Unlocking Success: How OCKO Mastered Content Management for Growth

Content Management (CM) can be a daunting task. Managing digital content in Headquarters-level organizations of the Army, involving the management of large volumes of data can be a challenging task for many. Moreover, with thousands of personnel involved in the process, it could seem like an overwhelming task. However, with the right approach and tools, the process can be streamlined effectively. Failing to properly manage digital content can result in an incredibly time-consuming process of cleaning up mistakes. The lack of proper content management can also cause the inability to access critical information and can lead to poor decision making due to inaccurate or incomplete data. Unreliable content could potentially lead to dire consequences, and a damaged reputation that is difficult to repair.

Why Content Management Matters

Our digital Knowledge Management (KM) repositories can be compared to online libraries, where users have the responsibility of placing files where they deem them to be the most relevant, unlike traditional libraries where documents are organized by librarians trained to carry out the task.

Both traditional and digital libraries share the same goal of managing information resources. However, the difference lies in how resources are classified and organized. In traditional libraries, the Dewey decimal system is commonly used to organize books and other materials. In contrast, digital libraries rely on metadata and other categorization methods to sort data systematically.

Without a reliable way of tracking content changes and alterations over time, organizations risk their content becoming outdated or inaccurate. In addition to wasting time searching for the right information when needed, failing to properly manage content can also cause reputational damage if incorrect data is shared with customers or partners. CM provides organizations with the tools to ensure their content is accurate while improving efficiency and ensuring teams stay informed about organizational policies and strategies, enabling them to make real-time informed decisions. Dr. Michael Prevou, the Deputy Chief Knowledge Officer at US Army Training and Doctrine Command, stated, "In my experience after assessing over 40 DoD organizations, the best managed content repositories are managed by a librarian or team of librarians, responsible for making sure metadata is correctly captured, that naming conventions are adhered to, and that the 'books' are on the right shelf. They oversee what goes in and makes sure that official documents adhere to Army standards for content governance and the Army Records Information Management System (ARIMS) when applicable." This highlights the importance of having a dedicated team for managing digital content in organizations, especially in the context of the Army, where compliance with content governance and ARIMS is critical.

Effective CM is crucial in digital libraries as it provides structured and streamlined access to vast amounts of data. As opposed to traditional libraries where librarians manage content, in digital libraries, everyone is encouraged to contribute and organize data. Solid CM ensures that relevant data is quickly and easily accessible by the users, making content organization essential.

Content Management at OCKO

To streamline our CM for TRADOC Office of the Chief Knowledge Officer (OCKO), we formulated an effective plan and executed it with success. We understand that implementing such a plan can be daunting, but we believe that our experience can provide valuable insights to help other organizations achieve their own CM objectives. Therefore, we would like to share the details of our plan, which could be adapted to suit the needs of any organization looking to improve their CM practices.

- Schedule planning sessions with the team to address managing content in various repositories
- Plan 1–2-hour sessions for each repository (SharePoint Online (SPO) Libraries, Microsoft Teams, etc.)
- Conduct a quick assessment or audit of each repository during each session
- Identify an example of what "right" looks like for managing content in each repository ahead of time
- Assign responsibility for fixing/updating specific document types/categories or Teams Channels to specific individuals between the first session and the reviews
- Conduct 1-2 reviews of each repository to review progress made
- Limit reviews to no more than 2 per site and complete the entire effort by a deadline
- Prioritize cleaning up content while maintaining other priorities

As we encourage our readers to modify existing tools to suit their needs, one example of how we did this, was the American Productivity and Quality Center (APQC's) Content Inventory and Audit Template (Figure 1). This tool enables site owners, content managers, and end users to track, inventory, and evaluate content. By standardizing how content is captured, filed, and assessed, the template ensures consistent and efficient management of assets across platforms. For years, tools like these were a best practice for manually managing content. Utilizing the new features of SPO, we were able to build our internal library to nearly mirror this template (Figure 2) and make our CM more efficient.

Moreover, we leveraged this opportunity to create frameworks and standardize operational processes between our other platforms, including email, Jira, Vimeo, Microsoft Teams, and milSuite. Once the frameworks were established, the team conducted an internal audit of those platforms. To ensure that processes were being followed and work was progressing as expected, weekly progress reviews and live demos were instituted so we could fail quickly if we had to and stay on task.

Thanks to this work, we were able to develop our CM SOP, which encapsulates the OCKO knowledge ecosystem, guidelines, audits, and measurements. This well-planned arrangement of our content along with regular assessment of data, metadata (data about the content), and taxonomy (organizing content by characteristics) helps us stay organized and makes it simpler to access our content.

CRITICAL KNOWLEDGE	FILE DESCRIPTION					RELEVANT FILE DATES					OWNERSHIP AND ACC		RECORDS MANAGEMENT		PERFORMANCE ANALYTICS		MIGRATION STATUS	
	File Type	Title	Description	Key Words	Current Link/URL	Date Created	Date Modified	Date Last Accessed	Review Cadence	Next Review Date	Owner	Who can edit	Record Label	Record Disposition	File Views	Downloads	gration Responsibil	Migration Link/URL
File is a knowledge asset considered mission critical or vital to operations? (y/n)	File Type	Title of file	Description of file Content.	Metadata or Term Search key words (Think	Link to file/Links where this file shared such as locations within SharePoint, Teams or	Date file was created.	Date file was last modified.	Date File was last accessed.	How often is the file reviewed?	Date of next required review.	Who is responsibl e for the file?	Which users can edit the file?	Label for identification if file is an official record (see AR 25-400-2).	Required disposition if file is an official record (see AR 25-400-2).	Number of times the file has been viewed over a given period.	Number of times the file has been downloaded over a given period.	Who is responsible for migrating?	Link to file after migration.
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Figure 1

		Name ∨	Doc Type ⊞ ∨	Sub Doc Type ⊞ ∨	Critical Knowledge ∨	Doc Status ∨	Modified ↑ ∨	Review Status ∨	Modified By ∨	Record_Date ∨	Record Number
		Planning Your A365 Teams ...	Articles		No	Approved for Public Release	3/29/2023 11:32 AM		Smith, Michael D CTR USARMY TRADOC (USA)	9/21/2022	
		Planning A365 Considerati...	Articles		No	Approved for Public Release	3/29/2023 11:32 AM		Smith, Michael D CTR USARMY TRADOC (USA)	9/21/2022	
		Everybody Has a Role to Pl...	Articles		No	Approved for Public Release	3/29/2023 11:32 AM		Smith, Michael D CTR USARMY TRADOC (USA)	7/28/2022	
		What A365 Means For You...	Articles		No	Approved for Public Release	3/29/2023 11:32 AM		Smith, Michael D CTR USARMY TRADOC (USA)	11/7/2022	
		10_Steps_Starting_a_KM_Pr...	Articles		No	Published	3/29/2023 11:32 AM		Smith, Michael D CTR USARMY TRADOC (USA)	12/30/2021	
		Barriers_to_Innovation_Flex...	Articles		No	Published	3/29/2023 11:32 AM		Smith, Michael D CTR USARMY TRADOC (USA)	11/23/2021	
		Branding_KM.docx	Articles		No	Published	3/29/2023 11:32 AM		Smith, Michael D CTR USARMY TRADOC (USA)	11/29/2021	
		Build_KM_Into_Organizatio...	Articles		No	Published	3/29/2023 11:32 AM		Smith, Michael D CTR USARMY TRADOC (USA)	11/23/2021	
		Build_a_Continuity_Book.d...	Articles		No	Published	3/29/2023 11:32 AM		Smith, Michael D CTR USARMY TRADOC (USA)	11/29/2021	
		Create_Adaptable_Learning...	Articles		No	Published	3/29/2023 11:33 AM		Smith, Michael D CTR USARMY TRADOC (USA)	10/12/2021	
		Deploying_an_Effective_KM...	Articles		No	Published	3/29/2023 11:33 AM		Smith, Michael D CTR USARMY TRADOC (USA)	9/30/2021	
		Getting_Better_at_Getting_...	Articles		No	Published	3/29/2023 11:33 AM		Smith, Michael D CTR USARMY TRADOC (USA)	10/12/2021	
		First_180_Days_New_CKO.d...	Articles		No	Published	3/29/2023 11:33 AM		Smith, Michael D CTR USARMY TRADOC (USA)	12/30/2021	
		Invest_in_Onboarding_Enco...	Articles		No	Published	3/29/2023 11:33 AM		Smith, Michael D CTR USARMY TRADOC (USA)	9/9/2021	

Figure 2

The Advantages of Content Management

Investing in a CM plan is an essential step for organizations that value accurate and reliable data. CM can provide key metrics to measure success, improve organization through taxonomies and metadata, and enable KM initiatives. SPO is a popular tool for CM, and it facilitates these metrics via data visualization using tools like Power BI to help better understand metrics and visualize information. Ultimately, understanding what's in it for you when it comes to CM includes: involving metrics to ensure performance optimization, improvement of organizational capabilities by effective use of taxonomic structures and metadata strategies, plus harnessing new knowledge from insight generated across the enterprise.

Content Management Best Practices

As industries around the world continue to accumulate and share vast amounts of content, effective CM best practices are essential for streamlining processes and ensuring consistent results. People alone can't ensure these best practices get followed; it requires having the right combination of resources in place - people, processes, tools, and organizations - all of which must be managed strategically for maximum efficiency.

Army 365 is one best practice tool that equips users with taxonomy and metadata capabilities to help them search, view, and share content. Much like we used it to modify our SPO Library views, this tool helps manage digital content in an organized way. Additionally, this data can be used to understand overall usage patterns, identify new trends in document sharing, and increase collaboration efficiency.

Organizations like APQC (another best practice) bring deep insight into CM metrics with their Process Classification Framework[1] developed specifically for helping understand and compare their performance internally and externally with organizations from any industry. APQC offers a valuable solution to organizations by providing them with comprehensive and reliable ways to assess the effectiveness of their current systems. With a focus on both engagement and productivity, their solutions enable organizations to identify areas that require improvement or focus, providing a roadmap for success. By leveraging APQC's tools and expertise, organizations can gain valuable insights into their operations, potentially increasing productivity, and reducing inefficiencies. These solutions are designed to be user-friendly and adaptable to

meet the unique needs of each organization, making them practical and valuable tools for driving long-term success.

Conclusion

Effective Content Management is imperative for every organization, regardless of the size. Having a strategy in place to maintain, curate, distribute, and archive quality content will help you meet your goals of efficiency and effectiveness. By taking advantage of CM systems and best practices, and applying a deliberate strategy, you will have more time to devote to other efforts that will benefit your bottom line-serving Soldiers and the people who support them. It is critical for organizations to prioritize CM immediately if they want to keep up with the rapidly growing amount of content. Take action and start implementing effective CM strategies today!

This TRADOC OCKO publication was written by Greg Bandish. Want to learn more? You can respond to this article or access related articles, blogs, media presentations, and more at https://www.milsuite.mil/book/groups/tradoc-km/pages/main-page.

Disclaimer: The views and opinions expressed are those of the author and do not necessarily reflect the official policy or position of OCKO, U.S. Army Training and Doctrine Command, the Department of the Army, or the United States government.

Notes
1. APQC (2022, May 4) *Process Classification Framework (PCF) – Cross Industry – Excel Version 7.3.0*
https://www.apqc.org/resource-library/resource-listing/apqc-process-classification-framework-pcf-cross-industry-excel-10

When you need to innovate, you need to collaborate!
Contact the TRADOC OCKO for support, development, and training: dashboards, collaboration sites, SharePoint, metrics, KPIs, process mapping, Microsoft Teams, SMS, multimedia production, and much more.