



NATO Communications and Information Agency



The Association for Communications,
Electronics, Intelligence & Information Systems Professionals



“From Assets
to Services -
Capability Delivery
in the
21th Century”

25-27 March 2014

Bucharest, Romania

NATO C4ISR Industry Conference & TechNet International 2014

“on the occasion of the 10th anniversary of Romania’s accession to NATO”



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

Overarching and Related Perspectives The NCI Agency Journey

C.B.A. Shawcross
Director of Service Strategy



Our origins



NATO CIS Services Agency



NATO Consultation, Command and Control Agency



NATO Air Command and Control System Management Agency



Active Layered Theatre Ballistic Missile Defence Programme Office



HQ Information, Communication, Technology Management



VISION

To strengthen the Alliance through connecting forces, by the end of 2014, the NCI Agency Team:

Optimizes NATO mission success and be recognized as the trusted enabler of information superiority and enterprise excellence;

Uses best practice to develop, deliver, connect and protect capabilities in partnership with other NATO entities, nations and industry;

Earns customers confidence through agility, innovation and by delivering coherent and cost-effective solutions.

“Connecting Forces”

Situation

Requirement to sustain Operations:

- this includes executing our NSIP Host Nation responsibilities,
- supporting ISAF operations and ACTIVE FENCE.

Evolving external governance.

Identifying and implementing ways to achieve mandated savings goals – e.g. IT Modernization.

Merging 5 diverse organizational cultures.

Moving from largely Budget to full Customer Funding.

Dealing with military staff shortfall.

Moving from asset to services based delivery.

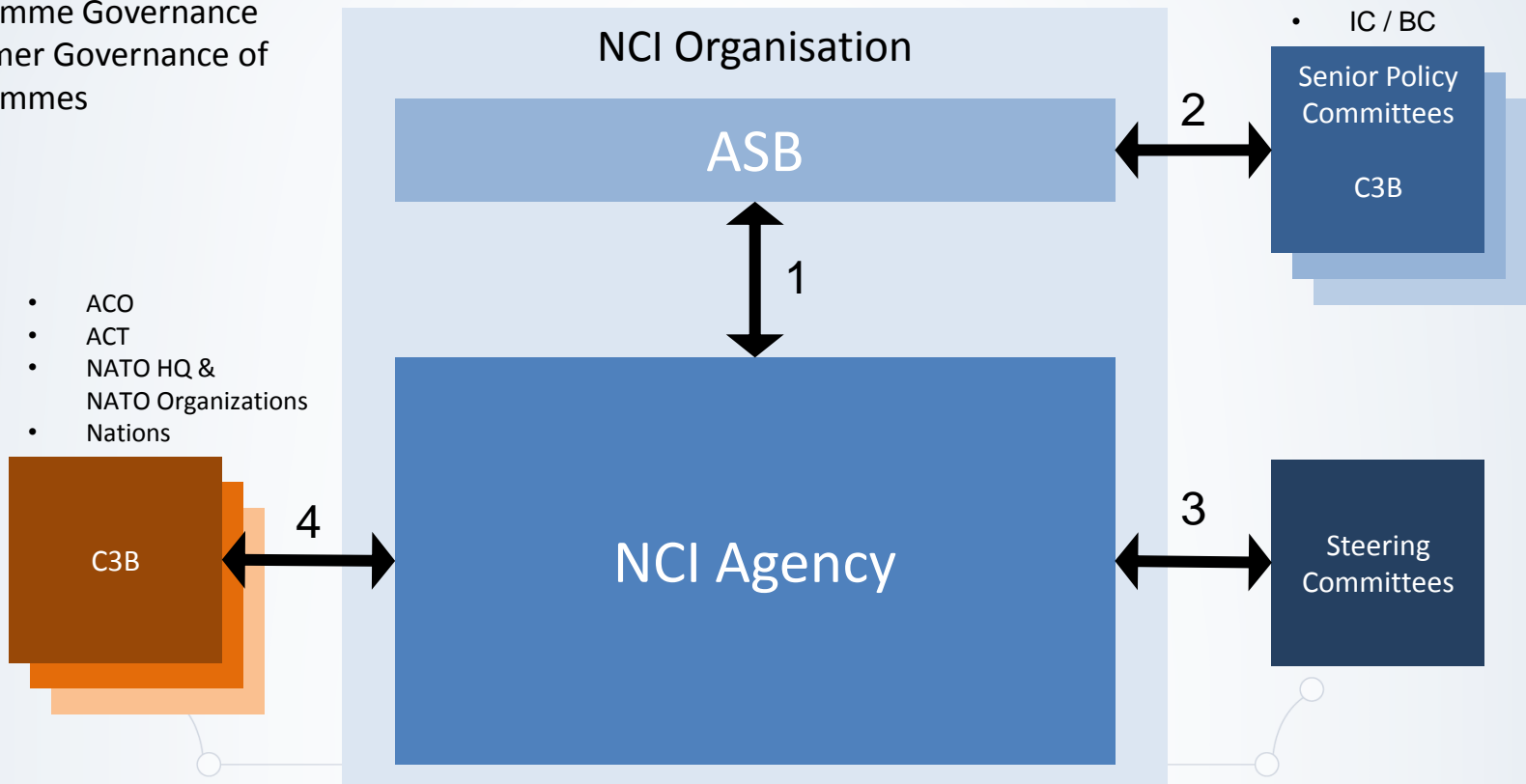
Implementing end-to-end life-cycle management.

Planning for major facility move.

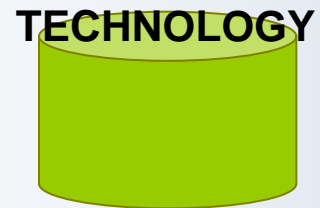
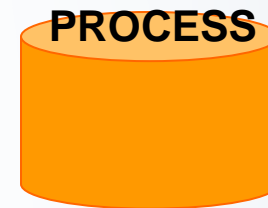
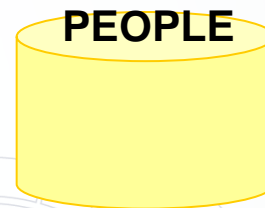
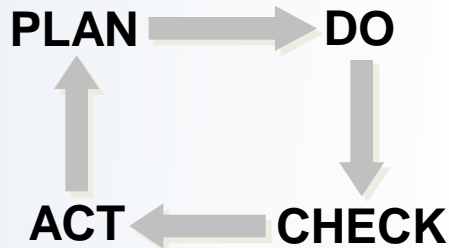
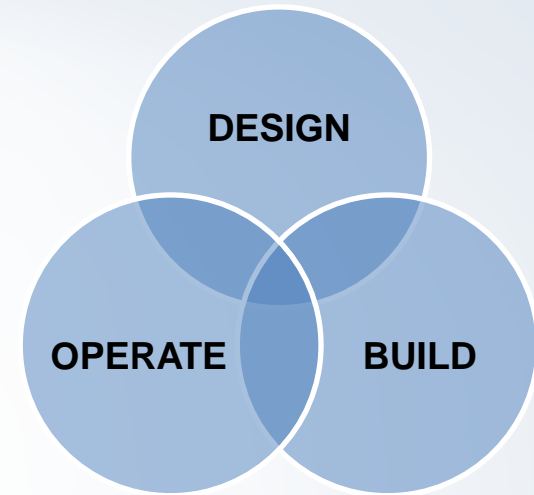
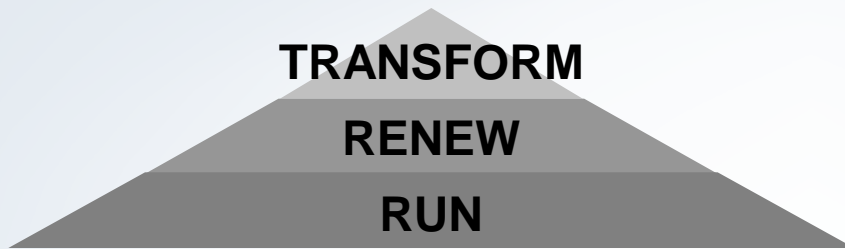
Governance from 1 July 2012

North Atlantic Council

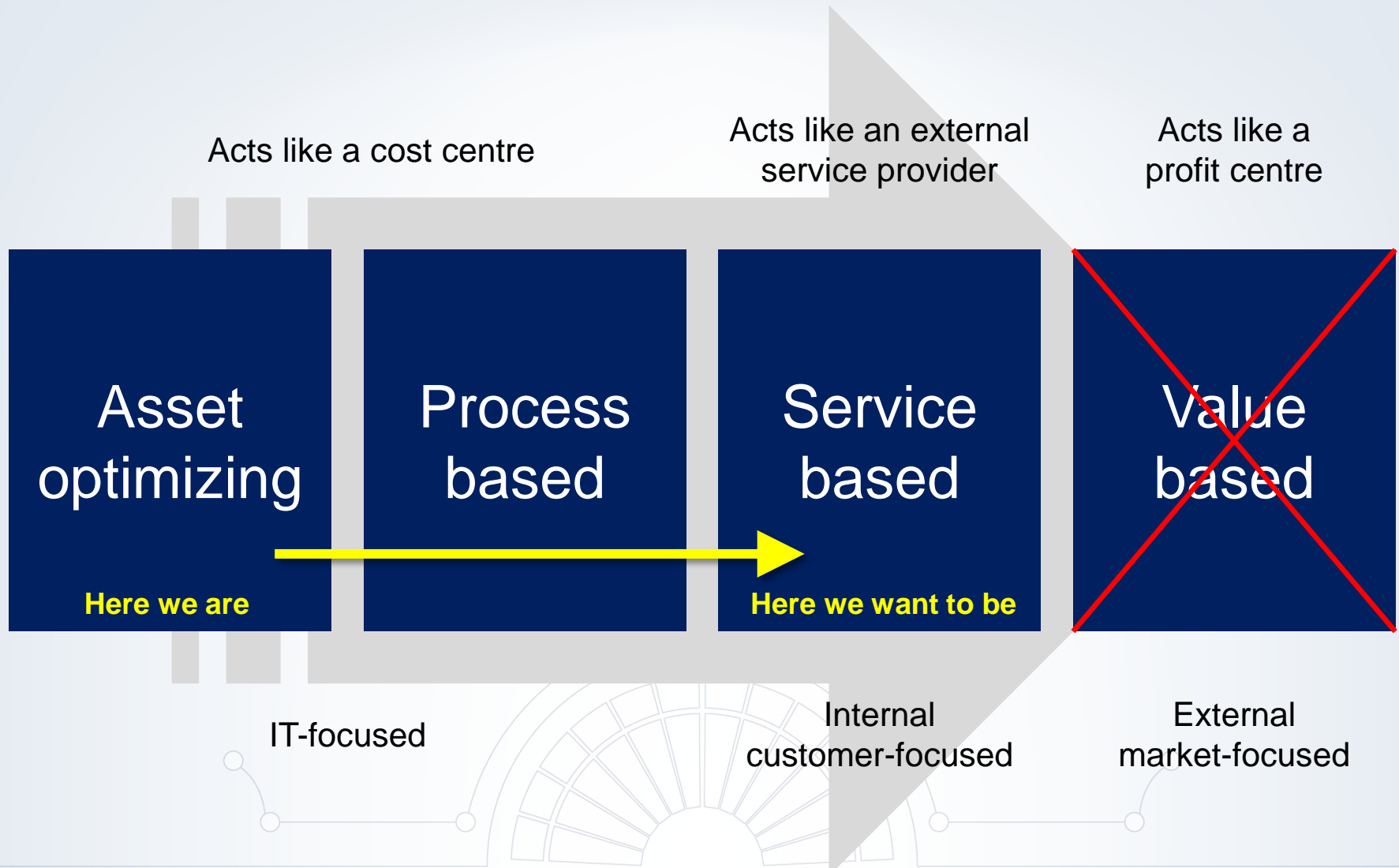
1. Organizational Governance
2. Policy Governance
3. Programme Governance
4. Customer Governance of Programmes



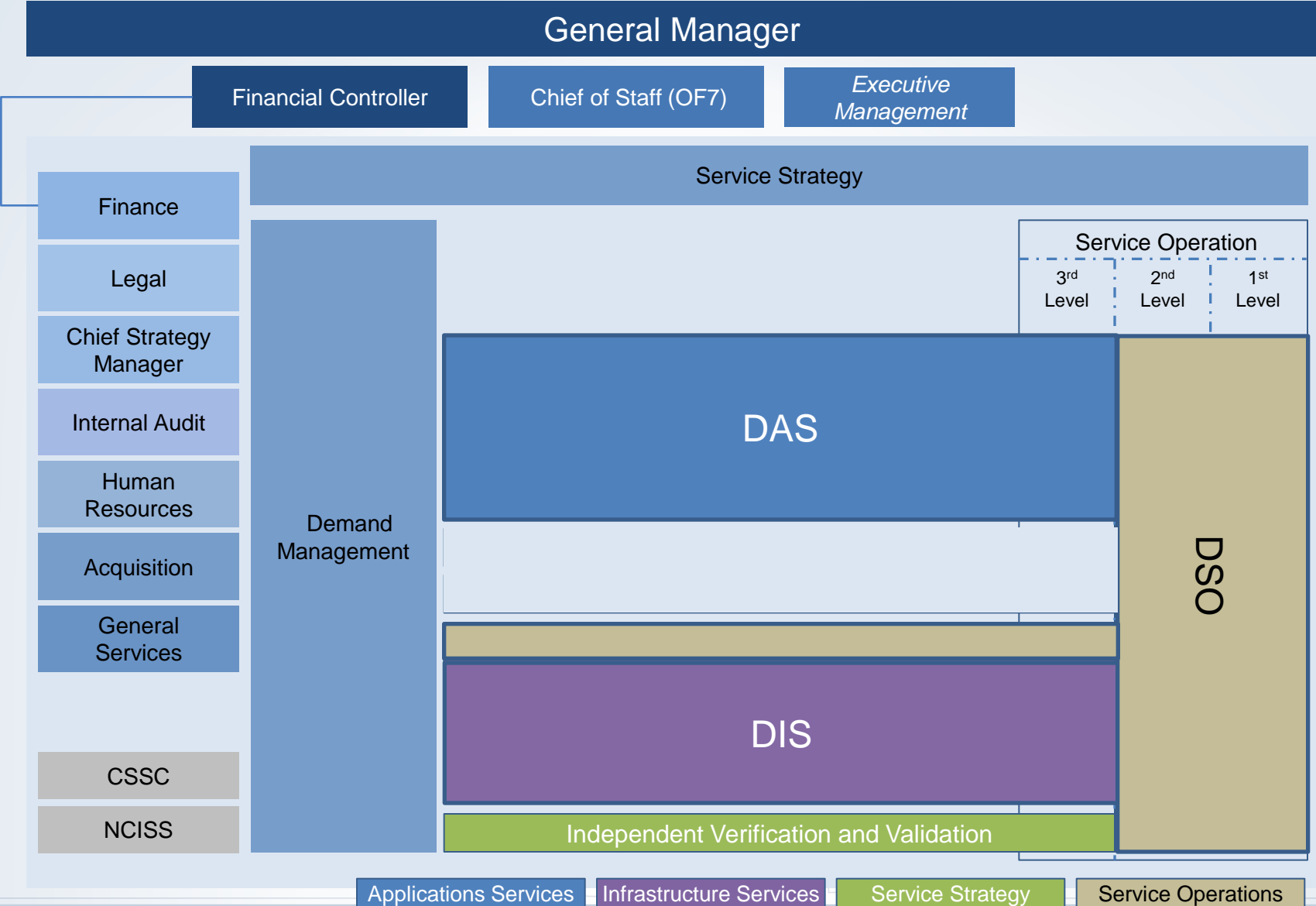
Looking at CIS Services From Different Perspectives



Journey to a services-based organization



NCI Agency Organisational Overview



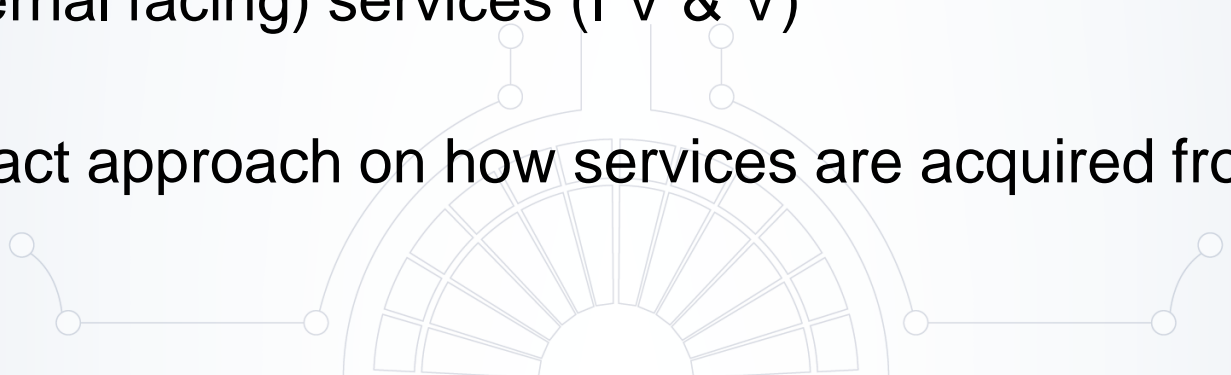
Organizational Structure

What are Service Lines?

Multidisciplinary teams, processes, technology and governance put together under an accountable executive to deliver a bundle of related services on a life cycle managed basis including development of the entries in the Agency Service Catalogue

Can be bundled around external facing (workplace services), internal facing (Data Centre Services), or hybrid (both internal and external facing) services (I V & V)

Will impact approach on how services are acquired from industry



Transformation Depends on Three Pillars

PEOPLE

ICT is a people intensive business. Finding, attracting, developing and growing the right talent pool within and effective organisation structure is key



PROCESS

Effective organizations implement and refine business process to ensure repeatable operational behaviors. The development, documentation, training and implementation of effective processes is a key step in maturing the organization



TECHNOLOGY

Technology continually offers new opportunities to improve the quality of service and support we deliver to our clients. It is our responsibility as the “innovator” to bring new technology to improve service to NATO



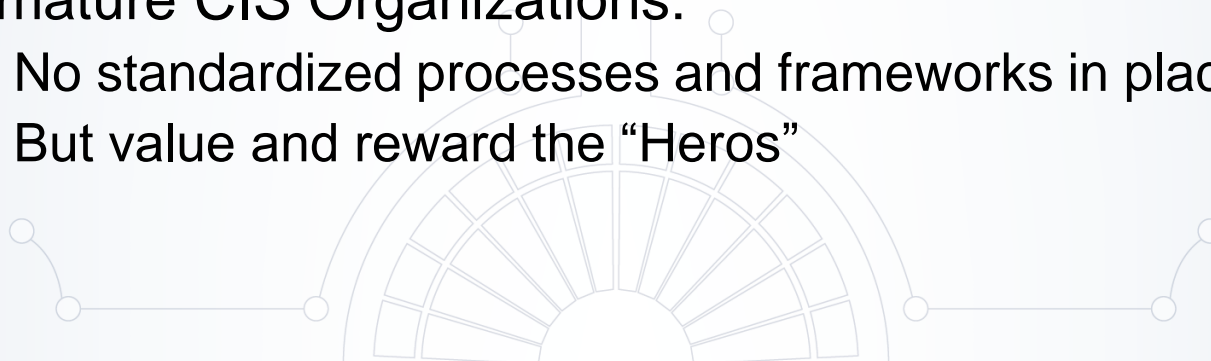
People – The Collision of Military Ethos and “CIS Hero Culture”

Military Ethos –

- Correctly values and rewards the “Heros”, those that go above and beyond in their performance to meet the mission
- Military effectiveness tied to effective definition, enforcement, and improvement of standard processes/frameworks

CIS Services

- Effectiveness and efficiency also tied to standardized processes/frameworks –ITIL, PRINCE2, CoBIT, eTOM
- Immature CIS Organizations:
 - No standardized processes and frameworks in place
 - But value and reward the “Heros”



People – The Collision of Military Ethos and “CIS Hero Culture”

CIS Hero culture – has existed within CIS since its inception

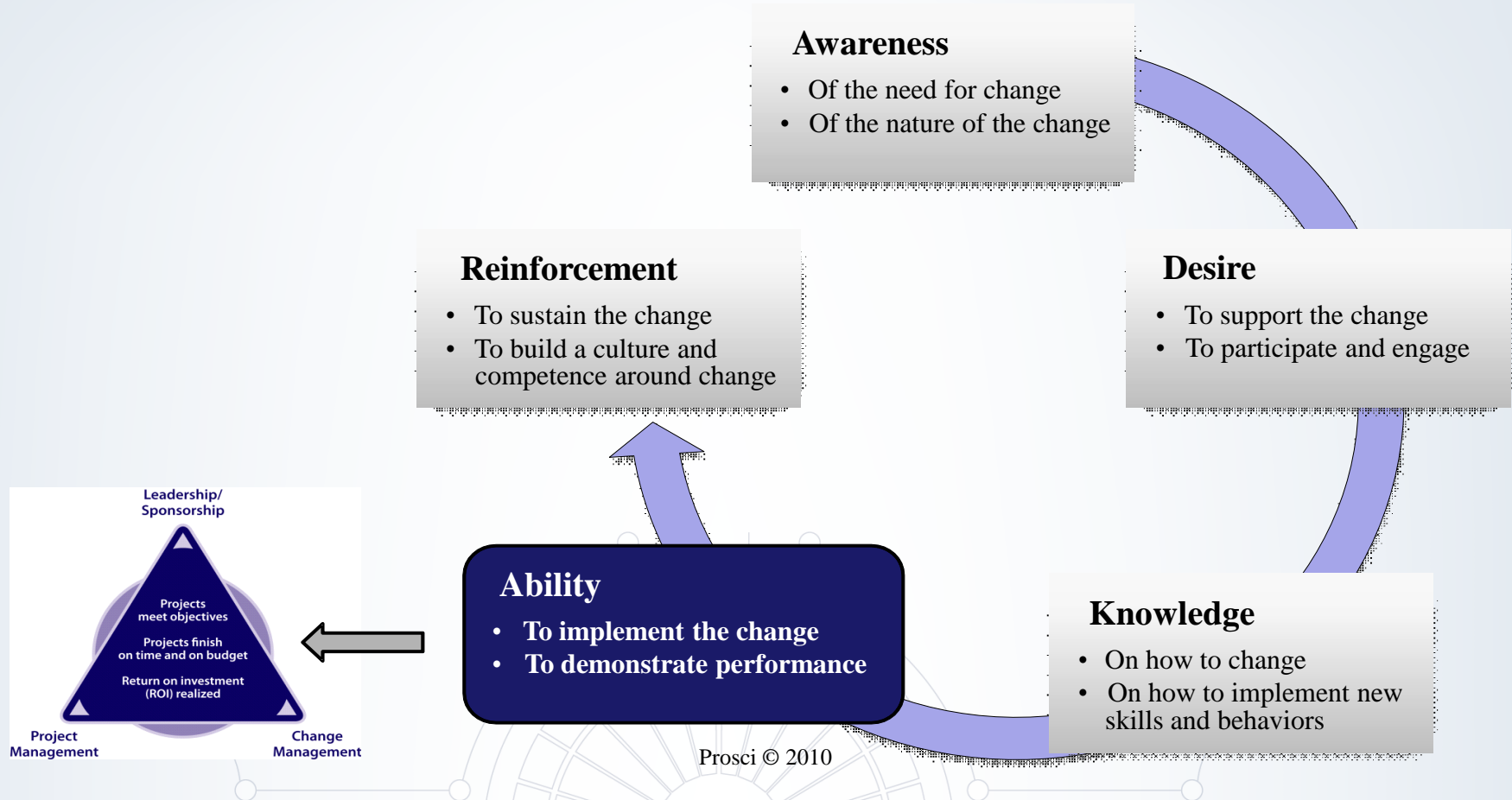
- too much time and effort is spent in praising those individuals who go above and beyond to solve a problem
- CIS Heroes thrive in chaotic environments where reactions to problems are valued more than good design, planning and well-developed processes.

Significant Threat

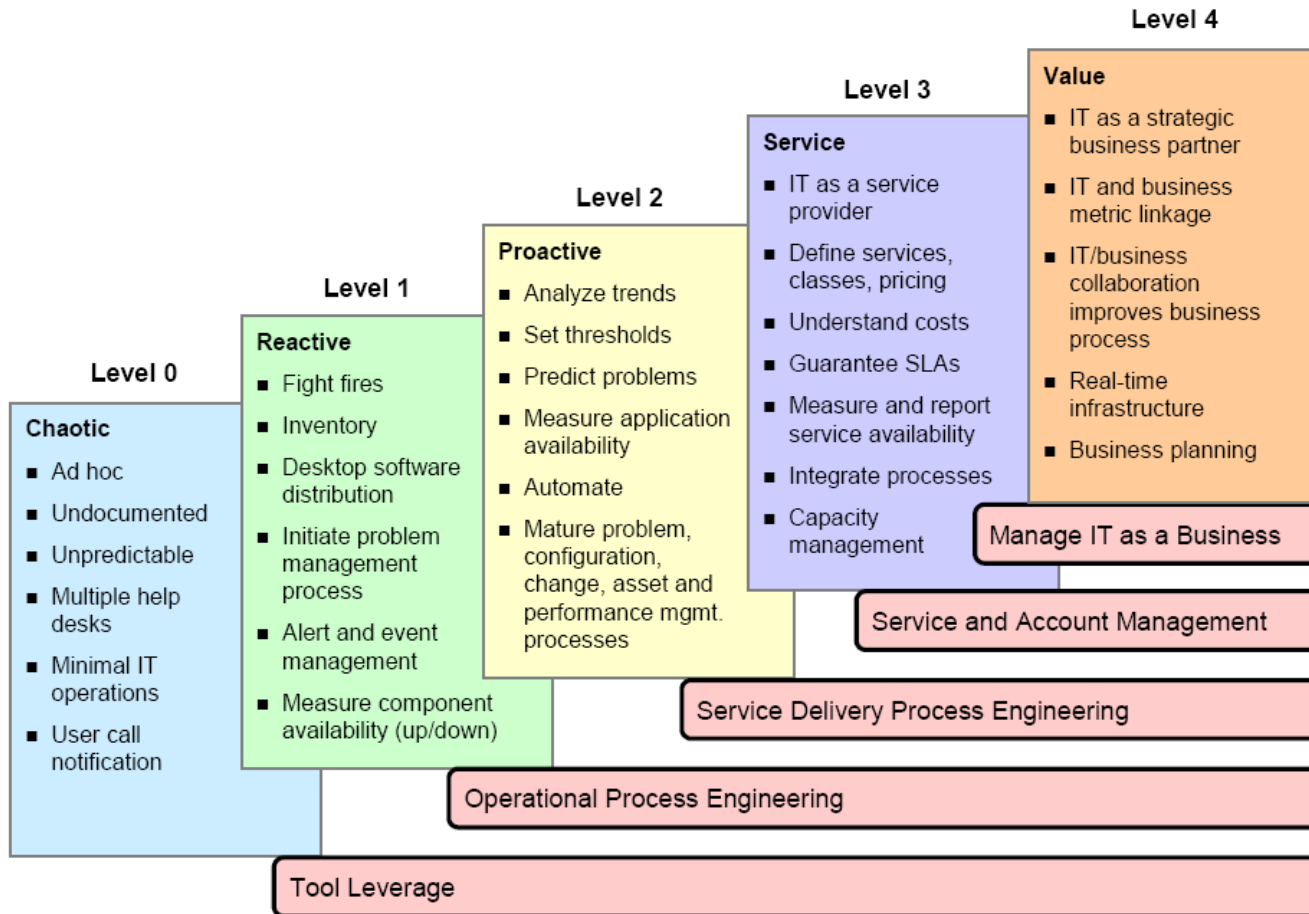
- becomes difficult to move to a proactive level of maturity, since reactive behaviour is reinforced.
- information ends up in the hands of a few, not documented nor disseminated where it's needed
- result is that domain knowledge is aggressively protected by the individual, process improvement is stifled and others become fearful of change

Solution – Culture Change to Stop Reinforcing the “CIS Hero Culture”

Prosci’s ADKAR[®] Model



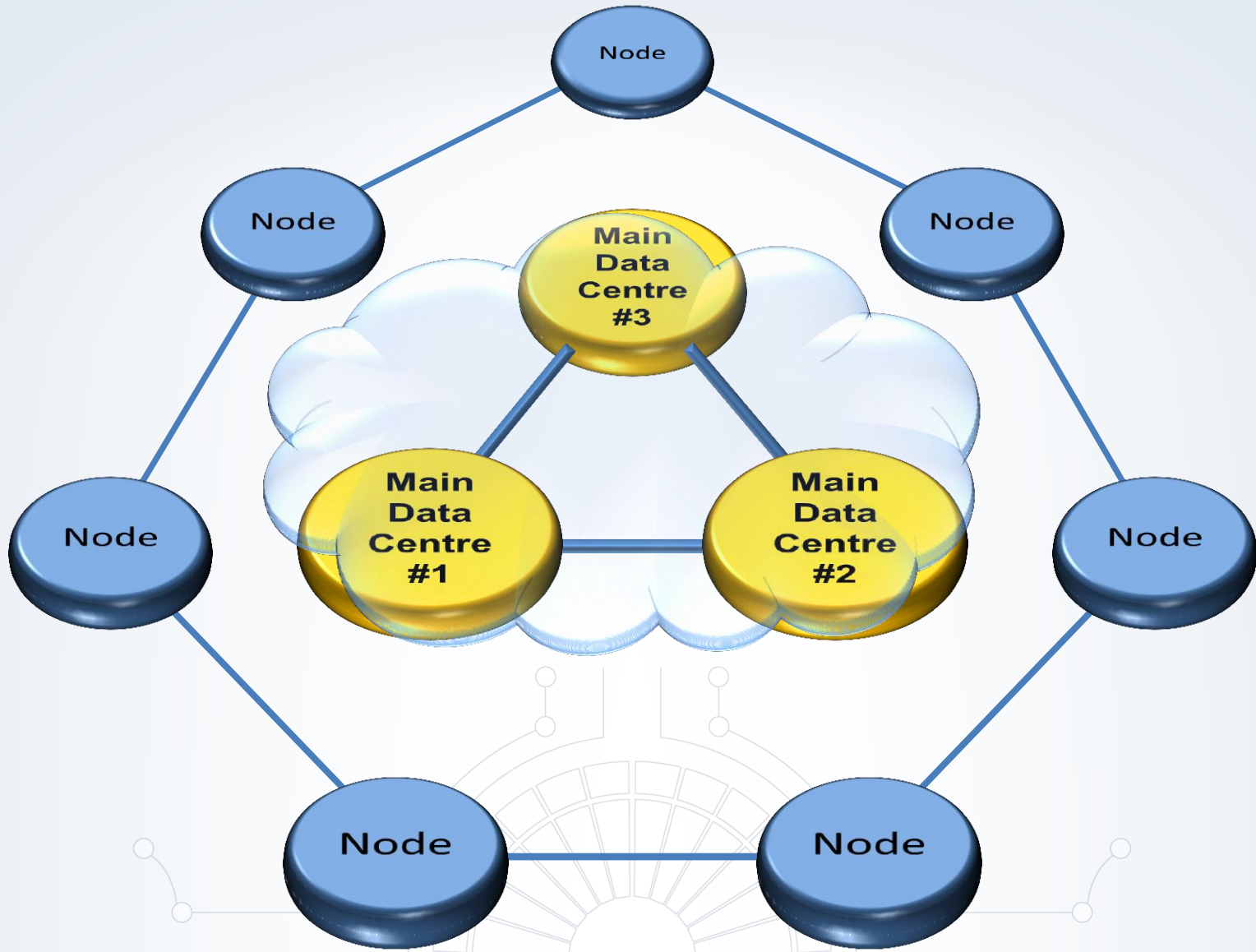
Process Maturity Levels



Source: Gartner (April 2006)

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IT modernisation – future situation



Conclusion

The Way Ahead

- Transition Programme.
 - Services Based Organization
 - People, Process, Technology
- Support Smart Defence and Connected Forces.
- IT modernization (move to private NATO cloud):
 - Reduce costs and military manpower.
- Future Mission Network.
- ‘Spend to save’.
- Acquisition reform.

