



UNITED STATES FORCES KOREA INSTRUCTION

FKKM

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KNOWLEDGE MANAGEMENT PROGRAM

Reference(s): See Enclosure F

1. Purpose. This instruction establishes the United States Forces Korea (USFK) policy, guidance, and responsibilities for the USFK Knowledge Management (KM) Program.
2. Superseded/Canceled. None
3. Applicability. This instruction applies to United Nations Command (UNC)/Combined Forces Command (CFC) /USFK personnel (military servicemembers, federal government civilians, contractors, and local nationals) assigned, attached, or on temporary duty to USFK. It also applies to other U.S. Government (USG) organizations that routinely join and operate with the command as well as Component Commands and coalition mission partners in the Korea Theater of Operations (KTO).
4. Vision. The KM Office leads and advises on all KM matters to promote and improve decision-making, to ensure an agile total force capable of rapid innovation.
5. Records Management. Records must be dispositioned in accordance with the CJCSM 5760.01A Volume II, Joint Staff and Combatant Commands Records Management Manual-Disposition Schedule.
6. Policy. This instruction provides guidance for the KM program and the authority to implement and enforce standards relevant to the full range of military operations.
7. Definitions. KM is a discipline that integrates people and processes, enabled by tools, throughout the information lifecycle to create shared understanding, increased organizational performance, and improved decision making.
8. Responsibilities. See Enclosure A
9. Releasability. UNRESTRICTED. This instruction is approved for public release; distribution is unlimited on the USFK Publication Electronic Library, <https://www.usfk.mil/Resources/USFK-Publications/> or at <https://armyeitaas.sharepoint->

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10. Effective Date. This instruction is effective upon receipt.



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Enclosures:

- A – Knowledge Management Roles and Responsibilities
- B – Knowledge Management Processes and Programs
- C – Korea Theater of Operation KM Working Group (KTOKMWG)
- D – UNC/CFC/USFK KM Working Group (U/C/J-KMWG)
- E – Battle Rhythm Working Group (BRWG)
- F – References
- GL – Glossary

ENCLOSURE A
KNOWLEDGE MANAGEMENT ROLES AND RESPONSIBILITIES

1. Background.

- a. KM is a discipline that integrates people and processes throughout the information lifecycle of an organization to create shared understanding, increased performance, and improved decision making. KM principles apply to all personnel and missions to improve decision making through shared understanding, organizational efficiency, and collective intellectual agility, leading to greater mission success.
- b. Applying KM principles command-wide yields a thorough understanding of the issues, processes, and functions of the entire organization which outline the ways knowledge should be shared and used throughout the information lifecycle ensuring the entire organization in gaining shared understanding. When implementing KM principles, the overall goals are to improve decision cycle effectiveness, increase shared understanding through collaboration, enhance mission and organizational performance, and promote agile learning coupled with a culture that is prepared for, and embraces, change.
- c. The KM program is iterative and based on measurable results of program outputs. Each organization must determine how to measure results of their KM program and what steps are needed to improve both the program and the overall organization to include regular assessments toward KM program improvement.

2. KM Program Objectives.

- a. Establish and sustain effective KM and Data Management policies and procedures (the latter will be discussed in detail in a forthcoming instruction).
- b. Promote intellectually agile knowledge sharing and collaborative behaviors throughout the force that lead to improved decision cycle performance and decision quality at all echelons.
- c. Conduct Knowledge Gap Analysis to evaluate information transformation into knowledge, means, and methods; and develop metrics and methodologies that capture and accurately predict outcomes.
- d. Promulgate standards, process improvement and best practices for collaboration, storage, sharing, use, reuse, and disposition of knowledge products.
- e. Increase shared understanding of all aspects of missions, processes, events, and stakeholder perspectives across all echelons and functions of the command.
- f. Enhance mission and organizational efficiencies and performance.

- g. Find ways to improve processes across the command and between commands, to include components. In order to provide information flow throughout.
- h. Establish and sustain a data architecture to enable data-based decision making.
- i. Provide training on KM competencies tailored for leadership, staff, and practitioners.
- j. Integrates Artificial Intelligence (AI), Machine Learning (ML), Deep Learning (DL), and Predictive Analysis (PA) into decision-making process.
- k. Manages the Command Battle Rhythm, the entirety of activities and events (people, processes, and tools) that must be synchronized to support Commander decision making. Effectively synchronizing battle rhythm events in time and space (to include cyber space).

3. Responsibilities.

a. Commander

(1) Designates the Command Knowledge and Data Manager (CKDM) or delegates this duty to the Chief of Staff.

(2) Endorses a KM/Knowledge sharing culture intended to:

(a) Promote and encourage the active sharing of knowledge, information, and processes in open, honest, and transparent ways.

(b) Embrace a culture of innovation and change

(c) Empower subordinates to act autonomously, based on collective knowledge of Commander intent and organizational priorities.

(d) Encourage active sharing of individual and organizational knowledge throughout the command with peer organizations to enhance competitive advantages.

(e) Promote a culture of "need-to-share" vs "need-to-know" within the organization consistent with INFOSEC/OPSEC requirements. Along with "write to release" concept in order to promote the alliance.

b. Chief of Staff (CoS)

(1) Provides oversight of the KM program and its activities.

(2) Assigns KM and Data Manager roles and responsibilities consistent with this policy.

c. Command Knowledge and Data Manager (CKDM)

(1) Under the direction of the Chief of Staff, establishes and oversees the Command's KM and Data Management and Battle Rhythm programs, to include integrating it with KM programs across the KTO. Identifies and implements ways to eliminate barriers to collaboration and create, disseminate, discover, and reuse data and knowledge at all levels of the command. The CKDM will be the Director of the Knowledge Management Office.

(2) Develops and implements an organizational knowledge capture/continuity program (see Enclosure B for programs listed).

(3) Appoints Battle Rhythm (BR) Manager for the who will review and approve changes to the BR architecture.

(4) Provides executive oversight for the BR Management program and the people, processes, and tools that support the BR and command decision events.

(5) Maintains the KM Assessment Program, to include performing assessments and developing strategies to improve command KM capabilities and performance.

(6) Chairs KM working groups and other meetings and events which govern KM and Data programs or activities.

(7) Manages user aspects of collaborative tools and develops, implements, and manages, collaborative tool training to support their use.

(8) Manages command information in the KTO Enterprise KM Community of Practice Registry.

(9) Maintains a content management and knowledge discoverability program.

(10) Maintains the command KM competency program, congruent with KM competency training provided by the Services, other accredited KM training programs, and the Joint Doctrine Change Recommendation (JROCM 063-21, 1 Sep 21).

(11) Serves as the Command Data and Innovation Manager to develop and implement policy and guidance regarding Command data and innovation initiatives.

(12) Is the senior official and operationalizes data, AI/ML/DL/PA capabilities across the KTO.

(13) Serves as the senior advisor for the UNC/CFC/USFK Headquarters (HQ) and Components on all knowledge management and data management matters.

(14) Conduct an annual KM assessment of their directorate using an accredited KM assessment tool (e.g., American Productivity and Quality Center (APQC), or the U.S. Army). Use assessment results to improve KM across their directorate.

(15) Conduct Continuous Process Improvement (CPI) within the Command.

d. Functional Directors/Directorates

(1) Document, capture, store, and make accessible to the command staff, the knowledge inherent to their respective directorate via a KM continuity program.

(2) Assign a KM Representative for their directorate who will be responsible to participate in, and contribute to, KM working groups and command KM synchronization efforts.

(3) Assign a Facilitator and Secretary for each BR event within their respective directorate.

e. Knowledge Management Representative (KMR)

(1) Directorates will designate a KMR lead KM activities within their respective staff organization. A KMR should be cognizant of overall command information needs and authorized to coordinate their organization's specific information requirements. A KMR works closely with the CKDM, KMO, and their respective staff to coordinate procedures and capabilities to meet command and staff information requirements.

(2) Guides Staff Directorate efforts to identify external shareholders, subject matter experts, and centers of excellence to ensure affected parties are collaboratively linked and familiar with appropriate KM processes.

(3) Provides actionable recommendations to improve the storing, accessing, and sharing of information.

(4) Provides process and tool recommendations in support of BR events.

(5) Conducts KM-related user assistance and staff training for new arrivals and augmentees as well as with users outside the staff with whom knowledge-related working relationships have been established.

(6) Ensures common understanding of desired KM goals and objectives, monitor staff directorate member actions members actions to ensure they align with the command's overall KM strategy.

(7) Ensures Staff Directorate members integrate, share, and synchronize activities internally, externally, vertically, and horizontally with supported and supporting commands and agencies.

(8) Takes responsibility for the quality of information created within the KMR's respective organizational element(s) and ensure it is appropriately shared with the KMO.

(9) Ensures directorate is represented at all KM Working Group (KMWG) meetings held to address current and emerging KM issues and provide a forum for attendees to discuss them.

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ENCLOSURE B

KNOWLEDGE MANAGEMENT PROCESSES AND PROGRAMS

1. Collaborative Tools and Portals.

a. The CKDM shall maintain a collaborative tools program and coordinate with USFK J-6, and its technology acquisition staff. The CKDM shall assess available collaborative and knowledge management/decision-making tools and compare them with command processes and requirements to determine optimal courses of action regarding shared understanding and organizational efficiencies.

b. The CKDM shall develop training material for command KM-related/collaboration tools and software such as portals, databases, and other online resources. The CKDM shall also train KM competencies IAW the KM Joint Doctrine Change Recommendation (DCR) and Service KM competency training.

c. The CKDM is responsible to provide digital tools or other web-based training and services to the command. This includes effectively employing Information Technology (IT) tools to enhance collaboration throughout the command.

2. Continuous Process Improvement.

a. USFK operates in a complex environment with an intricate system of interconnected processes. Organizations will have a deliberate program to document and understand the relationships between command functions and processes and conduct improvement activities.

b. CPI will be performed using a formal process improvement methodology that strives to fully document relevant processes across the command. This is done to identify gaps, seams, and process redundancies, visualize staff utilization, and improve shared understanding across the full spectrum of command functions and operations. The CPI program will include process inventory, mapping, and narrative explanations to show linkages between functional areas across the command.

3. KM Assessment Program

a. KM assessments allow the command to assess the maturity of its KM program, more specifically to provide ways to measure improvement to knowledge sharing, decision support, and change management. Organizations will conduct KM assessments annually, at a minimum, with the assistance of the CKDM and KMO. They will compare prior and current evaluations to determine progress regarding the KM maturity of their respective organization. Users will utilize recognized KM assessment tools for evaluation. (e.g., APQC, U.S. Army Combined Arms Center, KM Proponent, etc.).

4. Content Management and Knowledge Discoverability Program.

a. The objective of quality content management is to improve shared understanding, organizational and individual efficiencies, and overall effectiveness. This shall be accomplished by establishing a Knowledge Discoverability Program that establishes rules and best practices to manage and knowledge and knowledge products throughout their lifecycle.

b. The Knowledge Discoverability Program allows users to discover command information more rapidly and intuitively. It also outlines best practices for the creation, identification, collaboration, naming, storage, and disposition of new knowledge and knowledge products. This also includes key tasks to ensure records management policies are reviewed and followed.

c. The Knowledge Discoverability Program will address, at a minimum, the following areas:

- (1) Portal, shared drive, and personal drive usage
- (2) Portal governance
- (3) Document/file collaboration and sharing
- (4) Versioning/version control
- (5) File/folder naming convention and metadata
- (6) Records identification
- (7) Electronic file system structuring ("Taxonomy")
- (8) File discovery, searching and document searchability ("Ontology")

5. Enterprise KM Community of Practice Registry.

a. The CKDM leads the command KM program across the command's enterprise. The registry itself provides KTO visibility for all CKDMs/KMOs across the enterprise as well as other KM practitioners throughout the command.

b. Each organization is required to update the registry quarterly or upon transition of KMO personnel within their organization.

6. Command Knowledge Capture/Continuity Program.

a. This continuity program is intended to make the transition into, integration within, and departure from the command more efficient and effective by minimizing the loss of command knowledge.

b. The CKDM and the KMO are responsible for the Command Knowledge Capture/Continuity Program. The program's purpose is to capture, store, and make visible and accessible knowledge that is inherent to the command. This ensures vital command knowledge is not lost when members depart the command or transfer to another organization. Specific examples of command knowledge include Course of Action (COA) development, decision-briefs, continuity binders, Standard Operating Practices (SOPs), process maps, Crisis/Training products, etc.

c. The KMO will develop and maintain templates for functional continuity within each staff/directorate and provide best practices outlining how to capture organizational knowledge.

7. Battle Rhythm Support.

a. The term "Battle Rhythm" describes the entirety of activities and events (people, processes, and tools) that must be synchronized to support leader decision cycles. Effectively synchronizing battle rhythm events in time and space builds shared understanding across the commands, which is necessary for optimal and timely commander decision making and facilitates effective use of staff time.

b. The CoS is responsible for the overall battle rhythm and may assign responsibility for its management to the CKDM.

c. The CKDM will support the battle rhythm by assigning a command battle rhythm manager to oversee command battle rhythm, to include the following:

(1) Manage connections between the tools and products that support the battle rhythm (e.g., Master Event Calendar, Information Flow Diagrams, 7 Minute Drills, etc.).

(2) Assist the CoS and CKDM in synchronizing battle rhythm events, meetings, and activities to optimize shared understanding and decision quality.

(3) Inventory regular/recurring cross-functional activities, including Boards, Bureaus, Centers, Cells, and Working Groups (B2C2WG); provide support and analysis for each event to optimize meeting cycles to best support decision cycles and apply CPI methodology to the entirety of the command battle rhythm program.

(4) Develop and maintain command requirements for the establishment and disestablishment of B2C2WG events, to include event conduct standards and Input/Output requirements.

(5) Develop a command training program for battle rhythm tools, processes, and activities, to include best practices for meeting management and staff utilization metrics. Provide staff battle rhythm training, when/where required.

8. KM Competency Program and Command KM Training.

The CKDM shall maintain a list of KM competencies congruent with those taught by service accredited KM programs and detailed in the Joint Staff KM DCR. The KMO will also develop and maintain a command KM training program to provide KM competency training at all levels of the command.

9. Data and Innovation Management.

Establish standardization of command data sets and policies that comply with the DoD Data Management Strategy. Integrate these policies into current and future processes, dashboards, and methodologies across the command.

ENCLOSURE C

KOREA THEATER OF OPERATION KM WORKING GROUP (KTOKMWG)

1. Scope of Activity.

The KTOKMWG is a quarterly forum focused on sharing KM practices and lessons learned throughout the KTO. Its membership includes UNC/CFC/USFK, component, tenant unit, and on-peninsula defense agency representatives.

2. Objectives:

- a. Increase knowledge sharing across the commands and overall KTO community.
- b. Identify KM best practices and reuse of processes.
- c. Standardize KM and collaborative best practices and procedures, including technologies and tools, across the KTO.
- d. Provide a forum to address current and emerging KM issues.
- e. Focus on organizational communication and streamlining processes across the KTO.
- f. Encourage transparency, implementation, and efficiencies across the KTO.
- g. Promote alignment of UNC/CFC/USFK KM with Federal and industry KM/Information Management (IM)/Resource Management (RM) initiatives and processes.
- h. Advertise KM training and sharing opportunities to provide a "marketplace" to share KM ideas and standardize practices and content, where appropriate.

3. Organization, Roles, Responsibilities:

- a. The CKDM will chair the KTOKMWG.
- b. Decisions, when appropriate, will be generally determined by consensus from amongst participant organizations' CKDM/KMOs. The command staffing process will be utilized for official staff actions, changes to doctrine, policies, or instructions, etc.
- c. The CKDM will determine the KTOKMWG agenda and activities but will also solicit input and recommendations from KTOKMWG membership.

d. The CKDM will produce meeting minutes or a recording of the KTOKMWG following conclusion of each event.

e. KTOKMWG Representatives will:

(1) Submit issues or discussion topics for CKDM review for presentation at the KTOKMWG. When required, prepare background information, guidance, or specific actions for execution, as required.

(2) Communicate KTOKMWG details and results within their respective organizations to advocate compliance with KTOKMWG-brokered processes. Of note, the KTOKMWG will use the Enterprise Task Management Tool (ETMS2) to staff formal command policy.

f. The KTOKMWG will maintain a collaboration site and chat room, as appropriate, to facilitate linkage and information sharing amongst members organizations.

g. This instruction serves as the charter for the KTOKMWG. The 7-Minute Drill for the KTOKMWG is located on the Portal under Battle Rhythm and 7 Minute Drills.

4. Frequency:

a. The KTOKMWG will be held quarterly.

b. Stakeholders will provide recommended discussion topics, issues, requirements, and input to the KMO no later than seven days prior to each event.

ENCLOSURE D
UNC/CFC/USFK KNOWLEDGE MANAGEMENT WORKING GROUP (U/C/J-KMWG).

1. Scope of Activity.

The KMWG is a monthly forum for KMR to focus on sharing KM information, best practices, and lessons learned across the UNC/CFC/USFK commands.

2. Objectives:

- a. Increase knowledge sharing throughout the three commands.
- b. Standardize KM and collaborative best practices and procedures, including technologies and tools across the UNC/CFC/USFK commands.
- c. Address current and emerging KM issues and provide a forum for participants to discuss them.
- d. Focus on organizational communication and streamlining processes across the UNC/CFC/USFK commands.
- e. Identify KM best practices and reuse of processes.
- f. Encourage transparency, implementation, and efficiencies across the UNC/CFC/USFK commands.
- g. Promote alignment of UNC/CFC/USFK KM with other Federal and industry KM/IM/RM initiatives and processes.
- h. Advertise training and sharing opportunities to provide a "marketplace" to share KM ideas and help standardize practices and content, where appropriate.

3. Organization, Roles, Responsibilities:

- a. The CKDM will chair the U/C/J-KMWG.
- b. Decisions, when appropriate, will be made by consensus with the CKDM/KMO from each organization. The staffing process will continue to be utilized for official staff actions, changes to doctrine, policies, or instructions.
- c. The CKDM will determine the U/C/J-KMWG agenda and activities but will also solicit input and recommendations from KMWG membership.
- d. The CKDM will provide meeting minutes or a recording of the U/C/J-KMWG following conclusion of an event.

e. Representatives will:

(1) Submit issues or discussion topics for CKDM review for presentation at the KMWG. When required, prepare background information, guidance, or specific actions for execution, as required.

(2) Communicate U/C/J-KMWG details back within their respective organizations to advocate compliance with U/C/J-KMWG-brokered processes. Of note, the U/C/J-KMWG will use the ETMS2 to staff formal command policy.

f. The KMWG will maintain a collaboration site and chat room, as appropriate, to facilitate linkages between the three commands:

g. This instruction serves as the charter for the KTOKMWG. The 7-Minute Drill for the KTOKMWG is located on the Portal under Battle Rhythm and 7 Minute Drills.

4. Frequency:

a. The U/C/J-KMWG will meet monthly.

b. Stakeholders will provide KM topics, issues, requirements, and inputs seven days prior to before scheduled meetings.

ENCLOSURE E
BATTLE RHYTHM WORKING GROUP (BRWG)

1. Scope of Activity

The BRWG provides oversight and guidance on the maintenance and execution of the command battle rhythm during both armistice and crisis/training. It is a monthly meeting amongst command battle rhythm managers and event facilitators to ensure command battle rhythms/B2C2WG events are synchronized vertically and horizontally to generate, collect, manage, analyze, collaborate on, and deliver their respective Inputs and Outputs, with the right resources, to inform and enable UNC/CFC/USFK commander decision cycles. Additionally, the BRWG identifies process improvement opportunities and assists in facilitating the transition to the crisis/training battle rhythm, if/when necessary.

2. Objectives:

- a. Increase battle rhythm knowledge awareness and information sharing amongst the commands and overall KTO community.
- b. Identify and review battle rhythm best practices.
- c. Standardize battle rhythm best practices, procedures, tools, and technologies, across the commands.
- d. Provide a forum to address current and emerging battle rhythm issues and concerns.
- e. Focus on organizational communication and streamlining battle rhythm processes amongst the commands and components.
- f. Review armistice and crisis/training battle rhythms, to include potential changes.

3. Organization, Roles, Responsibilities:

- a. The command battle rhythm manager chairs the BRWG and will determine topics to be presented. This includes soliciting discussions topics from amongst the command battle rhythm community.
- b. The command battle rhythm manager will also produce meetings or make a recording of the BRWG available following the BRWG.
- c. BRWG representatives will:

(1) Provide input information to the command battle rhythm manager prior to each BRWG.

(2) Prior to the BRWG, review the 7MD, previous meeting minutes, and proposed agenda/discussion items.

(3) Participate in the BRWG.

(4) Accomplish assigned special projects or tasks (if assigned) in conjunction with the command battle rhythm manager.

4. Frequency:

The BRWG will meet on the third Wednesday of every month.

ENCLOSURE F
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GLOSSARY
TERMS ABBREVIATIONS AND ACRONYMS

AI	Artificial Intelligence
APQC	American Productivity and Quality Center
B2C2WG	Boards, Bureaus, Centers, Cells, and Working Groups
CKDM	Command Knowledge & Data Manager
CPI	Continuous Process Improvement
DCR	Doctrine Change Recommendation
DL	Deep Learning
DM	Data Management
DoD	Department of Defense
DoDI	Department of Defense Instruction
INFOSEC	Information Security
JS	Joint Staff
JTF	Joint Task Force
KM	Knowledge Management
KMO	Knowledge Management Office
KMR	Knowledge Management Representative
KMWG	U/C/J Knowledge Management Working Group
Knowledge Product	A report, document, spreadsheet, or presentation created based on individual or staff work, and which has value to the organization or the enterprise in the conduct of business.
KTO	Korea Theater of Operations

LSS	Lean Six Sigma
ML	Machine Learning
NIPRNet	Non-classified Internet Protocol Router Network
OPSEC	Operations Security
PA	Predictive Analysis
SIPRNet	Secure Internet Protocol Router Network
KTOKMWG	Korea Theater of Operations Knowledge Management Working Group
USG	United States Government