



CHIEF OF THE NATIONAL GUARD BUREAU INSTRUCTION

NGB-DS
DISTRIBUTION: A

CNGBI 5002.01
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NATIONAL GUARD KNOWLEDGE MANAGEMENT PROGRAM

References:

- a. Department of Defense Directive 5105.77, 30 October 2015, "National Guard Bureau (NGB)," Incorporating Change 1, 10 October 2017
- b. Headquarters, Department of the Army, ATP 6-01.1, 11 March 2024, "Knowledge Management"
- c. Secretary of the Air Force, AFMAN 33-396, 12 August 2019, "Knowledge Management"
- d. International Organization for Standardization, ISO 30401, February 2024, "Knowledge Management Systems--Requirements"

1. Purpose. This instruction establishes policy and assigns responsibilities for the National Guard (NG) Knowledge Management (KM) Program in accordance with reference a through reference d.

2. Cancellation. None.

3. Applicability. This instruction applies to all elements of the NG including the National Guard Bureau (NGB) Joint Staff, Offices within the Chief of the NGB (CNGB), the Army National Guard (ARNG) Directorate, the Air National Guard (ANG) Directorate and the NG of the States, Territories, and the District of Columbia.

4. Policy. It is NGB policy to maintain a comprehensive NG KM Program and enforce KM standards across the NG. This instruction establishes roles and responsibilities for the NGB Chief Knowledge Officer (CKO), NGB Joint KM Officer (JKMO), ARNG and ANG KM Officers (KMOs) and NGB KM Representatives (KMRs). It also establishes role-based training requirements. If resources allow or as an additional duty, the States, Territories, and the District of Columbia should comply with and support Service-specific KM Doctrine in references b and c and this instruction.

5. Responsibilities. See Enclosure A.

6. Definitions. See Glossary.
7. Summary of Changes. This is the initial publication of CNGB Instruction 5002.01.
8. Releasability. This instruction is approved for public release; distribution is unlimited. It is available at <<https://www.ngbpmc.ng.mil/>>.
9. Effective Date. This instruction is effective upon publication and must be reviewed annually by the Proponent/Office of Primary Responsibility for continued validity, and must be revised, reissued, canceled, or certified as current every ten years.



STEVEN S. NORDHAUS
General, USAF
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Enclosures:

- A -- Responsibilities
- GL -- Glossary

ENCLOSURE A

RESPONSIBILITIES

1. NGB Director of Staff. The NGB Director of Staff will:
 - a. Advise the CNGB and the Vice CNGB on all matters affecting the overall execution of the NG KM Program.
 - b. Provide executive oversight for KM resources to ensure effective program execution, establish governance, secure necessary funding, and promote a collaborative environment that facilitates knowledge sharing and informed decision-making throughout the NGB and the NG.
 - c. Establish an NGB KM Office responsible for establishing, implementing, and sustaining the NG KM Program.
 - d. Appoint a singular NGB CKO to serve as the lead for the NG KM Program for the NG at the strategic enterprise level.
 - e. Appoint a NGB JKMO to serve as the lead for the NG KM Program across the enterprise, ensuring a cohesive and integrated approach that transcends organizational silos for operational and tactical KM.
2. NGB CKO. The NGB CKO envisions and designs the enterprise-wide NG KM Program. The NGB CKO operates at the highest levels of the organization, focusing on long-term goals and overall program direction, oversight, and integrating KM initiatives, ensuring alignment with the CNGB Strategic Plan and other organizational objectives. The NGB CKO is a professional, industry-recognized title based on KM competencies rather than military rank. The appointed individual should have proven KM certifications and experience in business models that prioritize innovation, collaboration, and adaptability. The NGB CKO will:
 - a. Develop and champion the overarching vision and strategy for the NG. This includes defining long-term goals, aligning KM initiatives with NG senior leadership's priorities, and ensuring the program supports the NG's mission.
 - b. Establish and oversee enterprise KM governance structure, policies, and standards. Create the framework for how knowledge is created, shared, and utilized across the organization, ensuring compliance with legal and regulatory requirements.
 - c. Secure and allocate the necessary resources (financial, technological, and human) to successfully implement the NG KM Program. This includes advocating for budget and personnel and making strategic investments in KM technology and training.

d. Define and monitor key performance indicators to measure the effectiveness and impact of the NG KM Program on the NG's strategic objectives. Report progress to senior leadership and make mission-driven decisions to improve the program.

e. Act as a liaison with senior leadership to ensure buy-in and support for the NG KM Program. Represent the NG in inter-agency and international KM forums.

f. Foster a culture of knowledge sharing and continuous improvement across NG. Promote using innovative KM tools and methodologies and champion the value of knowledge as a strategic asset.

g. Ensure collaboration with key NGB personnel. Align KM efforts, technology, data, information, and records management strategies with a governance structure that has the authority to approve and prioritize recommendations from the NGB JKMO Working Group and report KM initiatives, statuses, and priorities up the chain-of-command.

h. Institutionalize an enterprise-wide NG KM Program that enhances standardization and information flow, leading to anticipatory, lower risk decisions, with improved organizational performance.

i. Align NGB KM competencies with industry-accredited standards.

j. Direct the creation of a KM training continuum to ensure personnel possess the necessary skills for effective participation in the NG KM Program.

k. Own the administration of the CNGB SharePoint environment.

3. NGB JKMO. The NGB JKMO is responsible for the day-to-day implementation and execution of the NG KM Program, focused on applying KM principles and tools that promote and support enterprise standardization, foster a knowledge-sharing culture, and enable the NG to effectively leverage its collective knowledge assets. The NGB JKMO is a professional, industry-recognized title based on KM competencies rather than military rank. Appointed individuals must have proven KM certifications and experience in business models that prioritize characteristics of innovation, collaboration, and adaptability. The NGB JKMO will:

a. Translate the NGB CKO's strategic vision into actionable enterprise plans and initiatives that enhance the flow of information across the NG.

b. Establish frameworks for cross collaboration and promote using innovative KM tools and technologies that support mission effectiveness. Train personnel on managing knowledge repositories, collaboration platforms, and other KM systems.

c. Oversee collecting, organizing, and maintaining data and information. This ensures that knowledge is accurate, accessible, and relevant.

- d. Manage and facilitate knowledge-sharing processes and workflows. This includes identifying, capturing, and disseminating best practices and lessons learned and ensuring records management policy is followed.
- e. Integrate KM efforts at all NG levels.
- f. Provide direct support and training to personnel on KM principles, processes, and tools. This includes answering questions, resolving issues, and promoting the adoption of KM practices that drive improved decision-making and performance.
- g. Create and implement enterprise KM policies, processes, and procedures.
- h. Implement KM projects and initiatives, including developing knowledge bases, taxonomies and file naming conventions, and application design a method for compliance with relevant policies, including records and data management, artificial intelligence, and security compliance.
- i. Chair the NGB JKMO Working Group for the KM enterprise level.
- j. Chair the Joint KM Representatives Working Group for the KM strategic, tactical, and operational levels.
- k. Create, analyze, and report KM metrics using dashboards, reports, and assessments.
- l. Foster KM communities of practice and facilitate knowledge sharing and collaboration.
- m. Establish and oversee organizational KM assessments to measure organizational and enterprise program health and competency. Annual assessments will measure the maturity of KM capabilities and track progress identified in the CNGB Strategic Plan objectives, compare results, identify areas of improvement, and focus organizational efforts.
- n. Assess and leverage KM collaborative tools and portals. Develop, implement, and manage training for collaborative tools and technology that supports their use and improves organizational processes. Maintain collaborative tools and be engaged with current and new technology acquisitions or capabilities.
- o. Develop and maintain an enterprise KM competency list that includes training provided by the Services and other accredited KM training programs.
- p. Collect feedback from personnel on the effectiveness of KM initiatives and report on progress to the NGB CKO. This information is used to identify areas for improvement and to inform the strategic direction of the NG KM Program.
- q. Execute the governance and administration of the NGB SharePoint and MS Teams platform.

r. Create and maintain an enterprise KM Community of Practice Registry for visibility and for facilitating collaboration among KM practitioners.

s. Create and maintain a KM training curriculum to ensure NG personnel possess the appropriate talent and skills to perform KM. Provide NGB KMR Course (KMRC) quarterly to all NG personnel with the primary focus on appointed NGB KMRs.

t. Create, track, and report metrics for leadership situational awareness and accountability.

u. Serve as the Command Hub Administrator for the NGB SharePoint platform, responsible for the CNGB Hub architecture design. This includes establishing and enforcing standardization, naming conventions, and implementing enterprise solutions for knowledge collection and information dissemination.

4. Director of the ARNG and Director of the ANG. The Director of the ARNG and the Director of the ANG provide strategic oversight to ensure compliance with KM policies and procedures, aligning with CNGB objectives and authorities. In addition to the responsibilities outlined in this paragraph, they will:

a. Designate an ARNG KMO and ANG KMO at the Chief of Staff-level to implement the NG KM Program in accordance with this instruction.

b. Actively support the NG KM Program and foster a culture of sharing and collaboration.

c. Provide executive oversight and accountability over the Service KM Program and its activities to facilitate leadership decision-making.

d. Appoint NGB KMRs in accordance with this instruction, ensure they receive NGB KMRC training within six months of appointment, and participate in governance meetings as appropriate.

5. The Adjutants General and the Commanding General of the District of Columbia. The Adjutants General and the Commanding General of the District of Columbia, if resources allow or as an additional duty, may:

a. Designate a qualified NGB JKMO, at the Chief of Staff level, to implement a State enterprise-focused KM Program in accordance with this instruction and ensure they receive KMO training within six months of appointment.

b. Actively support a culture of sharing and collaboration with the NG KM Program.

c. Provide executive oversight and accountability over the State enterprise-focused KM Program and its activities to optimize leadership decision-making.

d. Appoint KMRs and ensure they receive NGB KMRC training within six months of appointment.

6. Service-Specific KMOs. The ARNG KMO and ANG KMO will:

a. Support and advocate for the NG KM Program with Service-specific leaders.

b. Attend the NGB KMRC within four months of assignment.

c. Perform Service-specific duties and responsibilities in accordance with paragraph 3 of this enclosure for each readiness center, except for sub-paragraphs g, h, i, j, m, n, p, q, r, s, and u.

d. Attend and participate in the NGB JKMO Working Group meetings and initiatives.

e. Chair Service-specific NGB KMO Working Group meetings and up-channel NG equities to the JKMO.

f. Assist the NGB JKMO with NGB KMRC training curriculum and, when available, provide briefing(s) on Services equities, best practices, and initiatives.

7. NGB Joint Staff Directors and Offices within the Office of the CNGB. The NGB Joint Staff Directors and Offices within the Office of the CNGB will:

a. Appoint NGB KMRs in accordance with this instruction, ensuring appointees attend NGB KMRC training within six months of appointment and participate in governance meetings.

b. Support process improvement activities within the directorate using an approved or systematic methodology for inventorying and documenting all relevant processes.

c. Document, capture, store, and make knowledge accessible to maintain continuity through personnel transitions.

d. Identify opportunities that support enterprise efforts across NGB and NG, moving away from siloed information.

8. NGB KMRs. NGB KMRs will:

a. Assist in documenting their directorate's processes.

b. Manage cross-functional efforts led by their directorate or organization.

c. Attend the NGB KMRC within six months of appointment.

d. Serve as KM subject matter experts within their operational areas.

e. Conduct an annual KM Maturity Model Assessment to identify maturity gaps, track improvements, identify strengths, focus organizational efforts, and report findings to the KM Working Group.

f. Advocate and broker for knowledge sharing within their respective offices seeking opportunities for best practices and enterprise solutions.

g. Enhance mission and organizational performance using the KM components of People, Processes, Technology (Tools), and Culture (Organization).

h. Participate in the KM Working Group to promote KM synchronization and integration efforts.

GLOSSARY

PART I. ACRONYMS

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| ANG | Air National Guard |
| ARNG | Army National Guard |
| CKO | Chief Knowledge Officer |
| CNGB | Chief of the National Guard Bureau |
| JKMO | Joint Knowledge Management Officer |
| KM | Knowledge Management |
| KMO | Knowledge Management Officer |
| KMR | Knowledge Management Representative |
| KMRC | Knowledge Management Representative Course |
| NG | National Guard |
| NGB | National Guard Bureau |

PART II. DEFINITIONS

Community of Practice -- A group of people who share a common craft or profession and learn how to do it better through regular interaction.

Knowledge Capture -- The process of identifying, documenting, and storing knowledge to prevent its loss, especially during personnel transitions.

Knowledge Management -- The art of creating, organizing, applying, and transferring knowledge to facilitate situational understanding and decision-making. Knowledge Management supports improving organizational learning, innovation, and performance.

Knowledge Management Representative -- An individual appointed to oversee and implement Knowledge Management practices and initiatives within an organization, responsible for facilitating knowledge sharing and ensuring the effective use of knowledge assets.

Knowledge Management Working Group -- A collaborative team composed of representatives from various organizational units focused on identifying Knowledge Management challenges, sharing best practices, developing strategies for knowledge sharing and retention, and promoting a culture of collaboration.

Knowledge Sharing -- The exchange of information, skills, or expertise among individuals or groups within an organization.

Metrics -- A systematic means of measuring essential management information for reporting, control, and process improvement.