



DEPARTMENT OF THE ARMY
ASSISTANT SECRETARY OF THE ARMY
FINANCIAL MANAGEMENT AND COMPTROLLER
109 ARMY PENTAGON
WASHINGTON DC 20310-0109

JAN 12 2017

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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Financial Management Knowledge Management Governance Policy

1. References:

- a. The Rehabilitation Act of 1973, Section 508, as amended. Codified at 29 U.S.C. § 794d.
- b. Department of Defense Instruction (DODI) 8500.01, Cybersecurity, 14 March 2014.
- c. DODI 8510.01, Risk Management Framework (RMF) for DOD Information Technology (IT), 12 March 2014.
- d. Army Regulation (AR) 11-2, Managers' Internal Control Program, 4 April 2012.
- e. AR 25-1, Army Information Technology, 25 June 2013.
- f. AR 25-2, Information Assurance, Rapid Action Revision, Issue Date: 23 March 2009.
- g. AR 25-400-2, The Army Records Information Management System, 2 October 2007.
- h. AR 380-5, Department of the Army Information Security Program, 31 October 2000.
- i. AR 530-1, Operations Security, 20 April 2007.

2. Applicability. This memorandum applies to all employees within the office of the ASA (FM&C) and USAFMCOM.

3. Proponent and exception authority. The proponent of this memorandum is the Deputy Assistant Secretary of the Army Financial Information Management (DASA-FIM). The Assistant Secretary of the Army Financial Management and Comptroller (ASA (FM&C)) will approve exceptions to this memorandum.

SAFM-ZA

SUBJECT: Army Financial Management Knowledge Management Governance Policy

4. Purpose. To establish responsibility for managing, maintaining, and sharing the Army's financial domain information and knowledge.

5. Background:

a. Over the years, we have produced volumes of information to inform and guide the Army's financial and resource managers in the performance of their missions. We post this information in multiple formats and in multiple locations on the internet. Some of this information is made readily available on the ASA (FM&C) public web pages, some kept private on the ASA (FM&C) Intranet, and some shared with a limited audience for collaboration via shared folders on Army Knowledge Online (AKO).

b. Information needs to be published to ensure that the Army's financial community has the latest information available. Today's technology provides the means to make information more current and searchable to keep pace with the sheer volume of information we now produce. Processes and procedures need to be put into place to help offices and people responsible for managing the information identify and remove out of date information making it more difficult to find the latest publications.

c. This policy establishes guidance to inform each DASA, separate Directorate and USAFMCOM of their information responsibilities, and direction to implement processes to ensure the information they publish is kept up-to-date and is easily searchable by the Army's financial community.

d. References at 1.a. through 1.i. provide regulatory guidance for document management and classification, as well as security controls to be applied to web sites and access controls.

6. Explanation of terms. Abbreviations and special terms used in this memorandum are explained in the glossary at Enclosure 1, in accordance with AR 11-2. For the purpose of this policy, the words "document" or "documents" refer to memoranda establishing policy, regulation, guidance, agreements or understanding, spreadsheets, presentations and briefing slides, or any other informational vehicle which can be viewed either by printing hard copy or by using approved software to create or view the information.

7. Responsibilities.

a. The ASA (FM&C) is responsible for the Army Financial Management Knowledge Management Program.

SAFM-ZA

SUBJECT: Army Financial Management Knowledge Management Governance Policy

b. The Deputy Assistant Secretary of the Army for Budget (DASA-BU) is responsible for developing and/or publishing site content on, but not limited to: Funds Management Policy and Guidance and Budget Materials.

c. The Deputy Assistant Secretary of the Army for Cost and Economics (DASA-CE) is responsible for developing and/or publishing site content on, but not limited to: Army Cost Management policies, Acquisition Costing, Performance metrics, the Cost Review Board, and all Cost and Economic Programs, Strategies and Analyses.

d. The Deputy Assistant Secretary of the Army for Financial Information Management (DASA-FIM) is responsible for developing and/or publishing site content on, but not limited to: information on Army financial management domain systems, Army Portfolio Management, the Army Financial Management Optimization Program, and the Single Army Financial Enterprise (SAFE) architecture. As the ASA (FM&C) organization responsible for information technology service and support to the agency, DASA-FIM also provides for:

(1) Hosting, maintaining, managing, and updating the ASA (FM&C) internet web site and Financial Management Knowledge Portal.

(2) Managing, maintaining, and developing the ASA (FM&C) SharePoint Portal, both in house and in the DISA cloud.

(3) Coordinating with personnel from the DASA's and separate directorates to modify and update their web pages as needed.

(4) Providing user training to ASA (FM&C) personnel and additional training to ASA (FM&C) personnel assigned Portal responsibilities on their document management and control access functions.

(5) Risk management support for all hosted web and SharePoint sites developing risk management documentation in coordination with the Enterprise Information Management and Assurance (EIMA) division within the Joint Information Technology Services Provider – Pentagon (JITSP) agency.

e. The Deputy Assistant Secretary of the Army for Financial Operations (DASA-FO) is responsible for developing and/or publishing site content on, but not limited to: Audit Readiness, Anti-deficiency Act (ADA), Joint Review Program, Internal Review Program,

SAFM-ZA

SUBJECT: Army Financial Management Knowledge Management Governance Policy

Financial Reporting and Policy, and DFAS Regulations affecting Army financial Operations.

f. The Army Financial Management Proponency Office is responsible for developing and/or publishing site content on, but not limited to: DoD FM Certification Program, CP-11 ACTEDS Intern Program, Career Development for Career Program 11 civilians and Branch Code 36 military, and the Army Comptroller training development web pages on the ASA (FM&C) public web site.

g. The Financial Performance Assessment Directorate is responsible for developing and/or publishing site content on, but not limited to: integration of financial management and performance assessment, conduct economic analysis/assessments, continuous process improvement, and Lean Six Sigma.

h. The United States Army Financial Management Command (USAFMCOM) is responsible for developing and/or publishing site content on its Mission Directives, Information and training for Army Enterprise Resource Systems (ERPs), General Fund Enterprise Business System (GFEBS) Business Intelligence, E-Commerce, deployment training, Civilian Pay, USAFMCOM Transformation, Financial Management Special Operating Center Pilots, Audit and Compliance, and publishing GFEBS information updates. At USAFMCOM discretion and based on available resources, the USAFMCOM web pages may be migrated to USAFMCOM managed servers.

i. The Army Financial Management Optimization (AFMO) Task Force is responsible for developing and/or publishing site content on the AFMO Campaign Plan to include, but not limited to, the Plan of Action and Milestones, Strategic Communications, Governance, the Strategic Management System Common Operating Picture, and links to other stakeholder strategic documents.

j. All Army Commands, Direct Reporting Units, Staff Agencies, and other units are encouraged to:

(1) Submit requests to ASA (FM&C) through the FM Knowledge Portal to have information and/or guidance posted to or removed from the portal to assist in mission accomplishment.

(2) Submit requests to ASA (FM&C) to add a link on the FM Knowledge Portal to their web and SharePoint sites.

k. Leaders and employees at all levels should work toward an understanding of knowledge management and begin to employ those principles at their organizational

SAFM-ZA

SUBJECT: Army Financial Management Knowledge Management Governance Policy

level to share knowledge throughout the organization better; encourage initiative; identify efficiencies; and improve retention.

8. Policy.

a. Content Management.

(1) Content owners will:

(a) Ensure access control procedures are established to allow access to information on a need to know basis. This includes segmenting information and allowing access to information based upon the role of the individual requesting access.

(b) Ensure information is marked with the appropriate classification as required.

(2) DASAs and directors will establish procedures to ensure that personnel who are assigned responsibility for any information keep it current. As information changes the site where it is posted must be updated as quickly as possible to ensure our site visitors have the most current information.

b. Public Internet websites.

(1) Army hosted public internet sites are our interface with the public. As such we must ensure that:

(a) All sites maintain a current, positive, and professional representation of the office posting the public information.

(b) Only information that has been officially cleared by an appropriate Public Affairs Officer and that has undergone an operations security review will be placed on the public website.

(2) The front page of the web site should provide a link to the Army Freedom of Information Act homepage (<https://www.rmda.army.mil/foia/RMDA-FOIA-Contact.html>). This provides the public a standard location from which to generate a freedom of information act request.

(3) Use judgement when posting information about leadership on a web page. If the leader would normally be expected to deal with the public, displaying a picture

SAFM-ZA

SUBJECT: Army Financial Management Knowledge Management Governance Policy

with a short biography may be appropriate. If the leader does not normally engage with the public, such information should not be provided. At no time should a leader's contact information (phone, email, address) or family information be placed within a public web page.

c. Private Intranet websites. These sites are used to post information that is static or changes little over the year or years. This information is generally used as reference. Training materials and presentations are also appropriate on these web sites.

(1) ASA (FM&C) hosted private intranet sites are being transformed into the ASA (FM&C) Financial Knowledge Management Portal, accessible to Army CAC holders worldwide. As such we must ensure that:

(a) Information is related to the Army's financial strategic mission.

(b) The information posted does not duplicate information posted by higher headquarters.

d. SharePoint sites. These sites are used to share documents and information necessary for collaboration on projects ranging from simple intra-office tasks to large scale tasks involving multiple organizations. They are also used to post informational dashboards which provide condensed up-to-date information to organization leadership and status updates for various programs and projects to the headquarters staff and units worldwide.

(1) ASA (FM&C) hosted SharePoint sites provide the capability to provide up-to-date consolidated information to provide status updates as well as coordinate pre-decisional documents, presentations and worksheets for inter and intra office/organization collaboration. As such we must ensure that:

(a) Access control procedures are established to allow access to information on a need to know basis. This includes segmenting information and allowing access to information based upon the role and organization of the individual requesting access.

(b) As collaboration projects are completed, the information is to be removed from the SharePoint site and, as appropriate, uploaded to either the intranet or internet web site. If not uploaded to a web site, the finalized documents should be stored on a local network share and disseminated as per requirements and local policy.

SAFM-ZA

SUBJECT: Army Financial Management Knowledge Management Governance Policy

e. Army Knowledge Online (AKO) contains documents and folders that have been shared with certain Army G8 organizations to collaborate on projects or to just make information readily available. Over time, this data has fallen into neglect and has not been updated or removed. Each office that maintains information on AKO will review the existing files and folders and either update the information or remove it.

f. MilSuite. This is a DOD CAC enabled suite of applications used to provide information and articles on organizations, systems, and places across the DoD (milWiki), User, team and organization collaboration and networking (milBook), and Video sharing services where users can upload, watch, and share videos (milTube). Information posted to any of the applications within milSuite must be properly documented and approved by the DASA, Director, or Commander. Content owners will monitor their milSuite entries and ensure that the information posted is either kept up-to-date or removed. If the content owner departs the office, the approving DASA, Director or Commander must assign content management responsibilities to a new employee.

g. The Army Records and Information Management System (ARIMS) is the Army's enterprise records management system for all documents of record. Any official document in support of Army regulation, policy or guidance must be recorded and stored within the ARIMS environment. This includes at a minimum any document signed by an ASA (FM&C) official that establishes regulation, direction, policy or guidance whether for internal use or intended for a broader audience within the Army. The action officer responsible for the creation of any such document or record that is posted to ARIMS, should coordinate with the appointed POC to provide information on the public and/or private site to describe the document and provide information for finding it on ARIMS, so that it can be easily found by persons searching for it. The Records Manager for ASA (FM&C) is the Chief, Staff Action Coordination Office (SACO).

9. Implementation instructions for this policy can be found at enclosure 2.

10. Review, Revision, Modification, or Cancellation.

a. Requests for revision or modification to this policy must be sent to the DASA (FIM), 109 Army Pentagon, Washington, DC 20310-0109.

b. The ASA (FM&C) reserves complete authority of approval for revision or cancellation.

SAFM-ZA

SUBJECT: Army Financial Management Knowledge Management Governance Policy

11. The point of contact for this action is Mr. William Benton, (703) 614-7703, William.L.Benton4.civ@mail.mil.



ROBERT M. SPEER

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SAFM-ZA

SUBJECT: Army Financial Management Knowledge Management Governance Policy

ENCLOSURE 1 – Acronyms

AFMO	Army Financial Management Optimization
AKO	Army Knowledge Online
ASA (FM&C)	Assistant Secretary of the Army (Financial Management and Comptroller)
CAC	Common Access Card
DASA	Deputy Assistant Secretary of the Army
-BU	-Budget
-CE	-Cost and Economics
-FIM	-Financial Information Management
-FO	-Financial Operations
DoD	Department of Defense
DoDI	Department of Defense Instruction
EIMA	Enterprise Information Management and Assurance
ERP	Enterprise Resource Program
FM	Financial Management
FMSOC	Financial Management Special Operating Center
FOIA	Freedom of Information Act
FOUO	For Official Use Only
FPA	Financial Management and Performance Assessment Directorate (FPA)
GFEBBS	General Fund Enterprise Business System
IAW	In Accordance With
JITSP	Joint Information Technology Service Provider - Pentagon
KMB	Knowledge Management Board
OASA (FM&C)	Office of the Assistant Secretary of the Army (Financial Management & Comptroller)
PII	Personal Identifying Information
PO	Proponency Office
SAFE	Standard Army Financial Enterprise
USAFMCOM	United States Army Financial Management Command

ENCLOSURE 2 – Guidance to Implement the Requirements of this Policy

1. The Deputy Assistant Secretary of the Army, Financial Information Management:

a. In coordination with the DASAs and separate directorates in ASA (FM&C), and with USAFMCOM, DASA FIM will:

(1) Modernize the ASA (FM&C) public web sites to better reflect each organization's mission and responsibilities to the public. This website will be organization centric focused on the mission and accomplishments and will also be used to make available information that is determined to be releasable to the general public.

(2) Establish a controlled access, .mil restricted knowledge portal which will allow access to personnel who currently have an Army issued CAC. This portal will be document centric allowing authorized users to quickly locate and access the information they need through both a dynamic menu system and search functionality. Access to this information will be controlled by the content owner.

(3) Establish a controlled access SharePoint site to be hosted within a DOD approved cloud service. The SharePoint site will be used to:

(a) Establish dashboards that will provide timely concise information to ASA (FM&C) leaders.

(b) Establish collaboration partitions which will allow controlled access to projects and pre-decisional information.

(c) As determined appropriate by the DASAs, provide informational status update dashboards for the commands, DRUs and other organizations. Requests for a status dashboard must be forwarded to and approved by the DASA responsible for the data.

(4) Provide a management module that will allow DASA and Directorate POCs to manage their content and manage access to that content.

(5) Establish a database back end to the public web sites and the knowledge portal that:

ENCLOSURE 2 – Guidance to Implement the Requirements of this Policy

- (a) Collects metadata as described in enclosure 3 about all documents and links posted to the sites.
- (b) Contains the information required to describe and display web page content.
- (c) Enables document search capability.
- (d) Enables static and dynamic menu capability enabling ease of use and drill down capability to locate information.
- (e) Automatically notifies content managers when posted content is approaching its expiration date.

b. Provides training to ASA (FM&C) personnel for using the knowledge portal and SharePoint. Training will also be provided to newly appointed personnel responsible for knowledge content to use the management module to manage their content and user access.

2. Each Deputy Assistant Secretary of the Army (DASA) and separate directorate within ASA (FM&C), the AFMO Task Force, and USAFMCOM will appoint at least one individual, preferably one per directorate within organization to be responsible for the organization's knowledge and information.

a. The appointee(s) may be military, government civilian, or, if supported in a services contract, a contractor(s) and have the following responsibilities.

(1) Manage the organizational content on the public web site, the ASA (FM&C) Financial Management Knowledge Portal, and the ASA (FM&C) SharePoint site ensuring compliance with DOD and Army knowledge/information management, security, and risk management regulations and guidelines.

(2) Coordinate with the Information Services Division within DASA FIM to establish a layout for the organization's public web pages, the knowledge portal, and SharePoint sites that has a professional look and feel, and represents positively the Office of the ASA (FM&C) organization portrayed.

(3) Evaluate the knowledge content within the organization as well as its reach, capabilities, and utilization.

(4) Use the FM Knowledge Portal management module to:

ENCLOSURE 2 – Guidance to Implement the Requirements of this Policy

(a) Manage access to the organization's information posted on the Public sites, the Knowledge Portal, and SharePoint sites.

(b) Ensure that the content posted on the web and SharePoint pages is kept up-to-date.

(c) Ensure that outdated or obsolete content is removed from the web and SharePoint pages and, as required, ensure the information is archived.

b. Ensure that any document, within their area of responsibility, establishing policy, position, or guidance signed by the Assistant Secretary of the Army, Financial Management and Comptroller, the Principal Deputy Assistant Secretary of the Army, or the Military Deputy is uploaded into ARIMS and information on how to find the information is posted to the knowledge portal.

3. Each person appointed either primary or alternate responsibility for the organization's knowledge content will:

a. Manage access control to the content for which they are responsible.

b. Review the content currently posted for which they are responsible and ensure that it is current and has the appropriate metadata applied. Outdated documents and information will be updated or removed. Documents and links that don't have up-to-date metadata applied will be difficult to find on the public web site and knowledge portal. Documents that remain on the portal without up-to-date metadata will be removed to offline storage on the sixth anniversary of the original posting date.

c. Review each new document and ensure that key words and phrases are added as metadata to describe the important content of new documents or links to be posted on either the public site or the knowledge portal which will allow the documents to be easily found in a document search. Add a major category and sub-categories under which the document would naturally be found.

d. Ensure that documents posted on the public site, the knowledge portal, or SharePoint meet the retention requirements listed in reference 1.g. When notified of document expiration from the knowledge portal, rapidly make a determination to update the expiration date or remove from the portal. If the document exceeds the retention requirements listed in reference 1.g., take steps to completely remove the document

SAFM-ZA

SUBJECT: Army Financial Management Knowledge Management Governance Policy

ENCLOSURE 2 – Guidance to Implement the Requirements of this Policy

from on-line storage and, if necessary due to law or established policy, save to offline storage.

e. Actively manage content placed in AKO.

4. Personnel responsible for SharePoint content will:

a. Manage access control to the information for which they are responsible.

b. Regularly monitor the information posted and ensure that the latest information is available for viewing.

c. Remove content and information when no longer needed.

5. Personnel responsible for milSuite, or social media content will:

a. Regularly monitor the information posted and ensure that the latest information is available for viewing.

b. Remove content and information when no longer needed.

SAFM-ZA

SUBJECT: Army Financial Management Knowledge Management Governance Policy

ENCLOSURE 3 – Metadata Required to Import Documents into the Public Web Site and the Knowledge Portal

Metadata – Metadata is defined simply as data about data. The following metadata is to be captured for each document or link on the public web sites and the Financial Management Knowledge Portal:

Responsible Office - The office symbol for the office with responsibility for the document.

Office Group Email for Notifications - The group email or distribution list where notifications about the document should be sent. Individual personal email should be avoided.

File Name(s) – The name of the document as shown in the folder directory to include extensions.

Document Title – Short descriptive title for the document that tells the viewer what the document is about.

Subtitle (Optional) – Optional additional descriptive title.

Document Date - The origination or “signed” date for the document

Expiration Date - The date when the document expires. Typically, this is governed by the requirements listed in AR 25-400-2, The Army Records Information Management System, 2 October 2007.

Access Level – Defines whether or not the general CAC holders have access. It also is used to limit access to only specified users.

Key Words or Phrases - Words and phrases from the document that can be used to easily identify the purpose of the document.

Public – Defines whether or not the document should be posted on the public web site.

In addition to the above metadata, each file or link must be assigned to categories and sub-categories of information so that a dynamic menu structure can be built which will allow the site user to easily drill down through a menu system to locate a subset of documents or links that will provide the information being searched.