Tools, and Organization) enables KM with examples
- Describe how content management enables KM with examples
- Demonstrate how to assess the effectiveness of an organization's KM practices and activities by applying the ADDPI process and design/develop an action plan for implementing a solution to an identified issue.

5 COURSE FLOW

5.1 Modules by Topic

Introduction (1 hour)

Roles and Responsibilities (1.5 hours)

KM Fundamentals (3.5hours)

Assessing KM within your Organization (1.5 hours)

ADDPI Process (1 hour)

PPTO (5 hours)

1 hour for guest speaker

Content Management (1.25 hours)

Capstone (4 hours)

Conclusion, Survey, and AAR. (1 hour)

5.2 Practical Group Exercises

- Describe KMR tasks
- Define what a KMR does
- Name one thing from your organization to improve (KM problem)
- Use Knowledge Pyramid to illustrate how data is transformed to knowledge

UNCLASSIFIED
KMRC Syllabus



- Develop your KM Elevator Pitch
- Describe how to apply the ADDPI process to an operational issue
- Determine how KM Component People can be associated with a problem
- List current business processes used in your organization
- Complete a process map and address each of the KM Components within the process
- Complete a 7-minute drill quad chart
- Determine how to create a common operating picture (COP)
- Provide an example of each KM Component (PPTO) from your daily work environment

6 REQUIRED PREREQUISITES

- Scan the [ATP 6-01.1 – Techniques for Effective Knowledge Management \(March 2015\)](#)
- Read the PDF labeled “KMRC Read Ahead attached to the KMRC Welcome email you received.
- **Complete** the 4-hour Army Knowledge Management Basic online course located on the Army’s milUniversity [here](#). To avoid losing your KMRC registration slot, you will need to email your Certificate of Completion from the Army KM Basic course to your KMRC instructor NLT <**Deadline Date**>.

*****Note:** Students unable to meet the prerequisites prior to the KMRC start date must obtain a waiver from the hosting CKO office to attend the course.

- The KMRC offers a unique opportunity to address real organizational challenges. In coordination with your organization’s leadership, write down 2 to 3 knowledge related organizational challenges (problems/gaps) your organization currently faces to address during class discussions and activities.

7 STUDENT RESPONSIBILITIES

- Be professional at all times. Avoid conduct, both on and off duty, which is immoral, illegal, unethical, or likely to bring discredit upon the Army.
- Be at the appointed place of duty on-time and prepared.
- Cannot miss more than two hours of total course hours in course attendance.
- Meet or exceed all course graduation requirements.
- Recognize personal shortcomings and request assistance as needed.
- Be motivated and maintain a positive attitude.
- Participate in all classroom discussion and small group collaboration.

UNCLASSIFIED
KMRC Syllabus



- Provide constructive feedback concerning the efficiency and effectiveness of the course and training materials, using student surveys and course AARs.

8 EXPECTED STUDENT PARTICIPATION

1. Class Discussions.

- a. This course abides by the principles of academic freedom and non-attribution within the boundaries of law.
- b. Fully engage in daily discussions.
- c. Actively provide quality discussions with group settings.
- d. Participation in classroom discussion is required – Strive to not monopolize the discussions.
- e. Make contributions relevant and productive.

2. Group Contribution.

- a. Contributes to the small working group collaboration.
- b. Participates in the development of products.
- c. Participates in briefing small group assignments.

3. Individual Contribution.

- a. Participates in briefing individual assignments when selected.

4. Classroom Rules of Engagement (ROE)

- a. Respect your classmates.
- b. This is your primary duty station.
- c. Be on time for start of class and when returning from breaks.
- d. Cell phones must remain silent or turned off during class. The instructor may approve case-by-case exemptions.
- e. Laptop screens will be down during all VIP briefings.
- f. Do not text or email during class.
- g. During class, do not surf the web unless the subject matter material is directly related to course content.
- h. Secure your personal items in the classroom.

UNCLASSIFIED
KMRC Syllabus



9 COURSE SCHEDULE

Day 1		
Time	Topic/Activity	Notes
0800 – 0850	Module 1 , Course Introduction: Course Overview, Student Introductions, KMR CE	
0850 - 0900	10-minute Break	
0900-0950	Module 2, Roles and Responsibilities: Definition / Key Terms / Attributes / Roles / Tasks LSA 1: Describe tasks of a KM Representative	ELO 1: Explain the roles and responsibilities of a KMR
0950-1000	10-minute Break	
1000-1030	Roles and Responsibilities: CPI / Change Management / Check on Learning / Summary LSA 2: Define what a KMR Does 10-minute Break	
1050 - 1100	10-minute Break	
1100-1150	Module 3, KM Fundamentals: CE / KM Doctrine / Mission Command / KM Essential Leader Tasks / Why KM / Strategy / Organizational Outcomes	ELO 2: Explain the fundamentals of KM
1150 - 1250	Lunch	
1300 - 1350	KM Fundamentals: Army Management Framework / Characteristics of High Performing Organizations / Check on Learning / Knowledge / Components Overview / CE / ADDPI overview / KM Principles LSA 3: One thing from your section/organization to improve (KM Problem)	ELO 3: Describe how change management enables KM with examples

UNCLASSIFIED
KMRC Syllabus



Day 1		
Time	Topic/Activity	Notes
1350-1400	10-minute Break	
1400 - 1450	<p>KM Fundamentals: Info Management / Data management / Shared Understanding / KM Trends Check on Learning / Summary</p> <p>LSA 4: Use the knowledge pyramid to illustrate how data is transformed in your section/org to give the commander and staff shared understanding</p>	
1450 - 1500	10-minute Break	
1500 - 1550	<p>Module 4, Assessing KM within your Organization Types of Assessments / KM3 & KMAT / KM Maturity Levels / KM3 Ratings / Assessment Matrix / Examples / Impact vs. Effort /</p>	<p>ELO 4: Explain the purpose and usage of the KM Maturity Model (KM3) and embedded KM Assessment Tool (KMAT)</p>
1550 - 1600	10-minute Break	
1600 - 1630	<p>Assessing KM within your Organization: MoPs & MoEs / Action Plan / Project Chart / Check on Learning / Summary</p> <p>LSA 5: Develop Your KM Elevator Pitch</p> <p>Assign Homework Daily Wrap-up (Intro, Roles & Responsibilities, KM Fundamentals)</p>	<p>Homework: Elevator Pitch</p>

UNCLASSIFIED
KMRC Syllabus



Day 2		
Time	Topic/Activity	Notes
0800 – 0830	Review Homework / Recap Roles & Responsibilities, KM Fundamentals Transition to ADDPI Process	
0830 – 0920	Module 5, ADDPI Process: Step 1: Assess / Analysis / Types of Analysis / Step 2: Design / Three Steps / MoPs & MoEs / Step 3: Develop / Step 4: Pilot / Step 5: Implement / Two Approaches / Check on Learning / Summary LSA 6: Apply ADDPI process to an operational issue	ELO 5: Describe the five steps of the ADDPI model process and design/develop an action plan
0920 - 0930	10-minute Break	
0930 - 1020	Module 6, PPTO: Overview / People / Expertise / Training / Battle Rosters / RACI Chart / PACE & COOP/ Terms of Reference / Check on Learning / LSA 7: Determine how KM Component People can be associated with a problem LSA 8: : List current business processes used in your organization Complete a process map and address each of the KM Components within the process	ELO 7: Describe how the KM Components (People, Process, Tools, and Organization) enables KM with examples
1020 - 1030	10-minute Break	
1030 - 1120	PPTO Process / CE / Process Map / KM Map / Battle Rhythm / Boards / Battle Rhythm Steps / Friction Points / 7-Minute Drill / Quad Chart & Examples Tools / CE / Battle Rhythm // Battle Rhythm Examples / Battle Rhythm Considerations / LSA 9: Complete a process map and address each of the KM Components within the process LSA 10: Complete a 7-minute drill quad chart	ELO 6: Demonstrate process mapping and completing 7-minute drills
1120 - 1130	10-minute Break	

UNCLASSIFIED
KMRC Syllabus



Day 2		
Time	Topic/Activity	Notes
1130 - 1220	PPTO Tools CE / Examples / Non-digital Tools / Digital Triad / Common Operating Picture (COP) / CCIR / Digital Tools	
1220 - 1320	Lunch	
1320 - 1410	PPTO Tools / Communities / Communities of Interest / Communities of Practice / Communities of Purpose / Check on Learning LSA 11: Determine how to create a common operating picture (COP)	
1410 - 1420	10-minute Break	
1420 - 1510	PPTO Organization / CE Culture / Structure / Summary Homework Prep / Assign Homework	Use trends if the operational issues repeat or are not sufficient for the Capstone
1510 - 1520	10-minute Break	
1520 - 1620	Guest Speaker	

Day 3		
Time	Topic/Activity	Notes
0800 – 0830	Homework Review Recap on ADDPI & PPTO Overview Day 3 Transition to Module 7: Content Management	

UNCLASSIFIED
KMRC Syllabus



Day 3		
Time	Topic/Activity	Notes
0830 – 0920	Module 7: Content Management: Overview / Tasks / Life Cycle / Products / Principles / Challenges & Considerations / Taxonomy / Metadata / ARIMS / Best Practices / Check on Learning / Summary	ELO 8: Describe how content management enables KM with examples.
0920 - 0930	10-minute Break	
0930 - 1020	Module 8, Capstone: Intro / Gap Analysis Worksheet (individual) / Impact & Effort (Individual) / Select Solution & Finish Worksheet / KM3 (Group)	
1020 - 1030	10-minute Break	
1030- 1120	Capstone: Impact & Effort Chart (group) / Select Solution & Rank / Design Considerations Chart & Worksheet /	ELO 9: Demonstrate how to assess the effectiveness of an organization’s KM practices and activities by applying the ADDPI process and design/develop an action plan for implementing a solution to an identified issue.
1120 - 1130	10-minute Break	
1130 - 1220	Capstone: Development Considerations Quad & RACI Chart / Pilot Considerations Worksheet & Chart / Action Plan	
1200 - 1300	Lunch	
1300 - 1350	Capstone: Prepare Presentation / Present Results	

UNCLASSIFIED
KMRC Syllabus



Day 3		
Time	Topic/Activity	Notes
1350 - 1400	10-minute Break	
1400 - 1450	Capstone: Present Results	
1450 - 1500	10-minute Break	
1500 - 1530	Module 9: Course Conclusion / Survey /	