



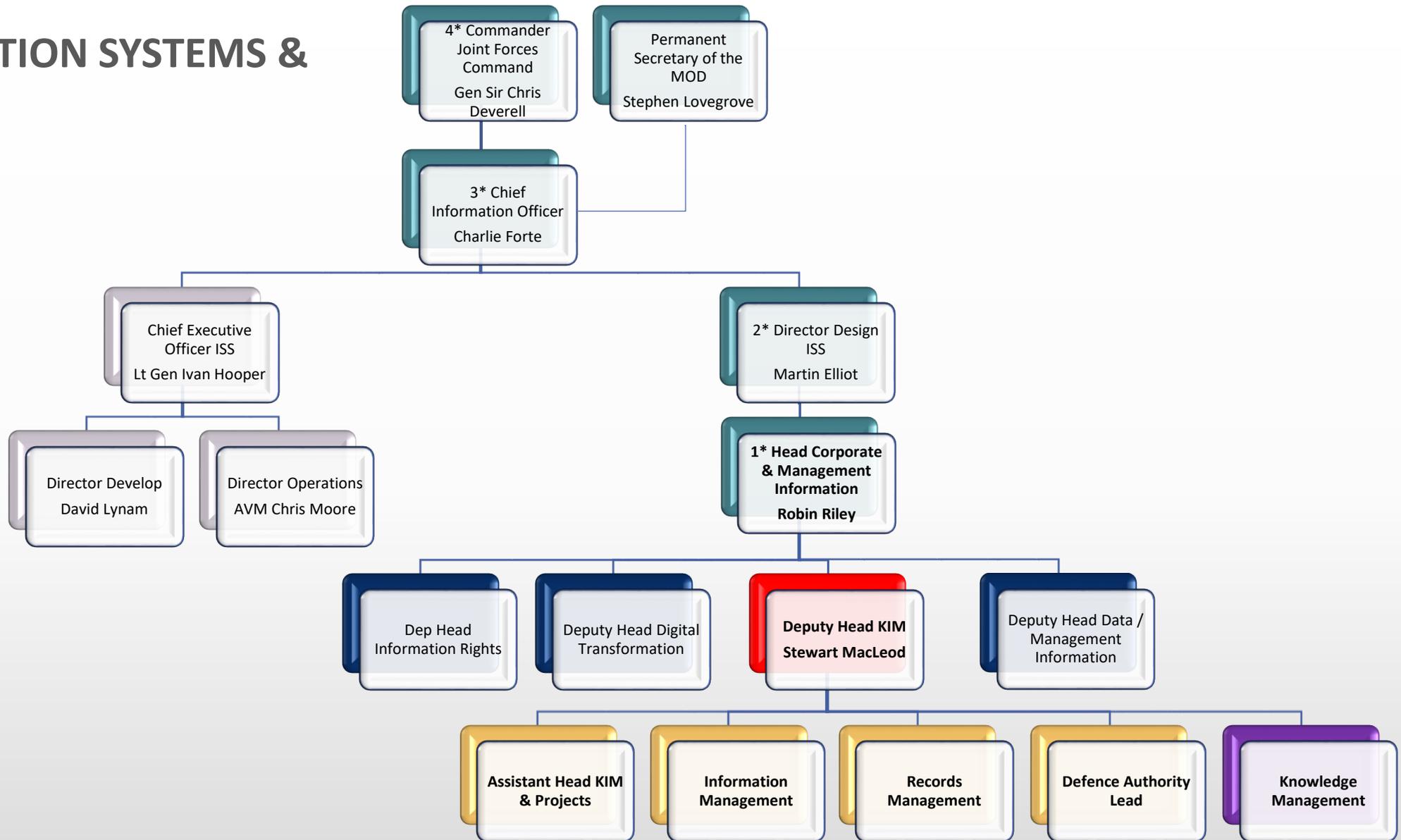
# Knowledge Management in the UK Ministry of Defence

Presentation to DoD & Federal Knowledge Management Symposium  
16 May 2018

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# INFORMATION SYSTEMS & SERVICES



# KNOWLEDGE & INFORMATION MANAGEMENT TEAM

## Information Layer

### Future & Projects

#### Role

- Inject support for Information layer in project / solution development
- Provide KIM sme support to new projects
- Lead on cross cutting KIM projects
- Behaviours & Exploitation

#### Key Issues

- Records Mgt in O365
- Def Archiving Solution
- Operational KIM

### Current Information Mgt

#### Role

- Promote good IM
- Policy compliant WoWs
- Produce IM Policy
- Defence IM Organisation / skills (with HOIP)
- IM H2A
- Monitor legislation impacting on IM

#### Key Issues

- Impact of roll out of O365
- Re-write of JSP 441 (IM Policy)
- H2A

### Legacy / Records Management

#### Role

- Preservation of public records
- Primary POC with DBS and TNA
- Ensure RM legislation is able to be and is complied with
- Lead Public Inquiry / FOI / MC / PQs on KIM

#### Key Issues

- Transfer of Service Records to TNA
- Future Digital Transfer

## Knowledge Management / Exploitation

#### Role

- **Support and grow KM across Defence**
- **Behavioural and cultural change in support of KM**
- **Produce Defence Knowledge Strategy and measure progress**
- **Identify and roll out KM Tools & Techniques**
- **Define the ESM Strategy**

#### Key Issues

- **Aligning KM initiatives such as Chilcot, DOLS, MODNET**
- **Supporting use of Defence Connect**
- **Develop and publish Knowledge Maturity Model**



# Changing Professional Skills



## Changing IM Skills

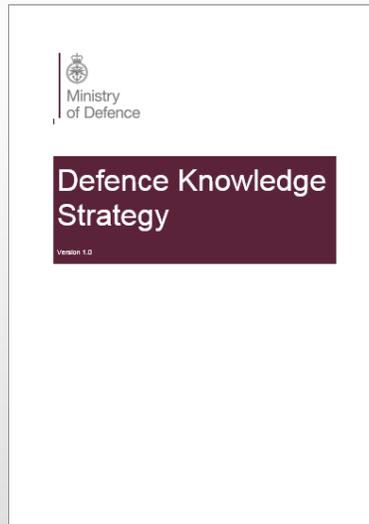
- **Current**
  - Storage
  - Organisation
  - Review
  - Disposal
- **Future (inc Librarian)**
  - Information Flow
  - Search
  - Analysis
  - Education

## Changing KM Skills

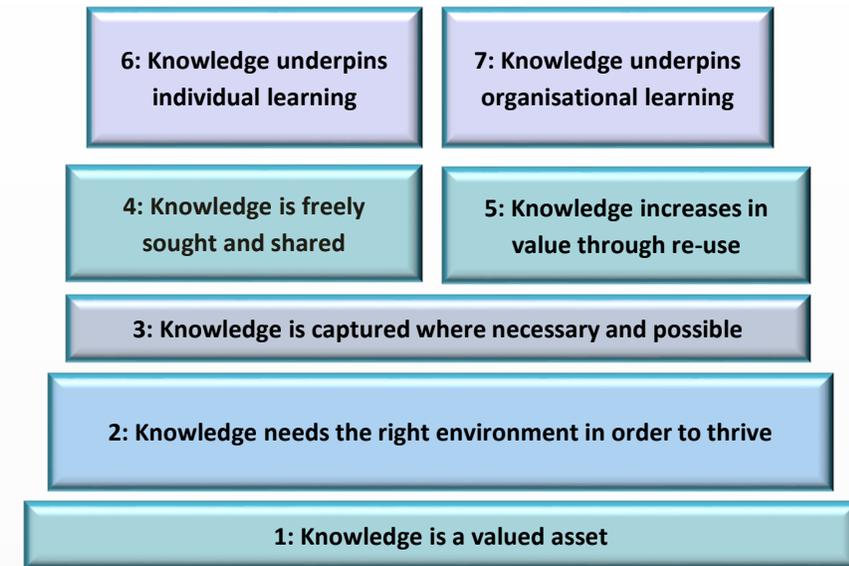
- **Current**
  - SNAK
  - COP
  - Blogs
  - Lessons Learned
- **Future**
  - Knowledge Flow
  - Social Media / Community Mgt
  - Collaboration
  - Behavioural Change

# DEFENCE KNOWLEDGE STRATEGY

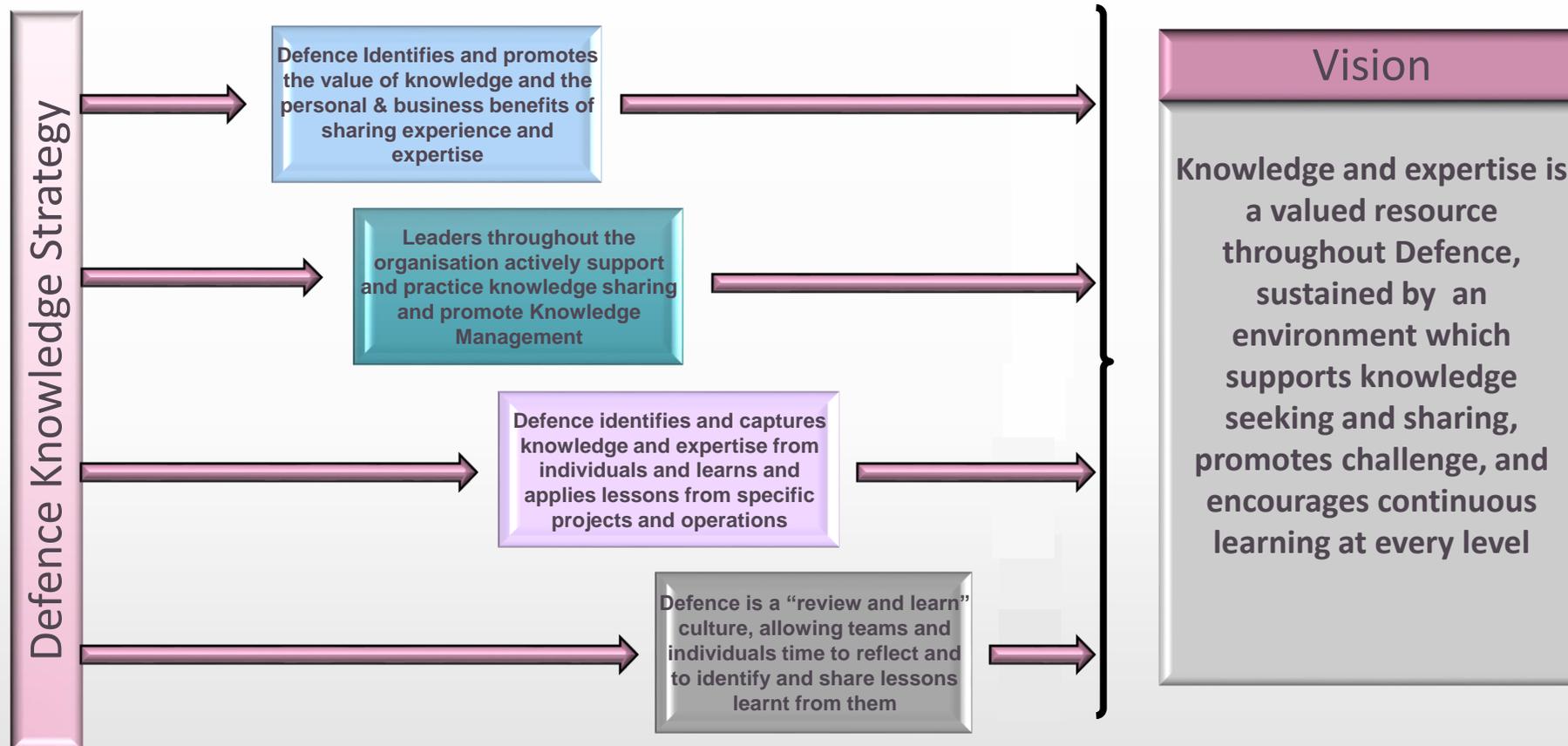
- **Founded in the 7 Government Knowledge Principles**



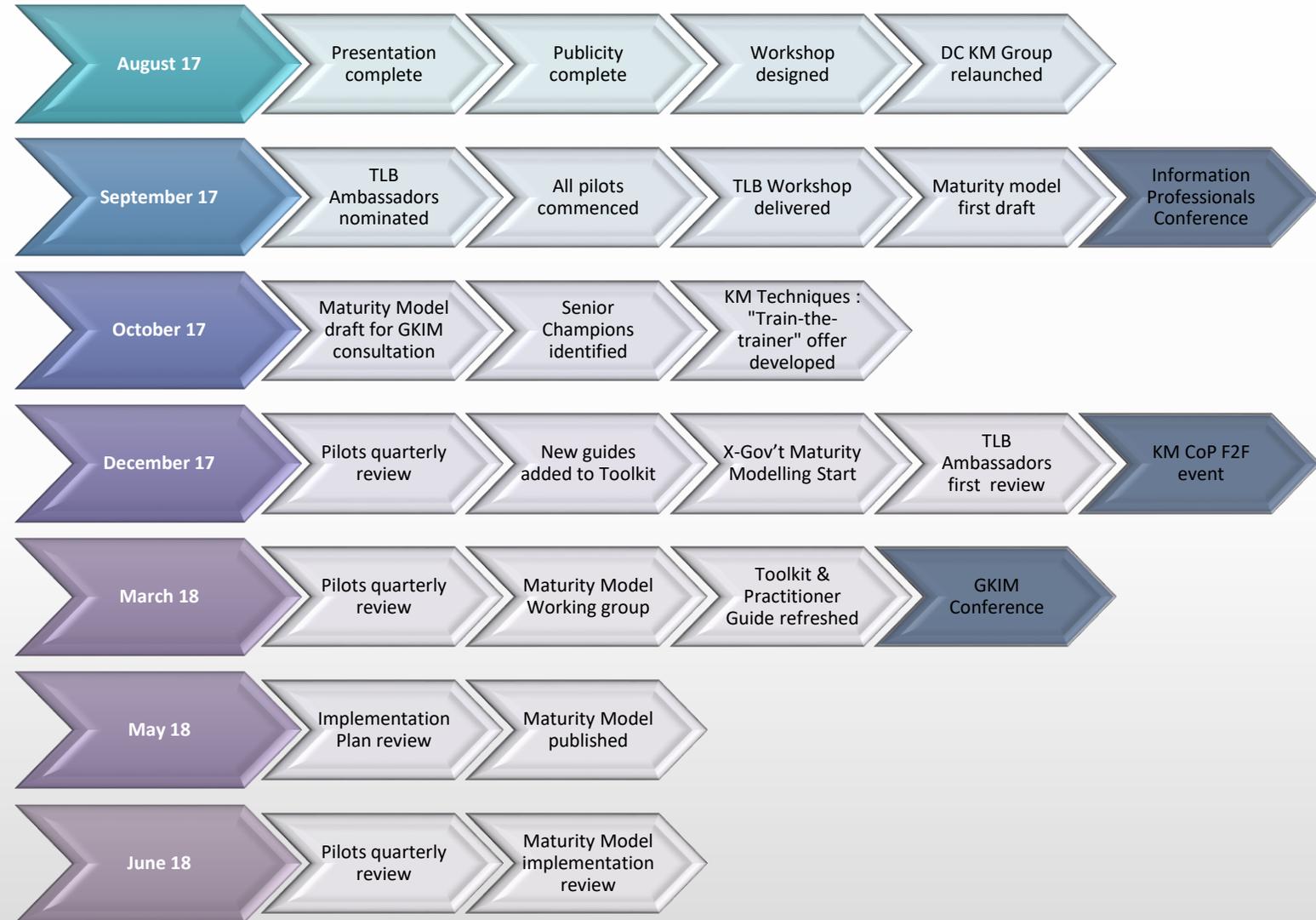
- **Part 1 – Sets out the aim, vision and required outcomes (Published Jul 17)**
  - **Part 2 – Captures and maps ongoing projects and activities to outcomes (Published Jul 17)**
    - **Part 3 – Maturity model to measure progress and success to becoming a knowledge organisation (Jun 18)**



# DEFENCE KNOWLEDGE STRATEGIC OUTCOMES



# DKS IMPLEMENTATION



# KNOWLEDGE & INFORMATION – CREATING THE CONTEXT

Holistic approach

=

Attitudes, Behaviours & Cultures

+

Knowledge Management Techniques

+

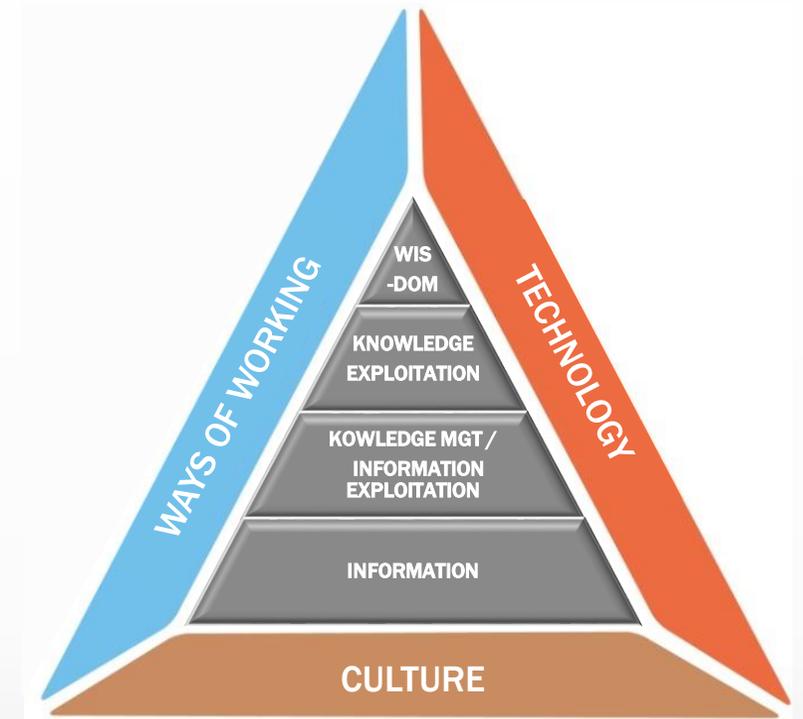
Information Exploitation

+

Knowledge Exploitation

+

Information Technology

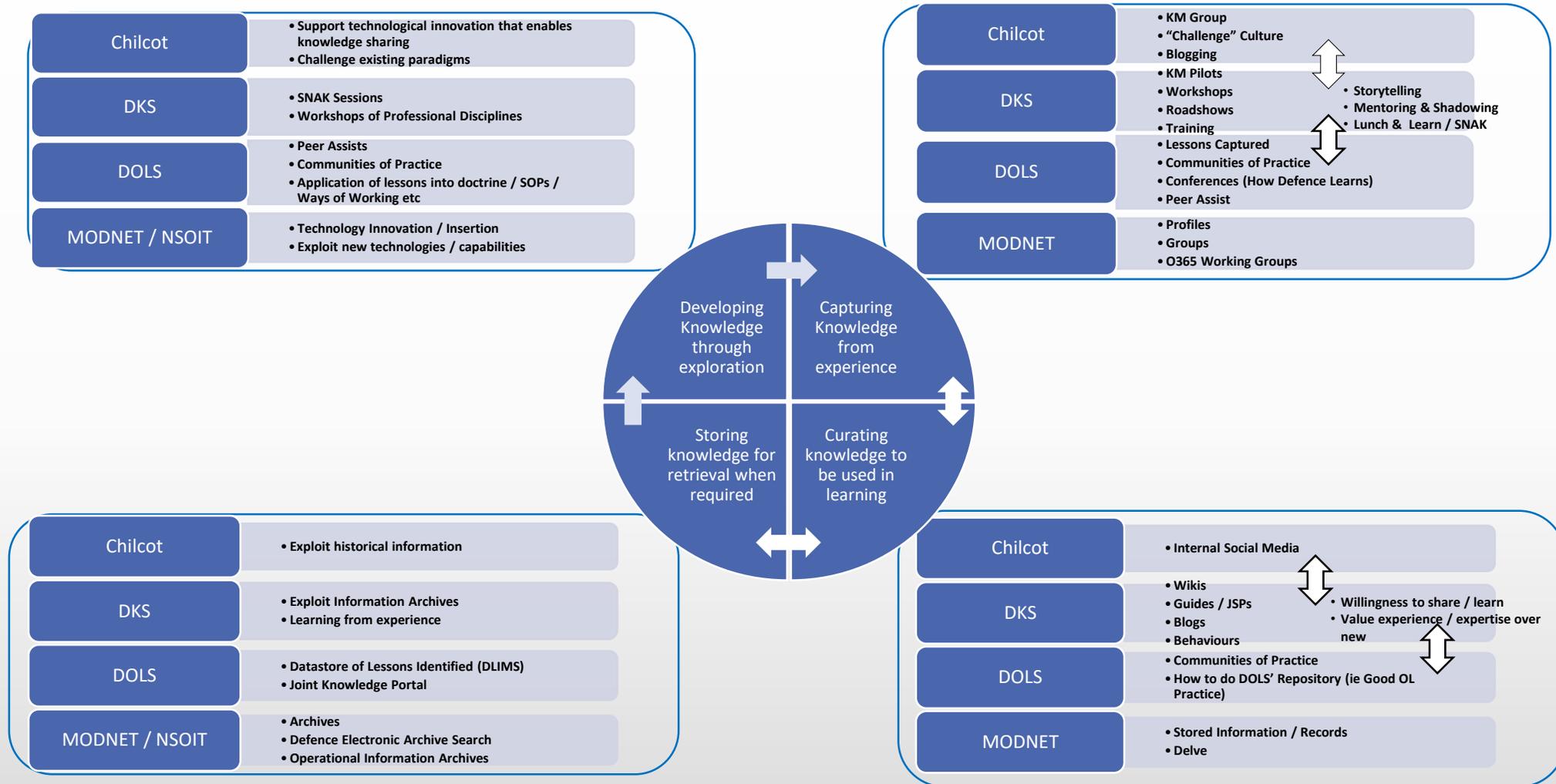


# DEFENCE KNOWLEDGE – ALIGNING INITIATIVES

- **Defence Knowledge Strategy (DKS)**
- **MODNET – MOD Instantiation of O365**
- **Chilcot Implementation Team**
  - **Results from Sir John Chilcot Inquiry into the Iraq War**
  - **Majored on the need for better sharing, knowledge management, avoidance of group think**
- **Defence Organisational Learning Strategy (DOLS)**
  - **Established to embed the lessons being generated from operations & exercises**
  - **Expanded to become a broader activity**



# DEFENCE KNOWLEDGE – ALIGNING INITIATIVES

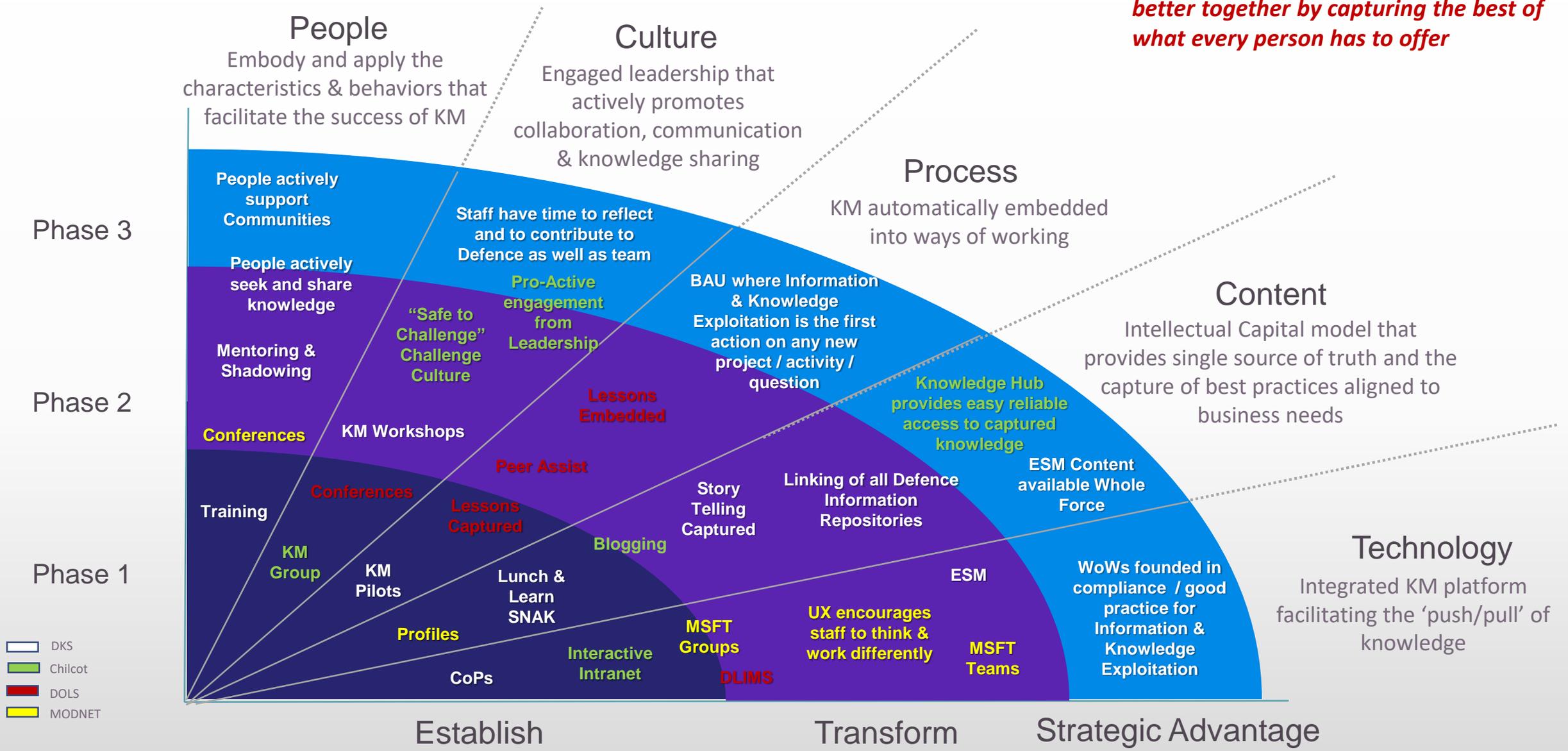


Model Adapted from Paul Whiffen



# KM Roadmap : Themes

*To help people and organizations work better together by capturing the best of what every person has to offer*



# CRITICAL STEPS TO KNOWLEDGE MANAGEMENT



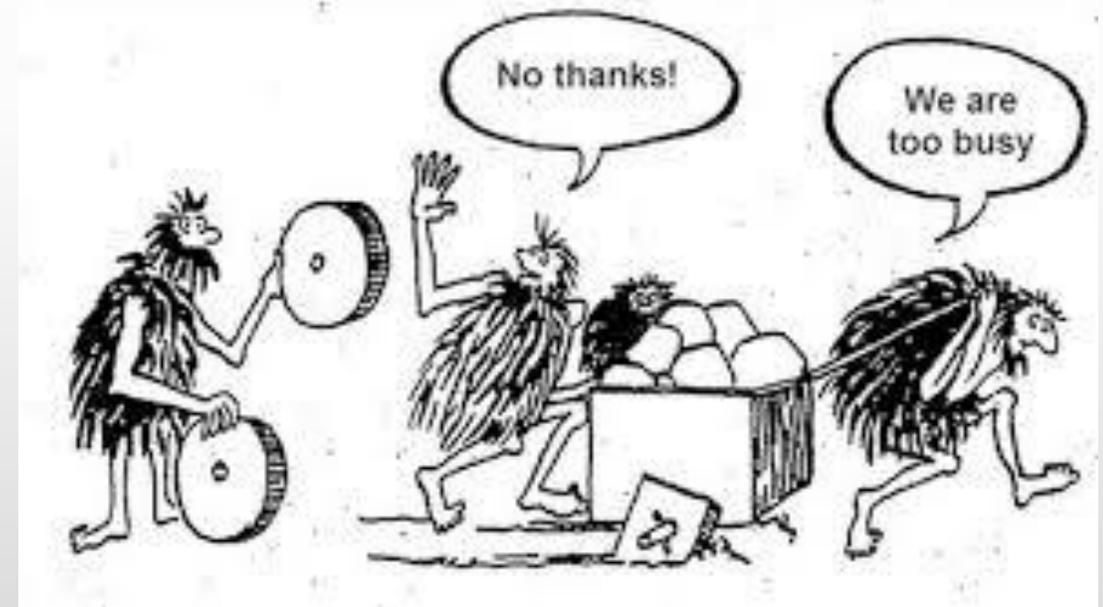
# CHALLENGES

- Identifying Value of KM
- Leadership Buy In
- Resource
- Organisational Culture
  - Not Invented here
  - Can't "fail" with public money
- Time to contribute / time to reflect

## A Mantra To Live By?

- **Discover & Adopt**
- **Discover & Adapt**
- **Develop & Share**

*Courtesy of Chris Collinson*





# Knowledge Management in the UK Ministry of Defence

***THANK YOU FOR LISTENING***

Stew MacLeod  
Head of KIM

