



The Use of Web 2.0 in the Department of Defense

Prepared by the DoD CIO & Joint Staff J6

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This report is based on interviews with early adopters of Web 2.0 in the Department of Defense (DoD), open source material, and data current as of May 2009. It is an introduction to the topic and not an exhaustive account of all DoD Web 2.0 uses. Citation of manufacturer or trade names does not constitute an official endorsement.

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People and Information

“Knowledge and human power are synonymous...”

Francis Bacon, *Novum Organum*, 1620

On average, people upload over 5,000 pictures on Flickr¹ per minute, watch hundreds of millions of videos on YouTube² daily, and spend more than 4 billion minutes on Facebook³ each day. The Internet is fast-becoming people’s first source for information - information provided not by profit-seeking companies, but rather by communities of people. This is today’s Web 2.0 world.

Over 72% of people in the United States use the Internet

Internet World Stats

<http://www.internetworldstats.com>

The early days of the Internet were about connecting computers through networking, packet switching, and the adoption of protocols. With the advent of the personal computer, privatization of the Internet’s infrastructure, and launch of commonly adopted World Wide Web (WWW) standards, the Internet transformed into a capability that connected people with information. This resulted in the rapid growth of Internet users and the financial success of

online commerce. In the past decade, continued advances in technology and the evolution of Internet capabilities brought vast increases in the amount of sharing between users and communities, ushering in the days of Web 2.0.

Web 2.0 challenges previous paradigms of government, business, and social interaction. It places greater trust in people and in the power of shared knowledge. Wikipedia, a collaborative online encyclopedia, is an example of this trust. Open and free for all to edit, it created an environment nurtured and protected by the masses. Today, Wikipedia is one of the most visited sites on the Internet.⁴ Other successful Web 2.0 sites include Twitter, YouTube, and Delicious. Twitter, a microblogging capability, played an important role in the sharing of situational awareness during the Mumbai attacks of 2008 and Iran’s 2009 elections. In the 2008 U.S. presidential elections, YouTube transformed debates from a one-way broadcasted event to a participatory activity by allowing people to submit questions directly to presidential candidates via online video. Clearly, Web 2.0 is changing the way people run government, impact business, and

“As gunmen and police engaged in a running three-day battle through the streets and hotels of Mumbai that left more than 100 dead Friday, social-networking services such as Twitter and Flickr were flooded with news, rumors and pictures of the mayhem.”

Caulfield, Karmali. Mumbai: Twitter’s Moment

http://www.forbes.com/2008/11/28/mumbai-twitter-sms-tech-internet-cx_bc_kn_1128mumbai.html

¹ Flickr is an online photo management and sharing application.

² YouTube allows people to upload and share video clips on www.YouTube.com.

³ Facebook is a social utility that allows people to communicate with their friends, family and coworkers.

⁴ According to Nielsen Online’s work panel, Wikimedia Foundation, the parent company for Wikipedia, was ranked among the top ten U.S. parent companies for greatest Internet audience in May 2009.

interact with each other. Cognizant of this change, the Department of Defense (DoD) is embracing Web 2.0.

The Definitions of Web 2.0

“Web 2.0” has become a prevalent term in recent years among the information technology (IT) community. Originally coined at an O’Reilly and MediaLive International conference, it has been the subject of various books, research material, and White papers. Definitions include “wisdom of crowds”, “atomization of the Web”, and “marketing term” or “buzz word”.

“The term ‘Web 2.0’ has clearly taken hold, with more than 9.5 million citations in Google. But there’s still a huge amount of disagreement about just what Web 2.0 means...”

Tim O’Reilly. September 2005

<http://oreilly.com/web2/archive/what-is-web-20.html>

For the purposes of this report, Web 2.0 represents the current evolutionary step of the Internet characterized by the shift from a static, one-way individual Internet experience to a dynamic, collaborative dialogue among Internet users. Three principles established by the originators of the Web 2.0 term capture this shift:

- The Web as a Platform – *the shift from a limited number of web publishers with the know-how and resources to generate content for user consumption to an environment where data and resources are available for all users to potentially create value.*
- Harnessing Collective Intelligence – *the shift from a single subject matter expert to an environment that leverages the “wisdom of crowds” and unanticipated experts.*
- Rich User Experiences – *the shift from a focus on the website to a focus on the user, empowering the user with greater freedom and control.*

The following capabilities, while not all inclusive, are representative of the Web 2.0 paradigm.

Table 1: Web 2.0 Collaborative Capabilities

Capability	Definition	Examples
Rich Document Collaboration	The online sharing and collaboration of documents by many users throughout a broad community. (Online for the purposes of this report refers to both Internet and Intranets.)	<ul style="list-style-type: none"> ▪ Google docs ▪ Sharepoint ▪ Defense Knowledge Online (DKO)
Multimedia Sharing	The sharing of audio and/or visual content. This content is often provided via syndicated download, through Web feeds, to portable media players and personal computers.	<ul style="list-style-type: none"> ▪ YouTube ▪ Flickr ▪ Intelink iVideo
Instant Messaging	A form of real-time communication between two or more people typically focused on text-based communication.	<ul style="list-style-type: none"> ▪ AOL Instant Messenger ▪ Google Talk ▪ Defense Connect Online
Discussion Forum	An online discussion site also known as a message forum or message board. It is the modern equivalent of a traditional bulletin	<ul style="list-style-type: none"> ▪ Yahoo! Message Boards ▪ DKO Discussion Forums

	board, and a technological evolution of the dialup bulletin board system.	
Blog	A derivative of the terms 'web log', it is a shared on-line journal where a person, organization, or company can post commentary on their experiences.	<ul style="list-style-type: none"> ▪ Google's Blogger ▪ DoDLive (DoD's Official Blog)
Microblogging	A form of blogging that allows users to write brief text updates and publish them, either to be viewed by all or to a restricted group.	<ul style="list-style-type: none"> ▪ Twitter ▪ Yammer ▪ Ugov.gov on Yammer
Wiki	A collection of web pages designed to enable anyone who accesses it to contribute or modify content using a simplified markup language.	<ul style="list-style-type: none"> ▪ Wikipedia ▪ Intellipedia ▪ DoDTechipedia
Social Networking	Focuses on building online communities of people who share interests and/or activities, or who are interested in exploring the interests and activities of others.	<ul style="list-style-type: none"> ▪ Facebook ▪ MySpace ▪ LinkedIn ▪ A-Space
Social Bookmarking/ Folksonomies	Also known as collaborative tagging, social classification, social indexing, and social tagging, it is the practice and method of collaboratively creating and managing tags to annotate and categorize content.	<ul style="list-style-type: none"> ▪ Delicious ▪ Digg ▪ Intelink Tag Connect

*Definitions were derived from various open source material

**Bolded examples represent Government capabilities with the exclusion of Yammer

Other capabilities associated with Web 2.0 include but are not limited to RSS feeds, mashups, and rich internet applications. While the focus of this report is mainly on the collaborative capabilities of Web 2.0, these other capabilities are important in facilitating and advancing the overall Web 2.0 user experience.

Table 2: Other Web 2.0 Capabilities

Capability	Definition	Examples
RSS Feeds	RSS (most commonly translated as "Really Simple Syndication") is a family of web feed formats used to publish frequently updated works—such as blog entries, news headlines, audio, and video—in a standardized format.	Most commercial news websites enable user-definable RSS feeds to push content to users.
Mashups	A web page or application that combines data or functionality from two or more external sources to create a new service. The term mashup implies easy, fast integration, and frequently uses open APIs and data sources to produce results that were not the original reason for producing the raw source data.	The use of cartographic data from Google Maps to add location information to real estate data, thereby creating a new and distinct web service that was not originally provided by either source.
Rich Internet Applications (RIA)	Web applications that have some of the more powerful graphical user interface characteristics of desktop applications.	RIA frameworks include Curl, Adobe Flash/Adobe Flex/AIR, Java/JavaFX, uniPaaS, and Microsoft Silverlight.

*Definitions were derived from various open source material

Organizational Use of Web 2.0

Businesses and government organizations, recognizing the global success of Web 2.0, are beginning to leverage Web 2.0 principles and capabilities in the management and operation of their enterprise. Organizationally, Web 2.0 capabilities serve two main purposes: 1) to reach the public in both a transparent and participatory manner referred to as social media and 2) to improve internal business processes through increased collaboration and sharing of information referred to as Enterprise 2.0.

Social Media

Social media is the use of Web 2.0 capabilities to socialize or market an organization's brand, product, or idea with participation from the public. Organizations are embracing social media for two reasons: 1) access to a wider audience normally not reachable through traditional forms of

Facebook has more than 200 million active users.

Facebook

<http://www.facebook.com/press/info.php?statistics>

media and 2) ownership of their image as it exists on the Internet. Numbers alone illustrate the growing Internet audience. The number of Internet users worldwide grew 342.2% between 2000 and 2008. More than 100 million users log onto Facebook at least once each day with

their fastest growing demographic being 35 years of age and older. Regarding ownership of image, experience has shown that if an organization does not represent themselves on the Internet, someone else will (e.g., "22 Confessions of a Former Dell Sales Manager").

Enterprise 2.0

Enterprise 2.0 is the use of Web 2.0 capabilities to improve processes within the organization through enhanced collaboration and information sharing. It couples Web 2.0 capabilities with the right policy and processes to provide users with the opportunity to contribute knowledge across projects and teams for the benefit of the enterprise. If implemented with a strategy in mind and the appropriate incentives in place, Enterprise 2.0 can potentially decrease cycle times for decision making, foster innovation, and breakdown organizational boundaries.

Enterprise 2.0 improvements can be applied across strategic, operational, and tactical mission spaces. Processes that benefit from Enterprise 2.0 range from simple project status reporting to improved knowledge management. DoD and other government agencies are making headway in adopting this new way of doing business.

Embracing Web 2.0 in the DoD

Coordination, collaboration, and the sharing of information have always been critical aspects of DoD missions. Ensuring the right information is available at the right time to the right people has been a major part of DoD's IT strategy for the past decade. Web 2.0 is an advancement of these same principles and as such, DoD is taking strides to adopt emerging technologies in the most effective and efficient way. The following section highlights the tools being used by DoD Components and the various ways they are using them.

Tools and Usage Statistics

Non-Government Capabilities

DoD Components actively use commercial and other non-government capabilities for social media purposes. The Office of the Secretary of Defense for Public Affairs recently launched an official DoD blog, DoDLive, to convey information from DoD leaders to the public. All six regional combatant commands and all four military services have a presence on Facebook, providing them with an avenue to reach Facebook's 200 million users.

In addition to Facebook, the U.S. Army as well as other DoD Components are present on Twitter, Flickr, Youtube, Vimeo, iReport, Nowpublic, and Delicious. Through these sites, the U.S. Army and its personnel play an active role in shaping public perception. These tools allow the U.S. Army to engage in a two-way dialogue with both its supporters and critics.⁵

From an individual standpoint, Web 2.0 is beginning to blur the line between work and life. Soldiers not only use commercially-available Web 2.0 tools to communicate with friends and family, they are more so leveraging these outlets to cope with and share the challenges of military life. This introduces both Departmental opportunity and risk as soldiers become individual nodes of information.



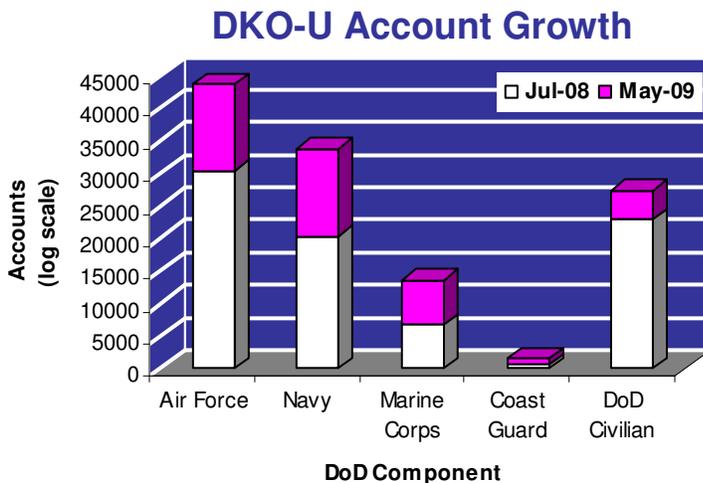
<http://www.dodlive.mil>

5 out of 6 regional combatant commands are on Twitter.

The U.S. Army has over 32,000 Facebook fans.

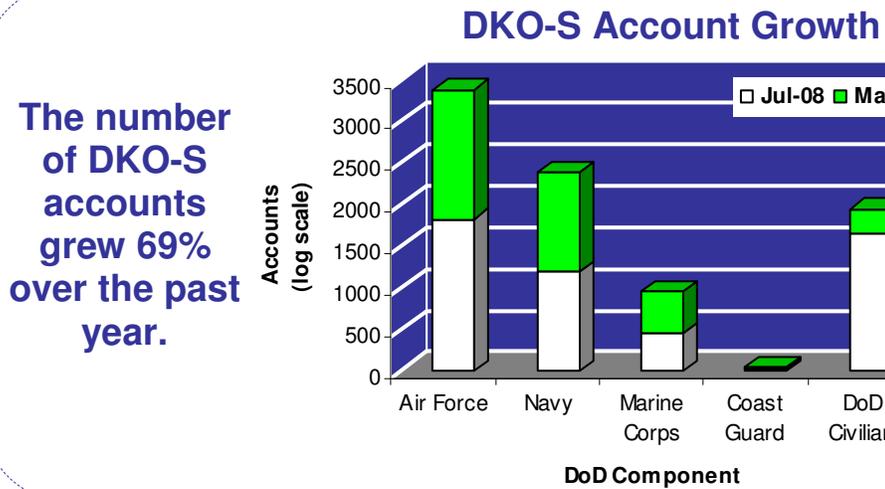
Government Tools

DoD has two enterprise-level tool suites to support Web 2.0 in the Defense Information Enterprise: DoD's Defense Knowledge Online and the Office of the Director of National Intelligence's Intelink. Both suites offer an array of collaborative capabilities and have seen impressive growth in their user base over the past year.



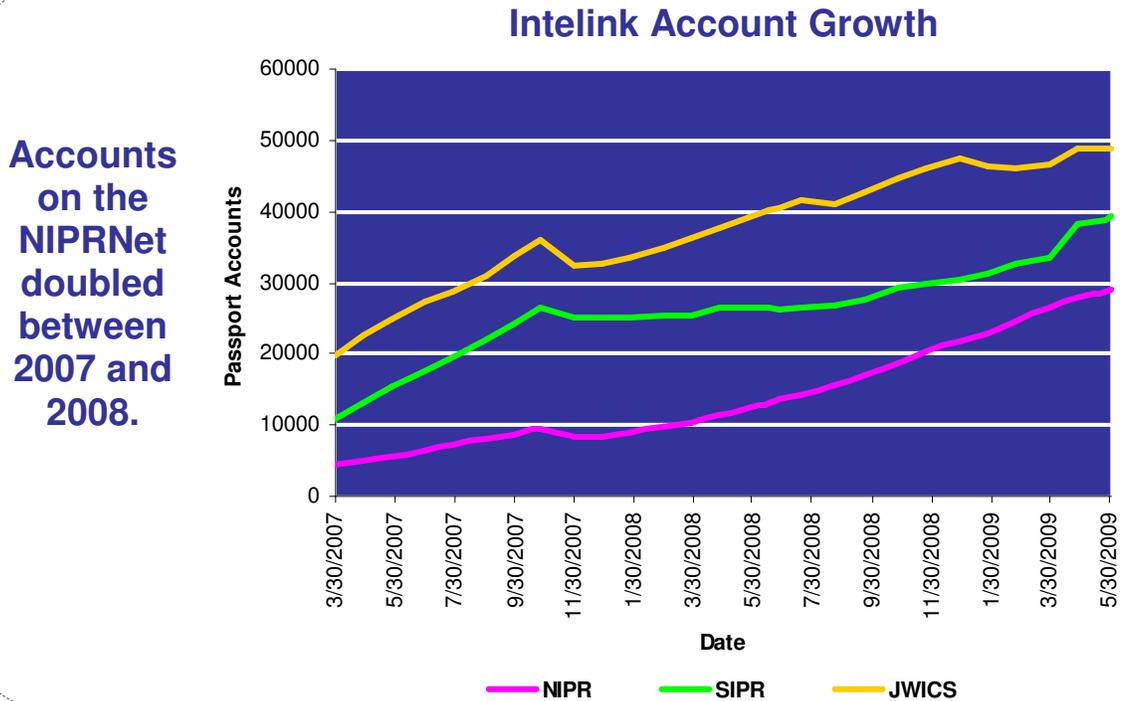
The number of DKO-U accounts grew 48% over the past year.

⁵ Due to the nature of DoD's mission, DoD Components using social media are still subject to law, policy, and agreements governing the public release of information.



The number of DKO-S accounts grew 69% over the past year.

DKO was deployed as part of the Army Knowledge Online (AKO) portal. (AKO has an established user base of over two million registered Army accounts on NIPRNet and over a hundred thousand registered Army accounts on SIPRNet.) DKO hosts various organizational and team-level sites and provides capabilities for document sharing, video and instant messaging, blogging, and open editing via a wiki.



Accounts on the NIPRNet doubled between 2007 and 2008.

Intelink, developed and maintained by Intelligence Community Enterprise Solutions (ICES), provides capabilities to various Federal Agencies to include the Intelligence Community, DoD, Department of State, Department of Homeland Security, and others. They support interagency sharing with capabilities such as team collaboration using Sharepoint, document sharing

through Inteldocs, video sharing, instant messaging, blogging, open editing through Intellipedia, and social bookmarking through Tag|Connect.

Tool Success

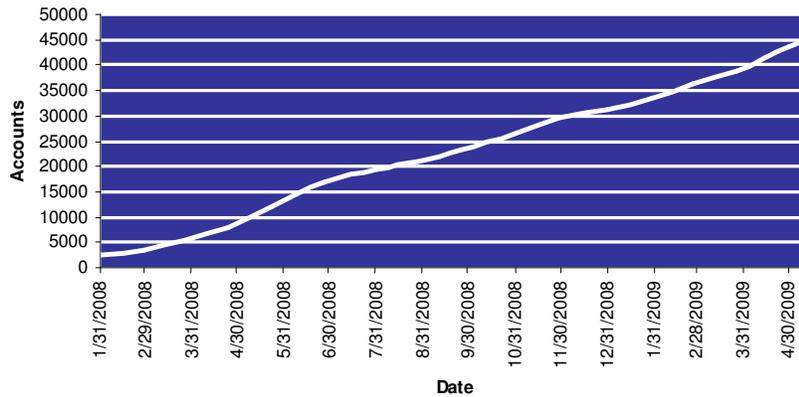
Although both DKO and Intelink reflect strong growth, it is user activity that results in a successful Web 2.0 environment. Users must proactively participate as producers and consumers of information to realize the value of Web 2.0 tools. Accordingly, tools must be tailored for user success. DKO, Intelink, as well as other tool sponsors continue to enhance capabilities for a better user experience. Enhancements include integrated search across tools, employment of single sign-on where possible, and improvements to the graphical user interface for easier navigation and user customization.

The following figures highlight growing account activity for specific collaborative capabilities.

Defense Connect Online

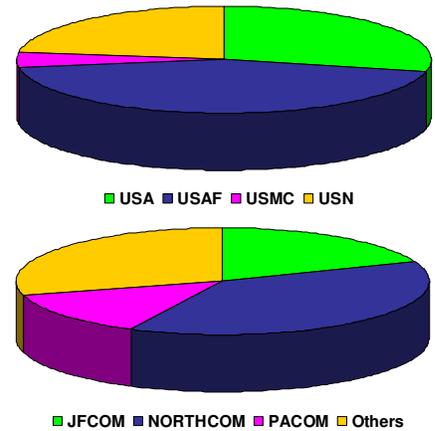
DoD's Collaboration Capability

SIPR Account Growth



NIPR Account Representation

Services and Combatant Commands

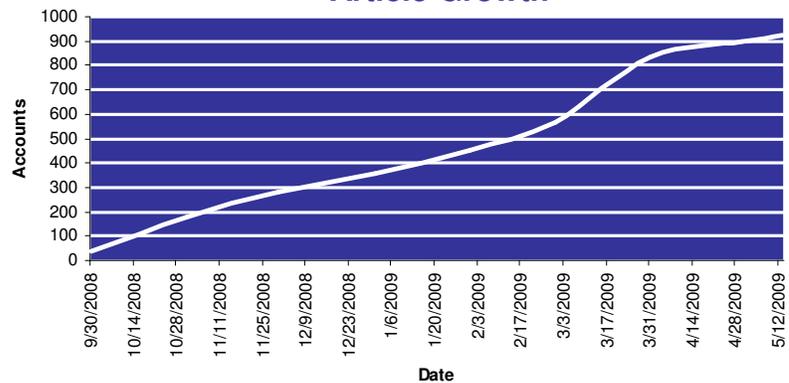


DoDTechipedia

DoD's Science and Technology Community Wiki

Article Growth

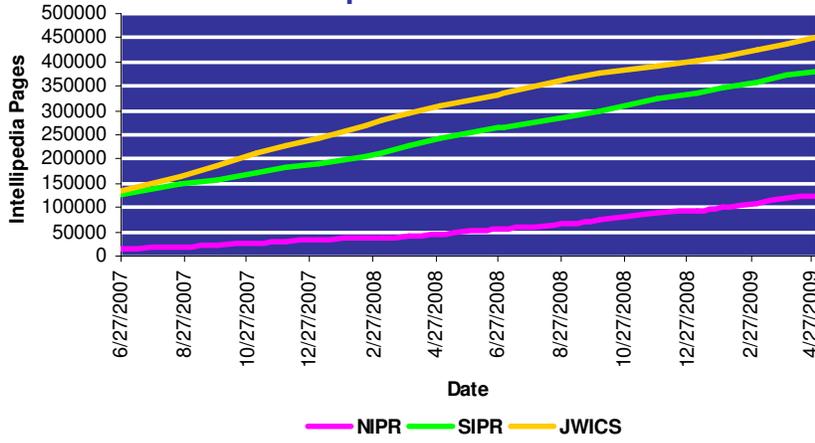
Selected by the White House as one of the top 12 Innovations across Government in 2009.



Intelink Capabilities

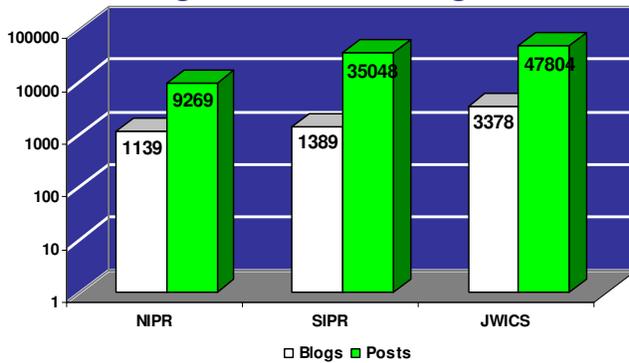
Wikis, Blogs, Social Bookmarking

Intellipedia: Article Growth

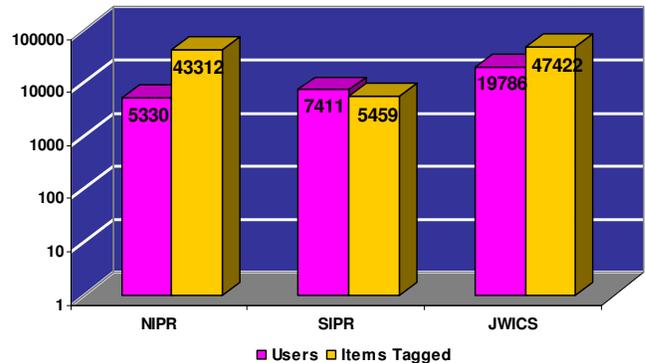


Intellipedia had over 4 million hits in the month of May.

Blogs: Number of Blogs & Posts



Tag|Connect: Users & Items Tagged



Process Transformation

DoD Components are seeing the tangible benefits of Web 2.0 capabilities through process improvement efforts. They are transforming their daily workflows by effectively integrating Web 2.0 capabilities into their processes, thereby replacing/eliminating unnecessary legacy steps. This transformation is not limited to the DoD. Other government agencies are beginning to experiment and adopt new Web 2.0 ways of doing business. The table below provides a few examples of process transformation.

Table 3: Web 2.0 Process Transformations

Process	Organization	Example
Status Reporting	Joint Interoperability Test Command	Leveraging wikis and blogs to dynamically develop their weekly activities report across various branch chiefs and division/portfolio heads. Eliminated the need for PowerPoint briefs.
	U.S. Marine Corps Forces, Central Command	Leveraging wikis and blogs to consolidate weekly reports and disseminate information, reducing time and manpower in the process.

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Policy and Strategic Guidance Development	Department of the Navy Chief Information Office	Using wikis as follows: <ul style="list-style-type: none"> ▪ Posting existing policies to determine how they should be updated or improved ▪ Posting new policies under development for user feedback and contribution ▪ Posting an open question to identify any policy gaps
	Joint Staff J6	Using wikis to collaboratively define the Global Information Grid 2.0 vision and to coordinate comments at the Action Officer level.
	DoD Chief Information Office	Leveraging wikis to collaboratively develop the DoD Information Enterprise Strategic Plan and Roadmap.
Intelligence Aggregation	Sub-organization of U.S. Pacific Command	Using wikis to aggregate intelligence information into a single location for both informational and briefing purposes, thus eliminating the need for a separate morning intelligence briefing.
	Department of State	Using wikis to aggregate and maintain talking points as all foreign service officers must speak from a common script.
Monitoring Situational Awareness	Soldiers in the Field	"In Fallujah, Iraq, 19-year-old troops manage 15 different chat rooms about critical command and control elements of conducting the war on one screen." <i>R. Carey's (DON CIO) experience, SignalOnline: Web 3.0, Military Style.</i>
	Joint Crisis Action Team	Coordinating information from disparate sources through a wiki to keep senior decision makers up to date during domestic and international crises.
	U.S. Coast Guard	The U.S. Coast Guard's Research and Development Center is currently evaluating social networking capabilities for situational awareness.
Knowledge Transfer	Warfighting Mission Area Information Technology Portfolio Management	Using a wiki to maintain general information on policy, procedures, projects, and points of contact.
	Active Duty Military	Using social bookmarking instead of browser favorites to ensure bookmarks are available from any duty station.
Command and Control	U.S. Air Force	"During Operation Iraqi Freedom, the Air Force developed a full "reachback" capability for the Global Hawk, in which the UAV and its sensors were operated remotely from Beale Air Force Base, California, reducing Global Hawk's logistical footprint in the field by more than 50 percent. Global Hawk crews used Internet-style chat rooms to stay in touch, literally forming "a worldwide virtual crew." These chat rooms provided effective command and control over a weapon system that was spread across the globe." <i>Northrop Grumman, Global Hawk – UAV, http://www.theuav.com/global_hawk.html.</i>

Early Adopters

Early adopters and grassroots efforts are the driving force behind Web 2.0 success in the DoD. They are building demand by changing mindsets one individual at a time. The following section highlights early adopters of Web 2.0.

Joint Staff: Process Improvement

The Joint Staff has successfully integrated Web 2.0 capabilities into their various processes. Using government-available products, namely Intelink, they implemented practical process improvements in a relatively cheap and easy manner. Today, they regularly use wikis and blogs for status reporting, document staffing, and briefing; Joint Staff personnel monitor situational awareness of various activities via chat rooms; and they continue to develop and refine policy and strategic guidance through collaborative capabilities. In embracing Web 2.0, the Joint Staff achieved the following:

- Increased collaboration
- Enhanced access to data
- A reduction in stovepipes of information
- Speedier decision/product generation cycles
- Saved man hours
- A reduction in email and phone traffic.

The Joint Staff's success stems from the following:

- Leadership support – *much of the Joint staff's success can be attributed to leadership champions. Leadership applied the right degree of force from the top to make change happen. They were also critical in socializing change.*
- Start small – *the Joint Staff did not attempt to change major processes in their workflow. Rather, they started small, achieving quick wins that when rolled together equaled large savings. They also did not force change for the sake of change. They applied the right tool for the right purpose creating instant value.*
- Replace processes – *the Joint Staff recognized early on that in order to foster the adoption of new processes, the old ones must go away. Once a new process was refined, leadership established that process as the only process.*
- Training – *the Joint Staff coupled all new processes with training. They made sure personnel were comfortable with the technology and that they understood the value of the tools as applied to their daily tasks.*

Department of the Navy Chief Information Office: Policy and Guidance

On October 20, 2008, the Department of the Navy Chief Information Officer (DON CIO) signed a memorandum with the subject line: "Web 2.0 – Utilizing New Web Tools". The memorandum states, "The Department endorses the secure use of Web 2.0 tools to enhance communication, collaboration, and information exchange; streamline processes; and foster productivity improvements."

**The DON CIO blog received
31,410 hits in April 2009.**

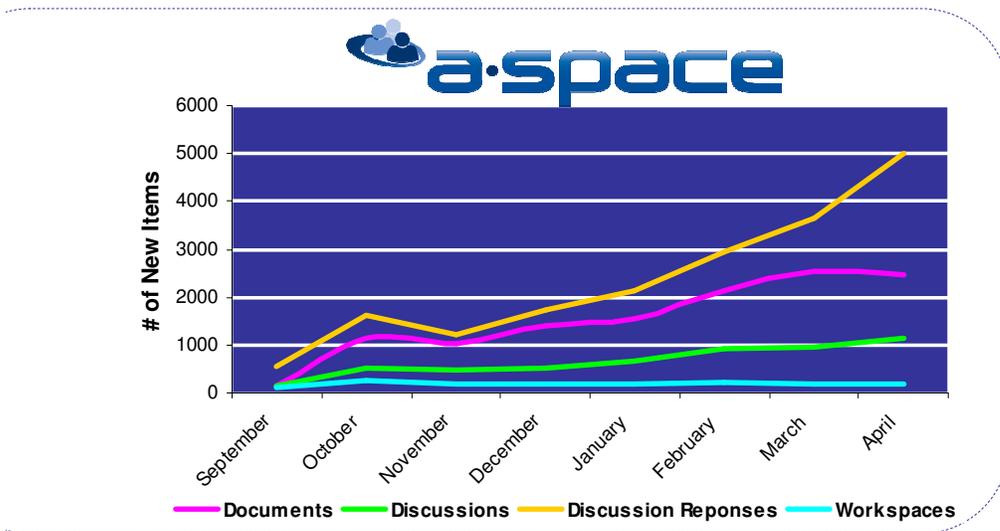
Staying true to the memorandum, the DON CIO maintains a blog on their public site. The intended audience is the DON organization, but posting to a public site provides transparency of leadership thought

to the public. Regular blog postings keep the workforce in sync with leadership perspective. The blog provides comment functionality and an RSS feed to foster user participation. Additionally, a review process is in place for blog postings and comments to maintain the security and integrity of the information without altering its intent.

As a next step, the office of the DON CIO posted SECNAVINST 5000.36A, the DON's policy on information technology applications and data management, to Intellipedia for community input and editing. The office is taking a proactive stance to field relevant policy by removing the barriers of hierarchy and bureaucracy. They are using Web 2.0 tools to dialogue directly with personnel in the field.

Office of the Director of National Intelligence: Social Networking

With the success of Facebook and MySpace, organizations are beginning to understand the benefits of social networking. Social and professional networking capabilities build stronger, more productive workforce relationships fostering innovation and improved problem solving. Because they are cheap and easy to stand up, IT components of various organizations are experimenting with social networking capabilities to enable their users to virtually and dynamically connect with other users of similar work interests (i.e, U.S. Army PEO C3T is developing milBook, DISA is experimenting with Ning (a commercially-available social networking capability)). A currently deployed implementation of social networking is ODNI's A-Space.



A-Space is a social networking capability equipped with tools and services to enable the full range of analytic functions. Open only to those with the highest level of clearance, it provides analysts with a common analytic workspace. It exploits findings and insights from other unanticipated colleagues working on the same topic or who have related expertise. Users are just beginning to realize this potential. A success story involves an analyst posting a classified question to the community. Over a five day period, analysts from six different organizations contributed classified and open source information to the workspace that included photos, links, and potential sources, enhancing the original analyst's understanding of the topic.

A-Space has over 9,000 registered accounts.

Achieving the Next Level

As DoD Components make progress in achieving better collaboration and information sharing for improved mission effectiveness, the Department must evolve to foster this growth.

Updating Enterprise Policies and Approaches

Currently, early adopters and DoD champions of Web 2.0 are leading the way in advancing the Defense Information Enterprise to a more collaborative, content-rich environment. As the people begin to change, so must the organization. Organizations, especially one as large as DoD, must update their policies and management processes to achieve the full advantage of collaboration and sharing.

- Policies must be updated. Policy, while not a major hindrance to Web 2.0, does not facilitate its adoption. Users are not clear on how to interpret existing policy within the context of the Web 2.0 environment. Policies regarding information systems, records management, security and information assurance, and privacy leave concerns in users' minds on the proper use of emerging collaborative technologies. Policies should be updated to foster the agility and dynamic nature of today's information enterprise.
- Risk must be mitigated. Focus on risk must change from avoidance to mitigation. Increased collaboration and sharing presents new opportunities, but also poses new risks. People all over the world can now provide insight into various government and military activities. Their influence is greater than ever. Failing to capitalize on these new sources of information to avoid risk is no longer a viable option as adversaries are certainly leveraging collaborative technologies.
- Trust must be established. The working environment needs to foster a more trusted atmosphere and address an ever-growing distributed workforce. Web 2.0 flattens the organization and breaks down departmental boundaries. The traditional mindset around accountability takes on a new meaning in a collaborative environment.
- Organizations must work together. As DoD continues to technically connect people, enterprise solutions may become more common. The Department must work across DoD Components as well as with external partners (i.e., Federal Agencies, coalition partners and international allies, and industry) to better address enterprise needs to include capability design, development, and funding.

Demonstrating the Value Proposition

Widespread adoption requires a clear articulation of the value. This articulation cannot be passive. Steps must be taken to not only educate workers on the expected benefits, but to actually realize them through hands-on experience.

- Replace processes. Old habits die hard. If given an option, most people will continue to function with the status quo, avoiding disruption to their current process. Legacy steps and/or processes must be replaced when introducing Web 2.0 capabilities. This forcing function is required to realize the efficiency gained with new technology.
- Make decisions. People need to see that their contributions influence decisions. They are more willing to share when their input is taken seriously. Placing this kind of significance on shared information also improves its quality as people who care most about the topic will be more willing to collaborate.

- Train the workforce. Users must be comfortable with the technology to take full advantage of it. This, paired with an understanding of the value of Web 2.0 to their daily tasks, fosters adoption.

Enhancing Capabilities

DoD needs to continue to research and address future iterations of the Internet and cyberspace capabilities. As information sharing and collaboration become easier for the user, the underlying technology becomes more complex. As such, DoD must continue to evolve capabilities seeking better ways to manage the infrastructure, share and collaborate with edge users, and analyze increasing amounts of information.

- Cloud computing. Web 2.0 capabilities are increasingly offered via 'cloud computing' services. DoD must investigate the use of commercial/government clouds, assessing the impact to policy, security, and budget.
- Edge user. DoD must ensure that capabilities meet edge user requirements. Today, mobile devices and applications keep edge users connected to information. With more of these devices deployed, DoD must assess their impact to both security and bandwidth.

Way Ahead

While DoD has taken great Web 2.0 strides, work is still needed. Today's Defense Information Enterprise and Web 2.0 capabilities are not an end state, but an evolutionary step. Advancements in technology and processes will continue to foster the maturation of electronic human interaction. This growth will perpetually require that policy and processes change to maintain organizational agility.

The next step is to further DoD-wide adoption of Web 2.0. Each individual in the Department must become an effective knowledge manager with the power to self-organize and innovate. The environment must facilitate dynamic and responsive dialogue through an extended and flexible network of colleagues, both anticipated and unanticipated, and provide people with the freedom to manage and customize their information.

In the DoD Web 2.0 world, each individual is responsible for delivering the power of information.

Appendix A: Research Approach and Participants

The purpose of this study was to perform an objective broad area review of the current DoD Web 2.0 environment and to identify the enablers and barriers of Web 2.0 adoption. Most of the research and data collection was conducted on Intellipedia. All data is available at https://www.intelink.gov/wiki/DoD_Web_2.0_Study.

Research Team

The DoD Web 2.0 Study Team was led by representatives from the Office of the DoD CIO and the Joint Staff J6. Other participants included representatives from each of the military services, various Combatant Commands, and other DoD agencies and federal organizations.

Services

- Army (CIO, Western Army Reserve Intelligence Support Center, 301st Military Intelligence Battalion, PEO C3T)
- Navy (DON CIO)
- Air Force (CIO)

Agencies

- DISA (CIO, CTO, JITC)
- OSD(Public Affairs)
- DTIC

Combatant Commands

- USSOUTHCOM
- USSTRATCOM
- USSOCOM

Non-DoD Organizations

- DHS, DoS
- NGA, CIA
- NASA

Approach

The team leveraged Intelink's Intellipedia and blog capabilities on both NIPRNet and SIPRNet to collect data from end users, share information, and vet findings. Additionally, the team conducted interviews with key stakeholders and early adopters of Web 2.0.

- https://www.intelink.gov/wiki/DoD_Web_2.0_Study

The DoD Web 2.0 Study wiki is the main page for the effort. It identifies the purpose, objectives, capability set within scope, and overall findings and recommendations of the study. It highlights successful applications of Web 2.0 capabilities and capability trends of early adopters.

- https://www.intelink.gov/wiki/DoD_Web_2.0_Study_Project_Management

The DoD Web 2.0 Study Team established a project management wiki to track actions, issues, POCs, and references.

- https://www.intelink.gov/wiki/DoD_Web_2.0_Study_Interviews

Raw notes from all interviews were captured on Intellipedia. A majority of the interviewees were early adopters of Web 2.0.

- <https://www.intelink.gov/blogs/dodweb20/>

The team used a blog to capture additional information from participants.

- https://www.intelink.gov/wiki/Web_2.0_in_the_DoD

The team also established a collaboration wiki to obtain a situational awareness of other Web 2.0 studies, policy efforts, and capabilities.

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