**451stSustainment Command (Expeditionary) (ESC)**

**Knowledge Management Standard Operating Procedures (KM SOP)**

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**01 JULY 2012**

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**I. References.**

1. Department of Defense Discovery Metadata Specification (DDMS): <http://metadata.dod.mil/mdr/irs/DDMS/>
2. FM 6-01.1 Knowledge Management Section, 29 August 2008. <https://armypubs.us.army.mil/doctrine/DR_pubs/dr_aa/pdf/fm6_01x1.pdf>
3. Microsoft Best Business Practices for Microsoft Office products. <http://office.microsoft.com>

**II. Purpose.** This document provides leaders, staff, and subordinate units with baseline guidance in regards to the development, display and dissemination of knowledge within the ESC using SABERNET. It further assists by providing guidance and recommendations on how to exploit present technologies to streamline decision making cycles with staff sections and units. It will be tailored, as necessary, in adjustment to operational changes. The proponent for this document is the Knowledge Management Officer (451st ESC KMO).

**III. Scope and Responsibility.**

 **A. Introduction.** Knowledge Management (KM) is a shared responsibility. Each functional element within the 451st ESC is tasked to provide input to the CKO specifying how critical information is handled within each subordinate unit and staff section. The compiled input forms the 451st ESC KMP.

 **B. ESC Knowledge Management Office Personnel and Responsibilities.**

1. **Knowledge Management Officer (KMO).** The KMO’s primary duties and responsibilities include creating, facilitating, and managing a horizontally based, vertically integrated knowledge transfer system designed to harness emerging knowledge and information to create a competitive advantage to enable leaders and staff to make timely decisions through technological innovation and cultural engagement. This is accomplished by leveraging existing and emerging technologies such as Army MissionCommand Systems (AMCS) and tactical Web Services.
	1. **KMO Responsibilities:** Help the staff perform internal and external knowledge gap analyses. Create techniques to bridge gaps. Create an organizational knowledge network and provide metrics for evaluating its effectiveness. Create a unit KM plan and execute it through the unit staff. Ensure the KM section fully supports this plan.Continuously assess KM as it applies to staff readiness, unit infrastructure, and unit performance. Advise the commander and staff on integrating KM practices and procedures throughout the organization. Monitor emerging KM trends for incorporation into unit operations. Monitor formal and informal social networks that transfer knowledge (SMEs). Facilitate achieving greater knowledge creation and transfer across the organization. Seek feedback to evaluate the progress. Show staff teams how to develop knowledge sharing within their areas. Develop KM policies and procedures and ensure command wide dissemination and compliance. Develop effective techniques and procedures for organizing, applying, and transferring observations, insights, and lessons from after action reviews into unit operations, standing operating procedures, and training. Oversee planning and implementing KM activities across the unit by communicating with other commands’ KM officers, both horizontally and vertically. Establish and chair a working group made up of staff representatives and KM officers from subordinate units. Plan the creation, management, and monitoring of active participation in the knowledge network within the unit’s organizational structure to facilitate operational synchronization. Coordinate and oversee the unit’s KM training using Battle Command Knowledge System training assets. Oversee the unit’s content management efforts. Serve as the chief architect for the KM structure. Understand the functions of its information systems and other technical networks and how to best use them to integrate their products into the common operational picture. Coordinate with the G-6/S-6 to ensure that the unit’s technical network supports knowledge creation, organization, application, and transfer (COAT) across the unit. Help the staff perform knowledge analysis to answer the CCIR and create solutions for closing persistent gaps. Map the unit’s KM network among personnel. Develop metrics for evaluating KM effectiveness. Help subordinate units without KM sections apply KM.
2. **Deputy Knowledge Management Officer (DKMO).** The DKMO integrates Army Mission Command Systems (AMCS) and the art of transforming information to knowledge. Incorporates and manages a set of integrated applications, processes and services that provide the capability for Command Post.
	1. **DKMO Responsibilities:** Guides the staff’s use of the knowledge management plan. Assigns knowledge management responsibilities within the staff. Tracks and manages RFIs for all operations. Serves in the place of the KMO when not available. Chairs the Knowledge Management Working Group. Approves templates and reporting formats used during planning and operations. Directs training to be conducted based on collective skill level of the staff. Reviews and approves final products before they are posted.
3. **Knowledge Management NCOIC (KM NCOIC).** As the senior enlisted member of the KM section, the KM noncommissioned officer advises the KM officer on improving knowledge creation and transfer within the staff. KM noncommissioned officers help integrate KM training concepts into the unit’s individual and collective mission-essential tasks. They oversee KM training and certification programs.
	1. **KM NCOIC Responsibilities:** Initiate, coordinate, and maintain virtual Right Seat Ride essential tasks. Execute KM policies within the organization. Seek techniques to incorporate experiential learning into organizational learning. Improve knowledge sharing and overall unit effectiveness by continuously assessing the unit’s KM program, infrastructure, and readiness. Develop, organize, and supervise implementation of the unit’s content management effort. Help staff sections organize the command post’s layout to best facilitate staff interaction. Coordinate appropriate audiovisual displays of the COP and other KM products in command posts and other areas. Monitor collaboration sites and knowledge networks and advise the staff on relevant content. In coordination with the protection cell, address KM aspects of operations security. Identify operationally relevant trends; observations, insights, and lessons; and significant actions. Ensure they are distributed vertically and horizontally. Ensure systems for directing requests for information work efficiently Advise on designing briefings and text documents. Help design templates and formats for recurring knowledge products to increase standardization and reduce redundancy. Participate in the KM working group.Ensure the unit’s content management plan meets DOD requirements.Review and adjust the unit’s file management techniques. Integrate current and future trends in KM and content. Serve as the unit’s expert for KM tool and system training, design, and use. Serve as the unit’s expert for designing information system architecture. Coordinate with the G-3/S-3 and G-6/S-6 to incorporate KM tools, systems, and the Army Battle Command System architecture into the common operational picture input design and display.
4. **Knowledge Management NCO (KM NCO).** The KM NCO will serve as the unit’s expert on content management and retrieval. They ensure knowledge is available to Soldiers when they need it. These specialists help the G-6/S-6 manage digital content with tools that exchange explicit knowledge, collaborate, and connect with subject matter experts across the organization.
	1. **KM NCO Responsibilities:** Support implementation of the unit’s KM policies and procedures. Search for and capture observations, insights, and lessons from other units and individuals via non-secure and secure internet protocol router networks (NIPRNET and SIPRNET) sites and forums. Develop comprehensive document naming conventions, data tagging policies, and data organization for the unit. Train staff members on how to obtain explicit knowledge stored in knowledge networks databases, and information systems. Help review the unit’s databases and Websites to determine the security and relevance of content. Remain abreast of current and future trends in KM and Content Management.

**C. KM Working Group (KMWG)** The unit KMRs will meet with the ESC DKMO to resolve KM issues on a regular basis. This forum is called the ESC KMWG, and will be conducted in accordance with the 451st ESC Battle Rhythm.

 **D. Responsibility for the KMR.** The ESC DKMO has overall responsibility for implementation of this KMR. Subordinate unit and ESC staff section KMRs are responsible for implementing control measures as required within their organization. Each subordinate unit and staff section within 451st ESC must identify a Knowledge Management Representative (KMR) to facilitate KM processes within the organization. Aptitude, not rank, should be the primary consideration when designating a KMR.

* The unit/section KMR’s duty description is: Brigade/BCT (battalion/section) Knowledge Management Representative for a forward deployed brigade (battalion/staff/headquarters).
* Manage unit (or section) portal areas in order to facilitate knowledge sharing and collaboration down to the company level to harness and share all relevant information.
* Conduct quality control of unit information and synchronize the KM effort in conjunction with the ESC DKMO.
* Provide feedback to the higher headquarters facilitating the evolution and refinement of the KM tools within SABERNET.
* Conduct remedial assistance and troubleshooting for units in order to allow for uninterrupted use of the system at the lowest levels.

Unit/section KMRs do not necessarily need to be the most computer savvy individual in the unit/section; however, they clearly need to understand the information requirements of their Commanders and/or section leaders.

**IV. KM Principles.**

 **A. Introduction.**  This plan provides 451st ESC with a variety of guidelines and techniques to harness information for use by Commanders and staffs at all levels within the ESC.

 **B. Definition of Knowledge Management.** The definition of Knowledge Management (KM) is theart of creating, applying, organizing, and transferring knowledge to facilitate situational understanding and decision making. KM supports improving organizational learning, innovation, and performance.  Effective KM provides Commanders and other decision-makers knowledge products and services that are relevant, accurate, timely, and useable.  (Leners, 2007)

 **C. KM and the Cognitive Hierarchy.** In order to effectively harness data and transition it into knowledge, prescriptive rules must be applied. These rules, used within a manageable organized framework, will allow Commanders and staffs to determine those pieces of information that are important. Information can be broken down into three (3) levels:

 1. Level-3 – Data. Data is raw and unprocessed “stuff”: numbers, pictures, letters, etc. It serves as the building blocks of information. Typically it does not answer the “So what?” question. It provides background to decision makers, is NICE TO KNOW and often creates more questions than answers. An example of *data* is “Ten enemy tanks moving in column.”

 2. Level-2 – Information. Information is processed and packaged data. Information provides context which begins to provide answers. When applied, it begins to paint the picture for the decision maker making situations/events understandable. This is GOOD TO KNOW information. An example of *information* is “Ten enemy tanks moving west in column at grid AB12345678 at 310700OCT2008.”

 3. Level-1 – Knowledge. Knowledge is information with context and experience (cognition). It answers the “How”. This is MUST KNOW information. Examples of knowledge include of Commander’s Critical Information Requirements (CCIR), Priority Intelligence Requirements (PIR), Friendly Force Information Requirements (FFIR) and, if utilized, Essential Elements of Friendly Information (EEFI). These pieces of information are situation-dependent and will change with operational conditions. Following the continuing example of *knowledge* is “Ten enemy tanks moving west in column at grid AB12345678 at 310700OCT2008 means that the enemy has responded to our feint and is committing its reserve in that direction and we can begin our main attack to the south.”

 4. Level-4 – Historic. Historic information is any data or product that at one time was the “stuff” or the “How” for a knowledge need. Depending on the type of history (Data or Knowledge) and its method of collection(Sharepoint Database or other) determans its click depth, storage time, and location. Standard Historical documents should be no less than 2 and no more than 4 clicks away from the main section page, and the reason for this is that Sharepoint’s performance is negatively impacted the more subfolders you add. Sharepoint list/databases that receive input from subordinate units should be on their own web page and 1 click from the surface of the page. Sharepoint lists/databases that move data from a current to an archive must maintain the same click level as the current list, what ever level it may be.

 **D. Understanding.** The three levels of the Cognitive Hierarchy synthesize data and information into knowledge which then becomes intellectual capital, know-how, or experience to be leveraged, shared and applied via a quickened decision making cycle.

**V. SABERNET Portals.**

 **A. Introduction.** Within 451st ESC, information is primarily disseminated in the form of web-based products. While the ESC will use other tools, such as radio, telephone, and ABCS to pass information, its primary means of information exchange will be network-based using three tools: a distributive tool utilizing a form of *Microsoft SharePoint* (SABERNET), a collaborative tool known as Mission Command Work Station or (MCWS), and a communication tool Microsoft Outlook or Outlook Web Access (Email). The CKO is responsible for operational implementation and management of all SABERNET portals, including the provision of one or more dedicated SABERNET administrator/s to form the KMO.

 **B. Goal of SABERNET.** The goal of SABERNET is to have ONLY the most relevant and updated information up front. Level-1 knowledge should be no more than one (1) mouse click away from the main webpage or primary section site. Level-2 information should reside on section/unit pages, located in easily identifiable areas, which builds the picture for decision makers, should have visible links to that information (i.e. menus or hot buttons,) which should follow the two (2) click rule. SABERNET pages should include Level-3 data, but that information should not clutter the front end of a web page, but would be accessible within document libraries and knowledge centers. Level-4 historic information should reside on section/unit pages, located in a document library , which should follow the two to no more than four click rule or whichever rule is appropriate for the sharepoint database/list. Histories should be purged if the product/datapoint is over 3 years old unless required by mission or statute to be held for a longer or shorter timeframe. Each section applies its inherent expertise to turn its relevant information into a suitable, informative web-based product. The SABERNET digital ESC Operations Center replaces the old butcher-blocks, map boards, and acetate status charts that were maintained and updated in an analog EOC. Much of the conveyed information is the same, but the distribution and transmission medium affords EVERYONE – not just those in the EOC – access to real-time operational information.

 **C. Types of SABERNETs.** There are four types of SABERNET utilized within the ESC: SABERNET-SIPR, SABERNET-AKO-S, SABERNET-AKO, and SABERNET-N.

 a. SABERNET- SIPR. Classified SECRET and kept up on a permanent basis. This portal is ESC-owned with conductivity maintained by the G6 utilizing MOSS 07 update and is the primary SIPR portal for the ESC. Color scheme is tan with a RED SECRET banner across the top.

 b. SABERNET-AKO-S. Classified SECRET and kept up on a permanent basis within the AKO-S network. This SABERNET is used during a transitional basis, when travel or accessibility impedes access to the regular SABERNET-SIPR for ESC leaders and staff to post and manipulate files as required. Any files posted to this portal should also be posted to SABERNET-SIPR as soon as practical.

 b. SABERNET-AKO. UNCLASSIFIED and kept up on a permanent basis and is accessible by all users with an AKO account within 451st ESC. The SABERNET-AKO color scheme is black with a green UNCLASSIFIED banner on the homepage. The highest classification that can be put on SABERNET-K is FOUO. This is the primary NIPR portal for the ESC.

 c. SABERNET-NIPR. UNCLASSIFIED and kept up on a permanent basis and is accessible by computers with a CAC reader within the networks and cannot be accessed outside of this network. The SABERNET-NIPR color scheme is green with a FOUO banner. This portal will also be used for training for SABERNET-S and as a “Test Portal,” maintained by the ESC KMO for testing and development of new tools and web-parts for use on the SIPR/NIPR portals.

 **D. Templated Design.** SABERNET web pages will use a “templated” web design, created by the ESC KMO. The purpose of the templated design is to have similar types of information in the same location on different pages. A web user moving from the G2 to the G3 to the G4 web pages will find similar types of information at similar locations on all pages. A sample of this template will be added to this annex once it is established on the servers:

 The KMO arranges all pages so that users can quickly find information in similar locations from one section/unit page to another. Other parts on the pages will be designed as required on a “by exception” basis.

 **E. Webpage Procedures and Rules.** When managing web pages, ESC staff sections and subordinate units will adhere to the following:

 1. All sections and subordinate units will use a “templated” web design that includes the following:

 a. Contact Information. All pages will contain contact information (position, rank/name, and email and phone numbers.)

 b. Announcements. A place for the unit or section to point out important information or directions.

 c. Quick links. Shortcut portions that point to a document, information, or another website.

 d. Shared Document Library. The shared document library is a place for hanging files or other documents within that unit or section.

 e. All pages will use the SABERNET color theme for its respective site. The upper-left frame will contain the title and the right frame will contain a standard navigation bar. The main part of the page will contain the ‘HOT ITEMS’ under the Announcements web part and any critical Level 1 and Level 2 information that the staff section or subordinate unit wants to include.

 f. Titles and headers will be no larger than 18-point Arial font and page text will be no smaller than 12-point Arial font. *Microsoft SharePoint* manages most of these settings; however, users have the ability to adjust font sizes on entries into lists riding on the portal. Within the text fields users will use Arial font size 2.

 2. Each staff section or subordinate unit will maintain a webpage and designate an assigned web content manager. Sections are solely responsible for their page content. The designated web content managers will have additional administrative privileges assigned to them for managing their page/s. KMRs should oversee this responsibility; however, additional personnel could assist in this task.

 3. As SABERNET-SIPR is classified SECRET, files must be ‘air-gapped’ (transferred using removable media, such as a CD or thumb drive and proper Information Assurance procedures) when moving between SABERNET-AKO or SABERNET-NIPR to SABERNET-SIPR or SABERNET-AKO-S.

 4. SABERNET will use a “Push-Pull” system: *pull* information from higher and subordinate units and *push* information to subordinate units.

 5. The ‘Two-Click’ rule will be followed for priority information: Level-1 information must be either immediately up front or no more than one mouse-click away, many of these may be hot links; Level-2 information should be no more than two mouse-clicks away.

 6. No unnecessary graphics will be used. The only graphics authorized are those required to convey operational information. Specifically discouraged is the use of unit insignia and logos that serve no operational purpose. All graphics must be approved by submitting a request through the ESC DKMO via email on the NIPR side and utilization of the G6 portal help desk link on the SIPR side.

 7. Images, banners, TIF and GIF files, bitmaps (.bmp files), MPEG and AVI files (streaming video) and object animation are specifically forbidden. The only authorized uses of streaming video are operational requirements, such as UAV feeds, and then when only authorized by submitting a request through the ESC KMO using the above method in subparagraph 6. All images will be saved as ‘.jpeg/.jpg’ files for saving space on SABERNET-SIPR servers.

 8. KMRs will verify links and accuracy of information on a regular basis with periodic oversight by the ESC KMO. “Broken” or “Dead” links will be updated or removed by portal management.

**VI. Processing Information.**

 **A. Commander’s Critical Information Requirements (CCIRs).**

 1. CCIRs are a vital part of KM planning. CCIRs are a prioritized list of information requirements, identified by the Commander, that are critical to understanding the flow of the operation, identifying risks, and maintaining the situational awareness that allow him to have the knowledge to make the right decision at the right time during the course of an operation. CCIRs aid the Commander by reducing the volumes of available data to a manageable, finite set of information requirements that the staff can acquire and process, and then filter, fuse, and distribute in a timely manner. More importantly, it focuses the staff on the exact elements of information the Commander must have as soon as it is available. CCIRs are situation dependent. The CCIR will change as events occur, decision points pass, or branch plans are executed. CCIRs must be continuously assessed for relevance to current and future operations.

 2. CCIR Validation Process.

 (a) CCIRs are developed for each operations plan, branch plan, and sequel during the ESC’s planning process. Staff representatives submit proposed CCIRs to the G3. The G3 consolidates the proposed CCIRs for submission to the Commander for approval and validation. Validated CCIRs are posted as Level-1 information on SABERNET-NIPR and are displayed on the Homepage.

 (b) Recommended changes to validated CCIRs are submitted by the ESC staff or subordinate units to the G3. The G3 compiles the recommended changes and presents them to the commander for validation. After validation, the updated CCIRs are posted to SABERNET-NIPR by the G3 Battle Captain.

 3. CCIR Input.

 (a) To input or modify the CCIRs, the G3 Battle Captain (FFIR/EEFI) or the G2 Battle Captain (PIR) clicks on the “CCIR” link in the banner of the CCIR table. This will open a table listing the CCIR, sorted by type. To edit one of the categories, left-click on a category (PIR/FFIR/EEFI) and select “Edit Item” from the drop down box.

 (b) At this point, a modifiable form will open (Figure 2), allowing the user to make changes to the particular type of CCIRs. The user MUST update the DTG on the form to reflect that the CCIRs have changed. Once complete, the user clicks on “Save and Close” at the top of the form and the changes are saved to the database.

**B. SIGACTS. (To be enacted during Wartime)**

 **C. Request for Information (RFI) Procedures.**

 1. SABERNET includes a RFI-Manager (opened from a tab on the both SABERNET-NIPR and SIPR Homepages) this will allow any user to submit an RFI.

 2. To enter an RFI, the user completes the following steps:

 a. Click on the “New Item” button.

 b. Enter the unit/section in the “From” box.

 c. Enter a meaningful subject for the RFI.

 d. Select a Warfighting Function category from the drop-down box that the particular RFI applies. If there isn’t a specific one, leave this box blank.

 e. Enter the body of the RFI. State the RFI as specific questions for information. Provide sufficient details so that the receiving staff action officer will completely understand the request. Submitting organizations should spell out acronyms the first time they are used. If using a reference (such as an OPORD or a FRAGO), indicate what reference generated the RFI.

 f. Enter a POC for the RFI with a name and phone number.

 **D. Managing Documents.**

 1. All ESC Orders/FRAGOs/CONPLANs are available to the user through a link on the SABERNET-SIPR or NIPR Homepages depending on classification of the document, within the *ESC Shared Documents*. The documents are managed in groups based on their respective subject and staff section.

 2. The only personnel who will post products to the ESC Orders, FRAGOs, or CONPLANs Group will be the G3 BATTLE CAPTAIN/ BATTLE MAJOR, G3 OPS, G5 PLANS, G3 FUOPS or other designated representatives with the proper administrative privileges.

 3. Both SABERNET-NIPR and SIPR will allow units and staff sections to maintain their own document libraries.

 4. File Naming Conventions.

 a. File-naming conventions are critical. They allow other personnel to read the name and know exactly WHAT it is. The standard is that a name should be short and to the point. SABERNET- SIPR and NIPR will automatically keep track of when the documents were last modified, as well as the user ID of the individual who posted that document.

 b. When creating orders, annexes and appendices, the file name will always include the base OPORD number and date generated. This naming convention will also place the file in numerical sequence within the folders and libraries. For titles with multiple words, a dash “-” will be placed between each word. Spaces will also be annotated with a dash “-”. **\*\*\*Note: When the ESC assumes the mission of another headquarters, that headquarter name will replace 451ESC (ie MND-B, JTF76, etc,) in the naming convention**. The format is as follows:

YYYYMMDD-HHMM-File\_Name-Unit-Section-Branch-Classification

 This format will be for G2, G3 and SPO due to time sensitive information

YYYYMMDD-File\_Name-Unit-Section-Branch-Classification

 This format will be for all other sections

Examples of the naming conventions include the following:

 1) 20100109-2200-Battle\_Rhythm-451ESC-G3-Chops-U-ppt

 2) 20110707-Daily\_Perstat-451ESC-G1-S.doc.

 3) 20090205-0900-Shift\_Change-451ESC-SPO-DMC-S.ppt

The only acceptable versioning naming is: Draft, Review and Final. The only acceptable Classification naming is as follows:

 U= Unclassified (this is to include FOUO, G2 can authorize this making on a product and can be stored on U, S or TS accredited systems)

 S= Secret (including REL information, G2 can authorize this making on a product and must be stored on a S or TS accredited system)

 TS=Top Secret (Only G2 can Authorize this making on a product and must be stored on a accredited system only)

**E. Managing Photos.**

 1. Photos are handled in much the same way as document files are. Users and staff sections can upload the photos as files to their respective libraries.

 2. It is a “best practice” that each unit will create two folders in their document library titled “ESC Image Library Mission” and “ESC Image Library.” When a unit has a photo that is time sensitive, the photo will be posted within the “Mission” and a brief description will be completed in the description box of the “Upload Document” form.

 **VII. Collaboration Tools.**

 **A. Taskings.** SABERNET SIPR and NIPR will contain the ESC TASKORDS that allows for the Chief of Staff to track taskings assigned to staff sections and action officers.

1. TASKORDS will only be assigned from higher units/sections to subordinate unit/sections. This system is not designed to replace the use of standard OPORD/FRAGOs, but rather to augment a unit/staff’s ability to quick task out requirements.

2. To enter a task, select “New Item.” SABERNET will automatically assign an ID number to the new task. Enter the following information:

a. Deliverable- normally an OPORD, FRAGO, MSO, Read book, briefing, etc.

 b. Task Title- a short title describing the task.

 c. Section assigned the task.

 d. Subsection responsible for the task (if applicable).

 e. Date the task was assigned.

 f. Suspense date for the task.

 g. Status of the task- more descriptive information about the task.

 h. Date the user updated the task.

 i. Who initiated the task?

 j. Is the task complete?

 k. POC for the task.

3. The tasked user will receive a notification of the new tasking. The tasked user must then update the status of the tasking as it is completed.

 4. Users will update their tasks a minimum of once a week.

**B. Calendar.**

 1. Each user account has the capability to manage a calendar on SABERNET. Many of the calendars are shared out, allowing user to coordinate with other units/sections for meetings and events. This calendar is compatible with Microsoft Outlook, allowing user to enter data into the portal and view it in Outlook. Additionally, the user can view the calendar by day, week, or month.

 2. Additional information about the event can be observed by placing the cursor over the event on the calendar. To include links to read ahead materials and attachments.

 3. To enter a new event, click on the “New Item” button at the top of the calendar and a form will open up. Enter the data for the event.

 4. The calendar also allows for recurrence items by selecting the radio buttons (daily/weekly/monthly/yearly). Each respective type of recurrence will prompt the user for additional information.

 5. When complete, click on “Save and Close.”

 6. The calendar feature does not allow a user to enter an event that automatically populates other users’ calendars. In order to coordinate for the meeting/event, the user must still notify the other participants to add the event to their respective calendars.

**C. Discussion Forums.**

 1. One of the greatest capabilities that SABERNET provides is the capability to quickly assist in the exchange of information through the use of discussion forums. The ESC DKMO has established a basic set of forums that cover an array of standard topics. These topics may be linked into the Army Professional Forums (<https://forums.army.mil/>) in order to get an Army wide view on the topic at hand. Other users can create forums based upon the perceived need. All new forums will be reviewed and approved by the Chief of Staff by submitting a request through the ESC KMO.

 2. The standard topics on SABERNET-SIPR and NIPR will include G-1 through G-9 including HHC, SPO (all branches) the SGS and Special Staff.

3. The intent behind the forums and threaded discussions is to allow all users to quickly share a piece of information, such as a TTP, that may quickly benefit other Soldiers in the ESC. Units and all Soldiers should feel free to share ideas in these forums.

4. From the Forum page, the user can expand down into any discussion. The user can reply to existing messages or create a “New Discussion” within the same thread.

 5. The ESC DKMO will police the forums and discussions for their appropriateness and professionalism. Messages that are deemed inappropriate due to content will be removed and a notification will be sent to the poster. Messages that include a particularly good or insightful piece of information will be added as a link to the SABERNET Homepage for wider dissemination.

 **D. – G .** Is part of the Annex A Wartim KM Plan

**VIII. Additional Digital TTPs**

 **A. Bandwidth.** Digital bandwidth is a limited war-fighting resource and a combat multiplier. 451st ESC automated information distribution (SABERNET-SIPR), collaborative planning (MCWS), and situational awareness tools (ABCS) are critical consumers of this precious resource. The following list of DROE will guide 451st ESC KM operations and efficient use of digital bandwidth.

 **B. Email.**

 1. Emails will no longer have attachments if the recipients can access the SABERNET. Files will be linked in the email by copying the file link to the email. This will save space on the Exchange Server as well as send the information to the end user quicker.

 2. Positional accounts will only be done on a case by case basis. This will only be done with the approval of the KMO and the G6. To email to a section use the distribution list created for that section. Staff sections and subordinate unit KMRs will assess the need for email distribution lists within their area and coordinate with the ESC KMO and the G6 DAMO to build or make corrections to the appropriate distribution lists.

1. Members of the 451st ESC who are required all established an email account.

a.1 Report to 451st ESC DKMO complete necessary paperwork.

b. All emails will use the original Outlook background and plain text format, meaning there will be NO backgrounds, symbols, quotes, or units’ crests embedded into pages

1. All email will contain a signature block containing: Rank, Name, Staff Section, Phone Number(s) and email(s) (NIPR add SIPR if applicable). This can be done both Outlook via the Tools-Options-Email Signature and on AKO/AKO-S. The signature block should be in plain text and following format (Arial, 10 pica font). If there is something that is not

Example:

 John N. Smith

 CPT, 88A

 KMO, 451st ESC

 COMM: 316-634-1234

 Cell/BB: 316-252-9000

 AKO: john.smith@us.army.mil

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1. The 451st ESC Phone Roster will be used as the official phone book. Users are responsible to update their telephone information by sending the information to the G6.

3. Media Storage. The standard is to use SABERNET; alternate method being CD/DVD to store data and/or pass data between users. No other methods will be utilized. However, the preferred method remains SABERNET. SABERNET-SIPR and SABERNET-AKO-S are classified SECRET. All CD/DVDs will be marked with the following information:

 a. Classification: UNCLASSIFIED, CONFIDENTIAL, SECRET, TOP SECRET, or SCI; treating all electronic transfer as CLASSIFIED unless otherwise marked. Classification can be hand-written on the disk label; however, if available, **green** (UNCLASSIFIED), **blue** (CONFIDENTIAL), **red** (SECRET), **orange** (TS), or **yellow** (SCI) labels should be used.

 b. File Name(s) of file(s) on the disk. Ensure they are the complete file name(s) and named IAW the presiding guidelines.

 c. The section that created the file (e.g. G2, G3, G5, etc.)

 d. Video. NO full motion video will be carried over the local or wide area network unless specifically authorized by the G6 DAMO. Exceptions will be made on a case-by-case basis and then only in support of operational requirements (e.g. download feeds from UAV or JSTARS).

**IX. Troubleshooting & Making Changes.**

 **A. Technical Problems.** Users that are having technical difficulty with SABERNET-SIPR or NIPR should first contact their unit/section KMR. Should further assistance is required, users should place a help desk ticket on the G6 Help desk link . Users should keep in mind that the KMO are the only administrators for the entire ESC, so response times may not be immediate.

 **B. Submitting Changes.** KMRs can submit recommended changes to the layout of their pages to the ESC- KMO. This recommendation can be submitted via a PowerPoint slide that shows the proposed layout of the page, or brought to the regularly scheduled KMWG. Approved layouts will be turned over to the SABERNET administrator with the goal of implementing the change/s within two (2) working days.

**C. SABERNET Survey.** During any major exercise or deployment, the ESC KMO will design a web-based survey for users to complete concerning the effectiveness of SABERNET. Comments from the survey will be considered for improvements or modifications to SABERNET and addressed at the KMWG.

 **D. Approving Changes.**  At the KMWG, recommended changes will be discussed based on the survey and submitted changes. Ideas that are approved by a majority of the KMWG will be implemented and made available to the entire ESC. The KMWG meets on a regular basis in accordance with the latest ESC Battle Rhythm schedule, but recommendations for immediate change can be addressed at the weekly ESC Deputies’ Meeting, or approved directly by the ESC DKMO.

**Annex A**

**WARTIME KM PLAN**

In the even the 451st ESC gets called to a conflict or wartime effort the following paragraphs will be enacted in the listed sections

**VI. Processing Information.**

1. **Commander’s Critical Information Requirements (CCIRs).**

Replace allSABERNET-NIPR with SABERNET-SIPR

4. CCIR Management.

 a. PIR is the responsibility of the G2. CCIR tracking and monitoring is the responsibility of G3 Operations. Information to modify the CCIRs will be posted in an update TBA.

 b. When a CCIR occurs or there are indicators that one is about to occur, the Battle Captain will make an immediate voice report and post the information to MCWS as a Significant Activity (SIGACT). MCWS SIGACTS will be transferred to SABERNET-SIPR using available software solutions. Currently, the MCWS Web server allows the transfer of SIGACTS if it is available and connected into SABERNET-SIPR. When the MCWS server is not available, the G3 Battle Captain, or designated representative will do a screenshot of the completed SIGACT and post it to SABERNET-SIPR.

**B. SIGACTS.**

 1. Both SABERNET-SIPR and NIPR will the ability to capture and store a SIGACTS roll-up showing the previous 24-hour period with a link to a complete roll-up of all SIGACTS. Currently, the ESC uses MCWS to manage SIGACTS, and then transfers the SIGACTs to CIDNE. If necessary, SABERNET could be used as an alternate means of reporting. SIGACTs, when reported, should answer the following questions: who, what, when, where, and why. Units without complete information will report what they have at that time. As a rule, first reports are not as accurate as follow-on reports, so it is the reporting section/subordinate unit’s responsibility to follow up and report all further updates to the 451st ESC Battle Captain.

 2. **\*\*\*NOTE: THESE RULES APPLY ONLY IF MCWS IS NOT THE PRIMARY REPORTING TOOL!** For the SABERNET Homepage, any item that meets the CCIR criteria will be posted as a SIGACT.

 a. Items with a red asterisk must be completed. This include: Date & Time Occurred, Date & Time Posted, MSC-AO, Summary, and Narrative. All other fields are optional.

 b. It is important to differentiate between the date/time group (DTG) occurred and the DTG posted. Do not just enter the current time as this creates an incorrect report.

 c. Entries into all text fields will be done in CAPITAL LETTERS.

 d. MSC-AO: Use the standard numbered AOs for the 451st ESC AO.

 e. Color: Select RED for SIGACTS that involve the death of a coalition Soldier. Select BLUE for SIGACTS that result in a potential hindrance to a current operation. All other SIGACTS will remain BLACK (the default).

 3. MCWS contains the primary SIGACT tool that allows users to post SIGACTS as events on a map. The SABERNET Homepage contains a link to the SIGACT web when a MCWS server is connected to the MCWS. When a MCWS server is not connected and linked into SABERNET-SIPR, units will still have to cut and paste the data from the MCWS SIGACT to the SABERNET SIGACT repository. See separately published *451st ESC MCWS SOP* for further guidance and details on utilizing MCWS.

**VII. Collaboration Tools.**

**D. Common Operational Picture Tool.** Only accessible with a MCWS Web server linked into SABERNET- SIPR.

 **E. Personnel Tracker.** Is located on the SABERNET and is tied to all of the staff sections as a way to manage personnel within the ESC Staff. Each section can make modifications in regards to their own Soldiers information or if part of the in processing of the Soldier to a different section.

 **F. Combat Power Tracker.** To be implemented via SABERNET.

 **G. Asset Visibility Tracker.** To be implemented via SABERNET.

**Annex B**

**KMO DEFINITIONS**

**Address Book:** A collection of names, e-mail addresses, and distribution lists used

to address messages.

**Alert:** An e-mail notification of changes made to the content of a SharePoint site.

**Blank Site:** A SharePoint site that begins with no lists or document libraries.

**Calendar:** The scheduling component of Microsoft Outlook that is fully integrated

with e-mail, contacts, and other Outlook features.

**Central Template Gallery:** Centralized location where site templates can be stored

to be available to all sites.

**Check In:** Checking In a document is the reverse process to checking out a document.

It tells SharePoint that you are done working on a document and anyone else can

now check it out.

**Check Out:** Checking Out a document gives you an exclusive lock on the document.

It implies that you are the one working on the document and no one else can edit

the document while it is checked out to you.

**Close-Ended Questions:** Questions that have a finite set of answers from which the

user chooses.

**Column References:** Identifies a cell in the current row in a datasheet and tells a list

where to look for the values or data you want to use in a formula.

**Columns:** A SharePoint list is made up of columns or fields that define what kind of data will be collected for each list item. Document libraries also have columns or fields

that define what kind of metadata will be collected to describe each document.

**Configuration:** Section of a site definition that determines what lists, document

libraries, Web Parts, and navigation will be available when a new site is created.

**Constant:** A value that is not calculated. For example, the date 4/13/2054, the number

210, and the text “Quarterly Earnings” are all constants. Constants data types can

be string, number, date, or Boolean.

**Contact:** A person whom you wish to save information about, such as their e-mail

address, home address, office address, telephone number, and fax number.

**Create Subsites Right:** Determines whether the user has the ability to create a new site from the current site.

**Cross-Site Groups:** Named collections of users, similar to Windows groups, managed

in SharePoint in each site collection.

**Data View Web Part:** A Web Part that retrieves data from a data source in the form

of XML and applies XSLT to it. Microsoft FrontPage 2003 enables you to add Data

View Web Parts to a Web Part Page and has a WYSIWYG XSLT editor so you don’t

need to know XSLT to customize a Data View Web Part.

**Datasheet View:** Provides a Microsoft Excel–like environment for viewing and editing

data. It displays the contents of a list or a document library in a grid of rows and

columns. In Microsoft Access, this term is used for the view that displays the

information in a table or query.

**Discussion Boards:** A specialized SharePoint list that enables you to create an online

discussion forum. Discussion boards provide a forum on which visitors to a

SharePoint site can converse about topics that interest them.

**Document Library:** A folder where a collection of files is stored and the files often use

the same template. Each file in a library is associated with user-defined information

that is displayed in the content listing for that library.

**Document Workspace:** A site that enables colleagues to work together on a particular

task, document, or project. A Document Workspace can be created directly from

within Microsoft Word. It provides a document library for storing the primary

document and supporting files, a task list for assigning to-do items, and a Links

list for resources related to the document. If the Document Workspace is created

from a document in its parent site’s document library, the Document Workspace

can publish the document back to the source location.

**Dynamic Web Parts:** Web Parts placed in a Web Part Page zone.

**Excel list:** A block of cells that you can use to manage and analyze the data in the list

independently of data outside the list.

**Extensible Markup Language (XML):** A defined markup language for documents that

describes document content and structure rather than appearance. An XML document

has to be formatted before it can be read, and the formatting is usually

accomplished by using an XSL template file.

**Extensible Stylesheet Language (XSL):** A language used to create stylesheets for XML, similar to CSS (Cascading Style Sheets) that are used for HTML. XSL Transformations(XSLT) can be used to transform XML to HTML or one type of XML

to another.

**Flat View:** A view that can be used in a Discussion Board to list replies in chronological

order (the order in which they were created).

**Form Library:** A SharePoint library that enables you to use, store, and share Microsoft

InfoPath forms.

**Formula:** An equation that performs calculations on values in a list. A formula starts

with an equal sign (=).You can use a formula in a calculated column and to calculate

default values for a column. A formula can also contain any or all of the following:

functions, column references, operators, and constants.

**Function:** A predefined formula that performs calculations, also known as a name

procedure or routine, often used for mathematical or financial calculations. Lists

do not support the RAND and NOW functions. The TODAY and ME functions

are not supported in calculated columns, but are supported in the default value

setting of a column.

**General Discussion Board:** A built-in discussion board included in the default team site.

**Top-Level Site:** A site that does not have a parent site.

**Global Address List (GAL):** An address book provided by Microsoft Exchange Server

that contains all user and distribution list e-mail addresses in your organization.

The Exchange administrator creates and maintains this address book.

**Home Page:** The main page of a SharePoint Web site; it provides a navigational structure

that links the site components together.

**Hypertext Markup Language (HTML):** Defines the structure and layout of a Web

document by using a variety of tags and attributes. Browsers are programmed to

interpret HTML for display.

**InfoPath Form:** An XML document that collects information from a user in a structured

way.

**InfoPath Form Template:** A file that defines the appearance, structure, and behavior

of an InfoPath form.

**Internet Service Provider (ISP):** A company that provides individuals or organizations

with the necessary software and information to gain access to the Internet.

**Linked Object:** An object created in another program that maintains a connection

to its source. For example, when you export a SharePoint list to an Excel spreadsheet,

the Excel list in the spreadsheet is a linked object. The source in this situation

is the SharePoint list.

**List Items:** A finite collection of defined, related columns combined to create a single

item in a list. Each document in a document library and its associated columns

are also considered items in a list or a list item. Each list item can be created,

reviewed, updated, and deleted individually.

**List Templates:** The columns, list views, and general settings for a list used as a template to create new lists.

**List View:** Definition for how a list should be displayed. It has a range of options

including the columns to show; the sequence from left to right to show those

columns; the order in which the list items will be displayed; the filters that will

be applied to the displayed list items; and any grouping, totaling, or stylization,

and pagination.

**List View Web Part:** A built-in Web Part that can display data from various data sources including SharePoint lists, SharePoint document libraries, databases, XML files, other Web sites that return XML, and XML Web Services. A Web Part representation of content from a SharePoint list or document library.

**Lists:** A Web site component that stores and displays information that users can add to

by using their browsers. Requires a Web server that is running Windows SharePoint

Services.

**Local Machine Groups:** Named collections of users managed on a single computer

for local use only.

**Meeting Request:** An e-mail message inviting its recipients to a meeting.

**Meeting Workspace:** A SharePoint site for colleagues to collaborate around a meeting.

Meeting Workspaces can be created directly from within Outlook. There are

five Meeting Workspaces to choose from: Basic, Blank, Decision, Social, and Multipage.

Meeting Workspaces provide some unique out-of-the-box lists, such as

Objectives, Attendees, and Agenda, tailored specifically for meetings. They use a

tabbed navigational interface rather than the quick launch bar and streamline

the creation of lists directly from the Web Part task pane.

**Metadata:** Information about a document or list item used to describe a particular

item to find or manipulate it easier.

**Named Range:** A group of cells in an Excel spreadsheet.

**Open-Ended Question** Questions that give users the opportunity to answer a question

in their own words, rather than just checking one of a limited list of alternatives.

Open-ended questions have no definitive answer.

**Operators:** Specify the type of calculation that you want to perform on the elements

of a formula. Lists support three different types of calculation operators: arithmetic,

comparison, and text.

**Outlook Profile:** A group of settings that define how Outlook is set up for a particular

user. For example, a profile might include access to a mailbox that resides on a

Microsoft Exchange Server.

**Outlook Rule:** A set of conditions, actions, and exceptions that process and organize

messages.

**Page Tabs:** A navigational paradigm used in Meeting Workspaces to organize Web Part Pages using a clickable row of tabs at the top of the page.

**Personal View:** A personalized view of a SharePoint list, document library, or Web Part

Page that is available only to yourself, but not for others. The personal view of a Web

Part Page uses a combination of shared property values and personalized property

values. You can reset a personal view back to the shared view.

**Quick Launch Bar:** The navigation area on the home page of a SharePoint site used on team sites to organize site content by using clickable collections of links on the

left of the page.

**Range:** A block of cells in a worksheet or datasheet.

**Relationship:** An association between common fields in two lists or tables. A relationship is maintained in SharePoint by creating a Lookup column.

**Select Query:** A query that retrieves data matching specific criteria from one or more

data sources, such as a SharePoint list or an Access table, and displays the results.

**Shared Attachment:** A document that is stored on a SharePoint site and linked

to an e-mail message.

**Shared Documents:** A built-in document library included in the default team site

**Shared View:** A view of a SharePoint list, document library, or Web Part Page that every user with the appropriate permissions on a site can see.

**SharePoint Central Administration:** The administrative interface that is used to manage the entire SharePoint installation.

**Site Group:** A role-based membership system that provides access control to SharePoint sites. That is, a collection of rights that determine what specific actions users can perform on the site. Each SharePoint site user belongs to at least one site group, either directly or indirectly. There are five default site groups: Guest, Reader,

Contributor, Web Designer, and Administrator.

**Site Collection:** A hierarchical collection of sites headed by a top-level Web site that

can have one or more subsites.

**Site Collection Site Gallery:** A document library in the root of the site collection that

contains custom site templates.

**Site Definitions:** A set of file-based XML files that define the latent capabilities

of a SharePoint site.

**Sites:** A collection of lists and document libraries and Web pages needed to create,

review, update, delete, and manage content and properties. Sites have a Web Part

Page called a home page as their starting point.

**Site Template:** Similar to a configuration, a site template captures all the lists, document libraries, optionally its data, the navigation, and look and feel of a site at a point in time. This can subsequently be used to create new sites that look just like the

site did when it was captured into the site template.

**Static Web Parts:** Web Parts placed on a Web Part Page, but not in a Web Part Page

zone. A browser cannot manipulate static Web Parts, but FrontPage 2003 can.

**Subsite:** A SharePoint site that has a parent site

**Survey:** A specialized SharePoint list that enables you to create a Web-based

Questionnaire.

**Task Pane:** A pane that enables you to quickly access commands related to a specific

task without having to use menus and toolbars.

**Team Site:** A SharePoint site for colleagues to work together. It is the default site when

creating a new SharePoint site.

**Theme:** A named set of properties, such as fonts, colors, buttons, and backgrounds,

that can be selected for altering the appearance of a site.

**Threaded View:** In Discussion Boards, you can use the Threaded view to group

comments by conversation or thread.

**Top-Level Site:** A site that does not have a parent site. The default, top-level site provided by a Web server or virtual server.

**Top Link Bar:** One of the main navigation areas of a SharePoint site, located at the top

of the page, appearing on all pages within the site.

**Views:** Use metadata to display a subset or grouping of information to find information

more easily.

**Web Folders:** Web folders are a feature of Microsoft Windows that enable you to open

a SharePoint site like any other shared folder in Windows Explorer.

**Web Part Connections:** These connections allow Web Parts to send and receive information. Web Parts that receive data can alter their content based on the information they receive.

**Web Part Gallery:** A container for Web Parts. Web Parts are placed on a Web Part Page from a Web Part gallery.

**Web Part Page:** A special type of Web page that contains one or more Web Parts. A Web Part Page consolidates data, such as lists and charts, and Web content, such as text and images, into a dynamic information PORTAL built around a common task or

special interest.

**Web Part Page Zone:** A container that controls the organization and format of Web

Parts on a Web Part Page.

**Web Part:** A modular unit of information that consists of a title bar, a frame, and content. Web Parts are the basic building blocks of a Web Part Page.

**Windows Groups:** An operating system method of grouping users by membership.

**Windows NT Groups:** A named collection of users, similar to Windows groups,

managed in the SAM database.

**Workspace:** A specific kind of SharePoint site with additional functionality, typically

with how it integrates with Microsoft Office.

**XML** See *Extensible Markup Language*.

**XSL** See *Extensible Stylesheet Language*.

**XSLT** See *Extensible Stylesheet Language*.