ATSS-CDA   1 July 2020

MEMORANDUM FOR ALL ASSISGNED/ATTACHED PERSONNEL,
NONCOMMISSIONED OFFICER ACADEMY

SUBJECT: **Knowledge Management (Policy Letter #12)**

1. References:

   a. AR 600-20, Army Command Policy

   b.   FM 6-0, Commanders and Staff Organization and Operations

   c. ATP 6-01.1, Techniques for Effective Knowledge Management

   d. TRADOC Policy Letter 26, Knowledge Management-Process Improvement (KM-PI)

   e. TRADOC Knowledge Management Strategic Plan FY 2018

   f. NCOL CoE Knowledge Management Strategy and Implementation Plan

2. Purpose: To outline the Commandant's policy on Knowledge Management-Process Improvement (KM-PI) at the Fort Bliss Noncommissioned Officer Academy (NCOA).

3. NCOA will implement KM-PI in accordance with the above references. As we **Drive Change for Enlisted Soldier Development**, 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 Knowledge Management element of the Strategic Plans directorate plays a critical role in achieving institutional efficacy. We will seek 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 will allow NCOA unfettered knowledge flow with creating, organizing, applying, and transferring knowledge. 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 our institutional knowledge helps provide critical knowledge and expertise at the point of need, fosters

collaboration, and enhances decision-making across the Academy. 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.

5. We will move from a culture of "need to know" to one of "shared for all." We will establish a repository of collaboration and knowledge sharing. We will educate and train our Soldiers, civilians, and leaders on KM-PI. We will develop, adapt, and implement enterprise knowledge sharing capabilities, such as SharePoint and Strategic Management System (SMS), and employ appropriate content management practices. Thus, allowing NCOA to stimulate innovation, creativity, and enhancements to our business processes.

6. All directorates and sections will maintain all training, operations and support documents required for use by others, and documents required for situational awareness by the Command Group, on SharePoint. Each directorate/section will execute content management principles of operation that meet the Commandant's information requirements. Applications such as SMS, milSuite forums, and our website will continue to be integral parts of our KM-PI strategy.

7. We will implement all actions associated with the KM-PI program IAW information security requirements included in the NCOA OPSEC Plan.

8. I fully support KM-PI. Knowledge Management is a standard assessed within the TRADOC Accreditation process, and while we have very limited KM-PI resources, I expect you to meet all KM standards and use creative KM-PI practices and initiatives to respond to our information sharing challenges.

9. POC for this memorandum is the undersigned at 568-2440.

MONTAE M. CLARKE
CSM, USA
Commandant