IKM in NATO

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Information Manager

JFC Naples HQ

Introduction

Antonio de Frutos, NIC-ESP:
- JFC Naples, Information Manager (2009-…)
- IM Governance/IM Training/IM Planning/IM Projects

Before:
- JFCNP Command Archivist (2006-2008)
- CC-Land Madrid Information Management Officer (2000-2004)
- SP MILREP Registry Head-NATO HQ (1993-1997)

Participation/Member in:
- NATO IM Authority Advisory Group (NIMAG)
- Bi-SC IKM WG member
- Faculty of the NATO IKM course
- IM in Exercises or Operations (Unified Protector)

Agenda

- NATO
- Information Management in NATO
- NATO Archives
- New Knowledge Management concept
- Information Management in Operations
- Discussion

NATO
([Factsheet](#))

NATO

- 29 European and North American countries
- Consultation, Cooperation, and Decision Making Enabler (Consensus)
- Political and Military Alliance
- Key tasks: Collective defense, Crisis-management operations, and Cooperation activities.

NIMA: NATO IM Authority

Brief History

- 2006 - RIGA SUMMIT AGREES TO ACHIEVE INFORMATION SUPERIORITY
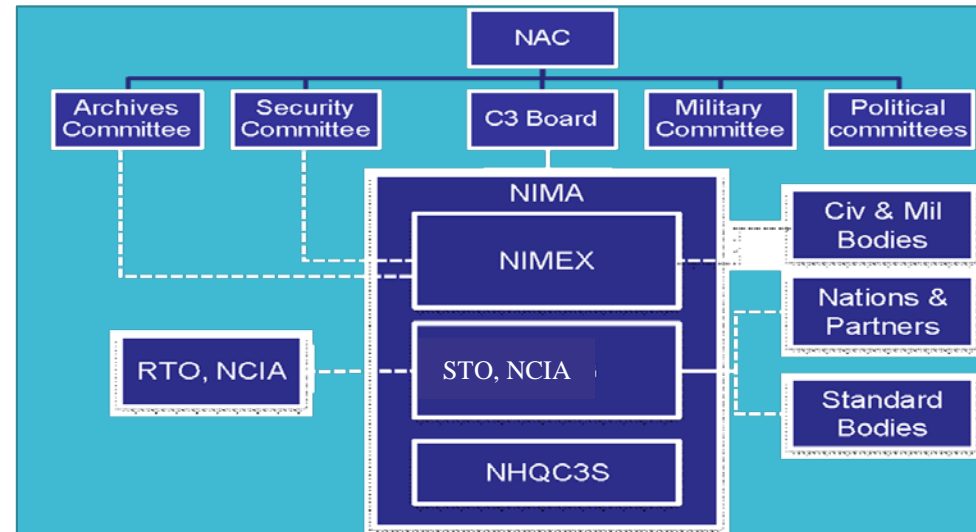- 2007 – COUNCIL PUBLISHED THE NATO INFORMATION MANAGEMENT POLICY (NIMP)
- 2008 – PRIMARY DIRECTIVE ON INFORMATION MANAGEMENT (PDIM)
- 2009 – NATO INFORMATION MANAGEMENT AUTHORITY (NIMA) IS ESTABLISHED
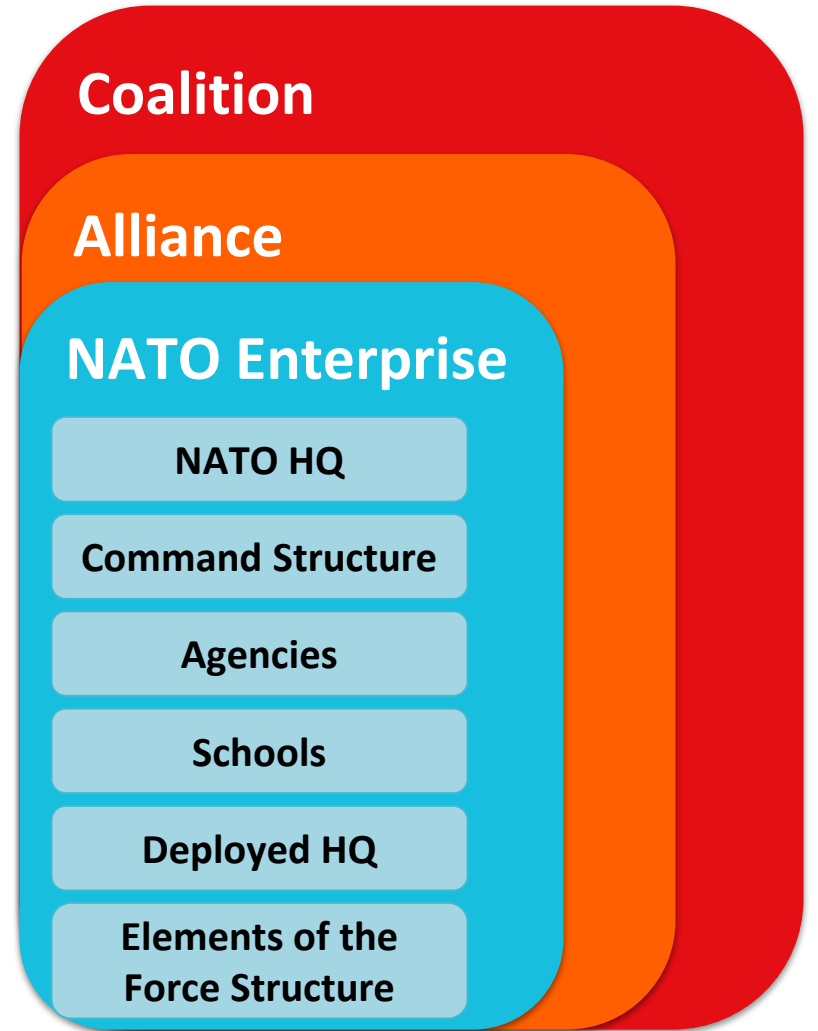
Organization

IKM in NATO

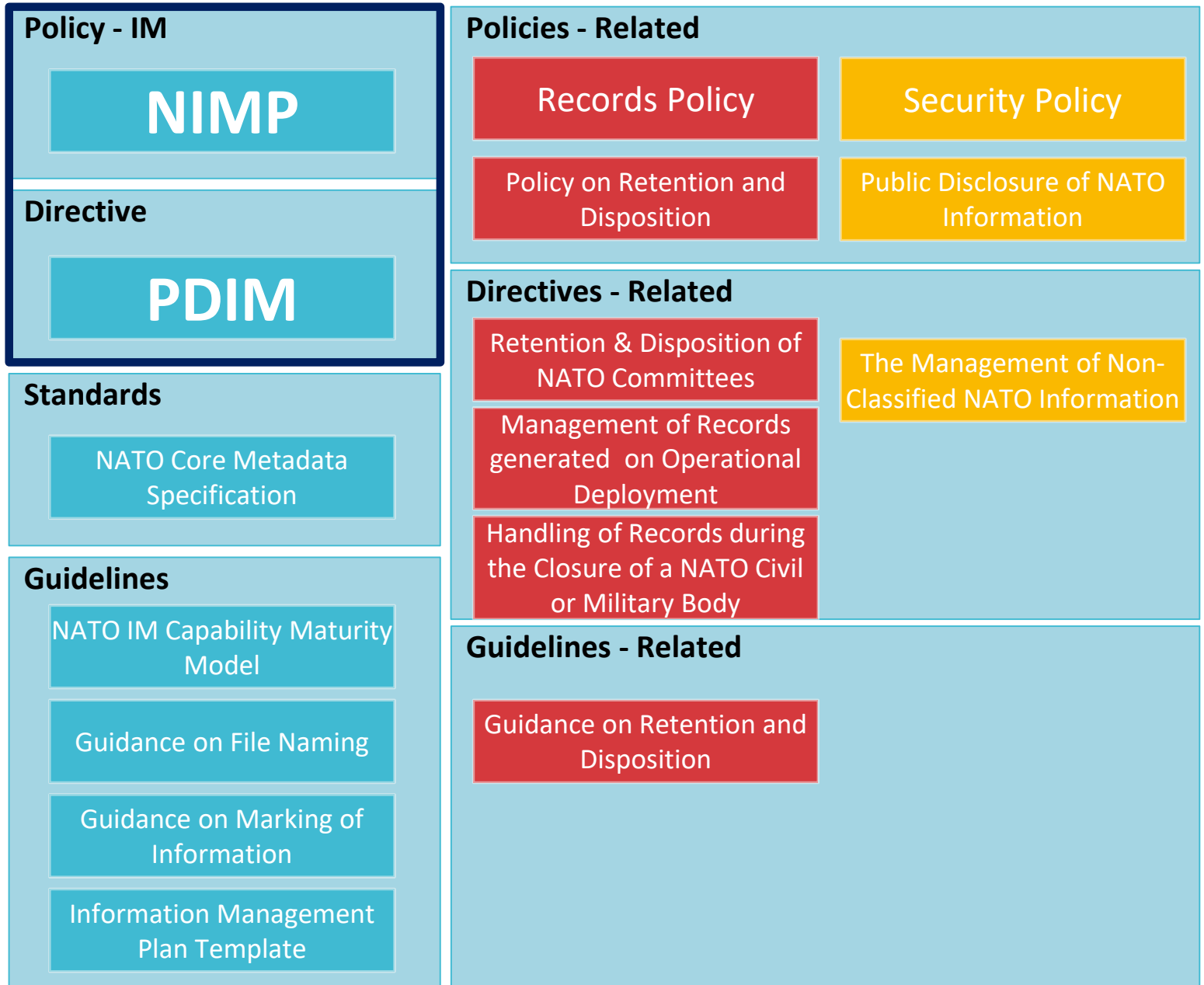Information and Knowledge Management (IKM) through:

- An enterprise approach
- A policy-driven approach
- Manage and measure cycle
- Metadata: the indispensable building block

NATO Enterprise

- 41 NATO civilian and military bodies
- More than 18,000 users
- The NATO Enterprise Approach aims at driving commonality and standardization.

Coalition

Alliance

NATO Enterprise

NATO HQ

Command Structure

Agencies

Schools

Deployed HQ

Elements of the Force Structure

Policy driven: IM framework

Policy - IM

NIMP

Directive

PDIM

Standards

NATO Core Metadata Specification

Guidelines

NATO IM Capability Maturity Model

Guidance on File Naming

Guidance on Marking of Information

Information Management Plan Template

Policies - Related

Records Policy

Security Policy

Policy on Retention and Disposition

Public Disclosure of NATO Information

Directives - Related

Retention & Disposition of NATO Committees

The Management of Non-Classified NATO Information

Management of Records generated on Operational Deployment

Handling of Records during the Closure of a NATO Civil or Military Body

Guidelines - Related

Guidance on Retention and Disposition

IM Objectives

INFORMATION SUPERIORITY

INFORMATION RESOURCES

INFORMATION OF PERMANENT VALUE

IM Principles

NATO IM Principles:

- CORPORATE RESOURCE
- OWNERSHIP AND CUSTODIANSHIP
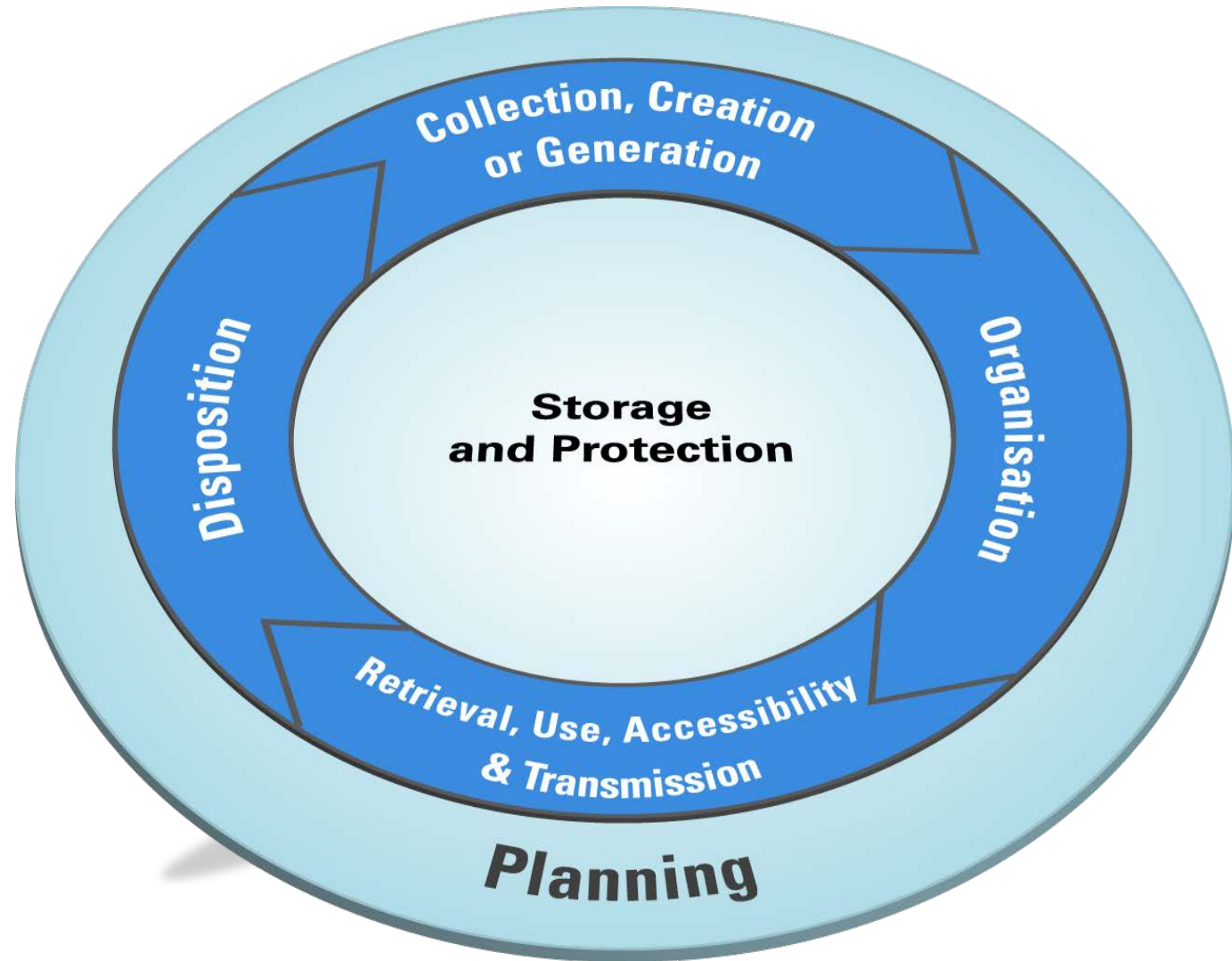- LEADERSHIP AND GOVERNANCE
- INFORMATION SHARING
- STANDARDIZATION
- ASSURANCE AND PROTECTION
- INFORMATION NEEDS DESIGN

Information Lifecycle

Metadata

Disposition: NATO Archives ([On-line](#))

New NIMP: Knowledge Management concept

NATO KM PRINCIPLES

CORPORATE RESOURCE

ORGANIZATION'S PERFORMANCE

EXPLOITATION

TRANSFER

LEARNING ORGANIZATIONS

TRUST AND MUTUAL UNDERSTANDING

New NIMP: KM Roles and Responsibilities

Heads of NATO civil and military bodies:
- Ensure that policies and directives are complied with;
- Implement organisational and governance structures;
- Apply KM training programmes;
- Adapt infrastructure to a K-centric working environment.
- Appoint a Senior Official for KM implementation.

Knowledge managers:
- Promote a knowledge-sharing culture;
- Advise on KM processes and practices;
- Stimulate and facilitate the knowledge cycle;
- Manage enterprise (business & operational) processes;
- Create and foster a culture of continuous learning;
- Develop or raise KM awareness, education and training.

New NIMP: KM concept

KNOWLEDGE: Facts , information and skills acquired through experience or education; the theoretical or practical understanding of a subject.

KNOWLEDGE MANAGEMENT: A business process that formalizes the management of intellectual assets, enabling effective action through their use

Way Ahead: New KM Policy

Discussion 2018 KM roadmap at NIMAG level on:

- PDIM (PDIKM)

- Engagement

- Collaboration workspaces

- KM maturity assessment

Way Ahead: New KM Policy

- Extending the KM Definition to a multi-disciplined approach that focuses on a Knowledge Cycle to achieve organisational objectives.

- Agreeing on different KM vs. IM definitions

- Agreeing on extant IKM roles

- Agreeing on Knowledge Process flow

Information Management in Operations

People
- Crisis Establishment (New structures)
- Turnover
- Partners
- Leadership – New D&G
- Knowledge transfer (SOP, SOIs, HOTO, etc.)

Information Management in Operations

Processes
- Leadership's Vision
- Operational Battle Rhythm vs Decision Making process
- CoPs/CoIs: Working Groups, Boards, Action teams
- Operational Records: Permanent value
- Mission diary
- Lessons Learned
- Business Continuity Plan (PACE)

Information Management in Operations

Technology
- Information Exchange Requirements
  - Networks
  - PoP, Nodes
  - C^2 Functional Services
  - CIS Service Matrix (HW+SW x User x Location)
- NATO Networks:
  - Deployable
  - Virtual ("NATO cloud")
- Federated networks
  - National, Force Structure, NATO
- CIS Exercises
- Service Level Agreement (SLA)

NATO IKM CoI EDUCATION

- NIMAG portal
- NATO IKM course
- NATO Lessons Learned Course
- NATO Alternative Analysis Course
- NATO Education & Training Courses (Global Programming, SAT, Q&A)
- NATO School Oberammergau
- NATO CIS School

Contact

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Discussion