



NATO Communications and Information Agency
Agence OTAN d'information et de communication

KNOWLEDGE MANAGEMENT STRATEGY 2016 - 2018

Knowledge is Power when Shared

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EXECUTIVE SUMMARY

These are politically, operationally and financially challenging times for NATO, hence challenging times for the NCI Agency which mission is to assure NATO and its Nations efficient and effective delivery of C4ISR capabilities and CIS services while undergoing a major reform and deliver savings.

While the *Vision* of NCI Agency's Knowledge Management is of *customer satisfaction through knowledge superiority*, the *Mission* is to *deliver customer-focussed and cost-effective solutions through collaboration and knowledge sharing*.

While the first iteration of the Knowledge Management Strategy, was mainly internally focussed, this first revision sees increased emphasis on external collaboration with stakeholders and customers, while still consolidating our internal collaboration and knowledge sharing practices.

The ambitions of the Knowledge Management Strategy lie in three main areas - *Sustain NCI Agency's Information and Knowledge creation across segments and geographical locations; Help NCI Agency staff organize, share and find information and knowledge already existing within the organization, and; Increase collaboration and knowledge sharing, through the following strategic goals:*

- 1. To recognize information and knowledge as a corporate asset*
Recognize that peoples' knowledge¹ is our most valuable asset and managing it requires highest level commitment and appropriate investment in time and effort.
- 2. To ensure information and knowledge are accurately managed*
Ensure authoritative information is clearly managed to allow seamless contribution to the authoritative information sets, while encouraging and enabling freer, yet SME reliable, knowledge sharing.
- 3. To ensure information and knowledge are readily accessible within NCI Agency*
NCI Agency will change its predominantly "need-to-know" culture to one underpinned by a "responsibility-to-share" balanced against the "need-to-know" allowing for more effective utilisation of limited corporate assets.
- 4. To facilitate people-enabled knowledge sharing within the NCI Agency and towards external stakeholders*
Facilitate knowledge sharing, both formal and informal. Put in place enablers to engagement and real life interaction, enhanced by the Internal Communication and Engagement efforts currently under development. Provide inputs to facilities' planning of breakout areas, enabled by the space-use flexibility offered by the NCI Agency NWoW Workplace Directive. As NCI Agency is geographically dispersed, technology, such a virtual meeting rooms and online connection capabilities may need to be used to facilitate virtual 'face-to-face' meetings.
- 5. To encourage and support the creation and nurture of new information and knowledge*
Staff will be able to readily access all knowledge, collaborative tools and assets relevant to their work, past and present, internal and external to the organisation, and shall use these capabilities in their work, in compliance with relevant NATO security requirements and provided in a secure environment. Staff should be encouraged to propose new knowledge resource to be included in the Enterprise rose of available knowledge resources.

¹ APQC Knowledge Management Glossary: "Knowledge = Information in action. In a business context, knowledge is what employees know about work-related disciplines, products, processes, their customers, one another, mistakes, and successes"

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1. OVERVIEW

1.1 Contextual forces driving Knowledge Management

The fundamentals of sharing and applying knowledge are not new. However, important contextual factors, also identified in the NCI Agency's mission statement² make KM more relevant today, than before:

- Knowledge sharing is an important competitive factor in any industry;
- NATO's Smart Defence concept: where sharing knowledge is to be seen as a cooperative way generating the Alliance's modern defence capabilities;
- NATO's Smart Defence concept: where collaboration is the encompassing word for Allies working together to develop, acquire, operate and maintain military capabilities to undertake the Alliance's essential core tasks agreed in NATO's Strategic Concept;
- NATO's Connected Forces Initiative (CFI): where modern interoperable knowledge and information systems are key factors to success;
- The ICT revolution: exponential growth in information, and access to it, highlights the digital divide, the need for search and retrieval systems, and the value of experiential knowledge;
- The social Knowledge and collaboration Age: transforming the roles and relations of people and institutions from hierarchical and bureaucratic systems to open, agile, integrated, learning and powerful democratized networks;
- Financially challenging times: require smarter, leaner and faster capability delivery cycles and more cost effective capability support.

1.2 Assumption

The following assumptions of the Knowledge Management Strategy are directly tied to the five-year strategic goals of the Agency: [1] Alliance; [2] Customer; [3] Learning & Growth, and; [4] Internal Processes and comply with NATO Information Management Authority (NIMA) guidance and policy on Information Management.

By encouraging and fostering a culture of knowledge creation and sharing and facilitating search and retrieval of information; the NCI Agency will enable reuse of information leading to increased Knowledge and sharing of it, hence increase its efficiency in capability development, effectiveness in service provision and allow prompter decision making.

Since the Agency is NATO's C3 primary capability deliverer and CIS service provider focus will be on integrating KM process improvements to key areas such as Overall Service Management (ITIL), Managing programmes and projects (MSP, P2) and Operations-and-Exercises processes (including Lessons Learned) and IT architecture and governance (TOGAF and COBIT).

This cultural shift, accompanied by the development of staff autonomy and empowerment is assumed to lead to a more productive, satisfied and engaged workforce and as a consequence increase value to customers.

² To strengthen the Alliance through connecting its forces, NCIA delivers secure, coherent, cost effective and interoperable communications and information systems and services in support of consultation, command and control and enabling intelligence, surveillance and reconnaissance capabilities, for NATO, where and when required. It includes IT support to the Alliances' business processes (to include provision of IT shared services) to the NATO HQ, the Command Structure and NATO Agencies.

The NWoW concept is expected to contribute to this cultural shift.

Staff and management satisfaction will ultimately lead to higher core spirit and hence develop the corporate culture of the Agency towards more collaboration and openness, while allowing staff, especially rotational scientists and military staff, to gain rich knowledge experience that can be used for future challenges, both inside as well as outside of the Agency

To our customers, and to our stakeholders also for our potential future employees, the Agency will be perceived as an attractive and transparent knowledge organisation that produces cutting edge capabilities and first class service while being an attractive organisation for National Military staff secondment and a professionally challenging working place for scientists, engineers and other professionals. This objective will also support talent attraction and retention within the framework of the Agency's new People Strategy, under development.

To our industrial partners and academia, The Agency will be seen as a valuable and, where security and confidentiality allows it, transparent knowledge hub for fruitful technology innovation and collaboration.

The coming years should see our internally acquired knowledge sharing practices increasingly reflected towards our stakeholders and customers. Over time, they will benefit from a more, where possible, transparent capability development and service provision, while being able to better collaborate with the Agency on 'open innovation' and technology advancement. This transparency paradigm has to be managed against the NCI Agency's acquisition and procurement role which implies constraints on information sharing during certain requirements development and evaluations stages.

The past year's knowledge management focus has been to address the internal knowledge and information creation, storing, sharing and retrieval challenges. The future is leveraging the internal progresses to increase our stakeholder and customer facing collaboration and knowledge sharing.

2. PURPOSE AND SCOPE

This strategy aims at outlining an overall framework of principles (people and processes) and capabilities (technology) needed to facilitate a cultural shift whereby information and knowledge are routinely created, managed and shared. It also seeks to ensure that the chance is given to a wide audience to access the information and knowledge in a variety of ways and through a variety of channels.

This document

- Outlines the main drivers for developing an NCI Agency Knowledge Management Strategy
- Defines the vision, mission, ambitions and goals
- Identifies areas to be addressed and key stakeholders

A related document - [The Knowledge Management Plan for 2015-2018](#), outlines the main roadmap for the IKM Steering Group and details:

- Actions (products and activities), timelines and desired outcomes
- Performance and evaluation measures
- Staffing and budget requirements to achieve the goals

The strategy shall be flexible enough to include new ideas, processes and technological advancements and as such, the strategy and its related document - [The Knowledge Management](#)

Plan for 2015-2018 shall be reviewed every six months, or as necessary, to ensure they remain relevant and appropriate, and reflect any new technology enabler IT Modernization project amongst other IM and KM relevant projects will bring.

3. VISION, MISSION AND AMBITIONS

3.1 Vision and Mission

The *Vision* of NCI Agency's Knowledge Management is *customer satisfaction through knowledge superiority*.

Our *Mission* is to *deliver customer-focussed and cost-effective solutions achieved through collaboration and knowledge sharing*.

3.2 Strategic Ambitions

The NCI Agency's Knowledge Management strategic cross-cutting ambitions in support of the Agency mission are:

Strategic Ambition 1: Sustain NCI Agency's Information and Knowledge creation across segments and geographical locations.

This means that access to knowledge resources and people expertise shall be assured regardless of geographical location or segmental belonging.

Strategic Ambition 2: Help NCI Agency staff to find, organize and share information and knowledge existing in the organization

This means designing the processes and identify the means needed to support this ambition.

Strategic Ambition 3: Increase collaboration and facilitate knowledge creation and sharing within the NCI Agency and towards external stakeholders

This means imbedding collaboration and knowledge sharing as an integral part of business processes, while encouraging the knowledge sharing behaviour needed to support this ambition.

3.3 Key stakeholders

The initial step in the NCI Agency's Knowledge Management maturity journey was taken in 2015, focussing mainly on the internal stakeholders (civilian and military management and staff). Next steps are to consolidate some internal progresses and continue developing the capabilities, while increasing focus on collaboration and knowledge sharing with our external stakeholders.

Over time, it is envisioned, that the strategy will need to expand in line with IT Modernization and generate increased knowledge sharing value to the broader NATO Enterprise, Nations, Industry and Academia.

This increase knowledge sharing value, can only be achieved when NCI Agency's Knowledge Management capabilities have reached maturity level 3 (three). The NCI Agency chosen framework for measuring its Knowledge Management maturity is the APQC (American Productivity and Quality

Center) KM Maturity Framework³. The maturity will be assessed yearly through the APQC KM Capability Assessment Tool⁴.

4. STRATEGIC GOALS

The following five Knowledge Management strategic goals will contribute to the NCI Agency-wide Expected Results. *These results are achieved through the development and delivery of a series of products and services at NCI Agency Enterprise level, and further detailed in [The Knowledge Management Plan for 2015-2018](#):*

1. *Strategic Goal 1: To recognize information and knowledge as a corporate asset*

- Recognize that peoples' knowledge is our most valuable asset and managing it requires commitment and investment, in time and effort.
- Recognize the importance of the experience and expertise of staff as the most valuable knowledge asset and outline the necessary processes to ensure we capture and reuse that knowledge in our deliverables to customers and in our decision making.
- Ensure all managers are committed to maintaining and contributing to the Knowledge Management plan and initiatives and endorse this message to their staff.
- Respond to the changing knowledge needs of the organisation and link Knowledge Management performance indicators to NCI Agency Business Strategy and Service Strategy goals.

2. *Strategic Goal 2: To ensure information and knowledge are accurately managed*

- Ensure authoritative information is clearly labelled as such and allow seamless contribution to the authoritative information sets, balanced against the encouragement and enablement of freer, yet reliable, knowledge sharing in Communities of Practice, where peer-communities of subject-matter-experts are entrusted with assuring knowledge accuracy.
- Ensure data, information and knowledge are handled in compliance with NATO and NCI Agency directives and guidance.
- Ensure data is clearly labelled to distinct, authoritative data from non-authoritative data.
- Ensure, measures (also technical enforcements) are in place to allow marking of information artefacts to restrict access where required (ex. PERSONS, MANAGEMENT marking).
- Apply data standards and models to support coherency, also NATO wide.

3. *Strategic Goal 3: To ensure information and knowledge are readily accessible within NCI Agency*

- NCI Agency will, in line with NATO policy, change its' predominantly "need-to-know" behaviour to one underpinned by a "responsibility-to-share" balanced against the security "need-to-know" principle allowing for more effective utilisation of our corporate assets.
- Improve the online user experience by technologies aimed at connecting content to people.
- Increase and mandate the use of personal profiles that will become authoritative sources for personnel information including skills information to support the 'Competency mapping' of the Agency.

³ http://www.apqc.org/knowledge-base/download/275450/K04060_Measure_Across_Levels_KM_maturity.pdf

⁴ http://www.apqc.org/knowledge-base/download/250280/K03302_Understanding%20the%20APQC%20KM%20CAT.pdf

- Increase KM systems integration to allow replication of entries to other data storages/databases hence increase intelligent exchange of data between systems avoiding data entry and maintenance duplication labour and error.
- Increase push of content to the users in a timely manner allowing increased awareness and efficiency on matters of professional or social concern to increase internal corporate cohesion.
- Establish workable processes for storing, retrieving, sharing and releasing NCI Agency knowledge and intellectual resources and products in an efficient yet secure and policy compliant way to our external stakeholders.

4. *Strategic Goal 4: To facilitate people-enabled knowledge sharing within the NCI Agency and towards external stakeholders*

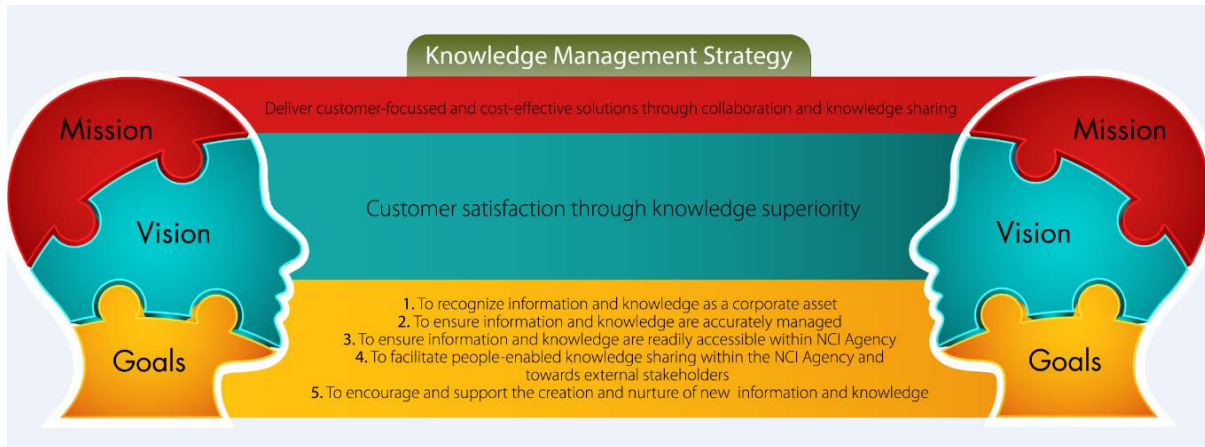
- Facilitate knowledge sharing in different forms and through different channels both on-and – offline.
- Balance the technology enablers with facilities and communication process enablers to also foster physical interaction and off-line exchange of knowledge. However, as NCI Agency is geographically dispersed over several sites, technology, such a virtual meeting rooms, video chat and online connection capabilities may need to be used to facilitate virtual face-to-face meetings.
- To recognize the importance of sharing information and knowledge throughout NCI Agency.
- To make information transfer between NCI Agency and the customer more straightforward.
- To encourage the sharing of tacit knowledge from person to person, while gradually investing in means to capture the tacit knowledge converting it into more tangible and explicit knowledge.
- To recognize and deal with the effect of NATO, national and industry policies and legislation on the sharing of information and knowledge.
- To ensure that explicit information and knowledge are shared legally and safely around the organisation and to customers.
- To ensure a range of processes and technologies are employed to realise efficient information and knowledge sharing within the Agency, and towards our external stakeholders, customers and end-users.

5. *Strategic Goal 5: To encourage and support the creation and nurture of new information and knowledge*

- Every member of staff will be able to readily access all knowledge, collaborative tools and assets relevant to their work, past and present, internal and external to the organization, and shall use these capabilities in their work. This shall be provided in a secure environment that encourages more effective use of data, information and knowledge, aimed at encouraging NCI Agency staff to collaborate more effectively whilst undertaking innovative, challenging and complex projects.
- To recognize the importance of staff as vehicles of knowledge.
- To provide easy access to knowledge to existing and on-boarding staff.
- To encourage creation and sharing of knowledge as a standard mode of operations, while working at the NCI Agency.
- To facilitate the creation, location and sharing of knowledge and expertise that is to be seen and perceived as a corporate asset.
- To retain the expertise when staff leave and reorganisation occurs.

- Allow cross-pollination of knowledge across geographical locations and organisational business units, not only as a knowledge sharing exercise but as a cultural development enabler in line with the Agency’s cultural initiative plan.

Figure 1: Visualization of the NCI Agency KM strategy



The NCI Agency’s Knowledge Management vision, mission and ambitions, together with a set of goals, through which the vision will be achieved, form the basis for the NCI Agency Knowledge Management strategy (Figure 1).

5. REVISION

As stated earlier, this strategy needs to be flexible enough to include new ideas, processes and technological advancements and as such, the strategy and its Annex will be reviewed yearly, or as necessary, to ensure it remains relevant and appropriate.

While the first iteration of the strategy (2015) proposed generic goals to achieve the top level Mission and Vision in line with the Ambition statements, this strategy has taken the 2015 APQC KM assessment on the Agency’s KM capabilities recommendations into account. Future strategies will also take into account the knowledge gaps analysis aimed at identifying the knowledge areas that the Business Units Leads and staff believe need to be improved.

At the latest, this Strategy will be revised in MAR 2017