

NATO'S ARCHIVE AND RECORD PROCESSES, STRUCTURES, AND TOOLS

Report Published on 23 April 2013

PROJECT OVERVIEW

Information generated during an operation is critical to a reliable assessment of any operation; both during the conduct of operations and after their completion. Collection of information, conversion of information into records, and the transfer of those records to the NATO Archives, are all important parts of NATO's Record Handling process.

Despite a revised NATO Records Policy and the new Directive on Management of Records Generated on Operational Deployment, NATO Archivists, who form part of the NATO International Staff, had concerns about whether there had been significant improvement within the NATO Command Structure when it came to the handling of records relating to operational deployment. Also, the NATO Archivists were looking for recommendations to further improve NATO's records processes, structures and tools.

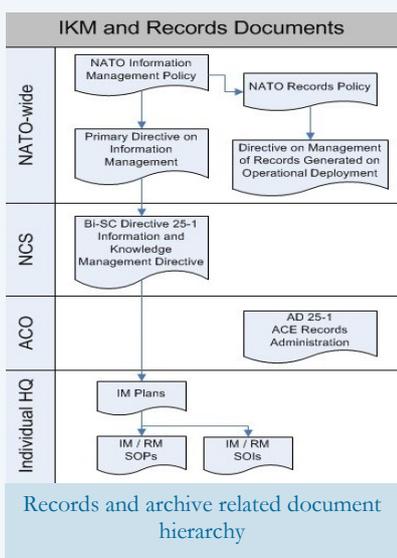
The Joint Analysis and Lessons Learned Centre (JALLC) was tasked by the Supreme Allied Commander Transformation, at the request of the International Staff, Director of the Information Communication Technology Management, to analyse the capability of the Allied Command Operations (ACO) and the NATO Command Structure (NCS) to apply the relevant policies and directives and make recommendations to improve NATO's Records Management (RM) process.



Well organized archives can stretch on for kilometers and provide access to valuable information to its users.

The report is classified NATO RESTRICTED as the analysis is based on ongoing operations and current procedures.

MAIN FINDINGS AND RECOMMENDATIONS



The most significant finding of the JALLC's report is that ACO HQs would benefit from clear and updated directions and guidance on standardized record handling at the strategic, operational, and tactical levels. This could possibly be achieved by the two Strategic Commands' (Bi-SC) Information Knowledge Management Working Group (IKMWG) being reconvened. The IKMWG could then either consider making relevant updates to Bi-SC Directive 25-1 that would try to incorporate the provisions of the NATO Records Policy and supporting directive, or preparing a new Bi-SC directive that would cover RM. In particular, the disposition process, whereby information is vetted for archiving or disposal, would benefit from high level attention, better training, and more frequent practice to ensure that NATO is not losing valuable records.

In addition, ACO HQs seem to have some problems with their internal structures and with job descriptions for and qualifications of Information Management (IM) and RM personnel that may lead to inadequate management and archiving of NATO records of permanent value.

The team also noted that NATO's IM tools and systems seem to lack standardization, hampering RM and the archival process, potentially resulting in reduced visibility of stored information and poor sharing of information between commands.

PROJECT FACT SHEET





NATO
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MAIN FINDINGS AND RECOMMENDATIONS (CONT'D)

NATO does not have any customized NATO training for the day-to-day handling of records; the JALLC recommended that training could help to improve the records handling skillset and should be developed to complement existing Information and Knowledge Management training.

PROJECT EXECUTION

From October to December 2012, the JALLC team conducted data collection from various headquarters and NATO bodies including: NATO HQ, SHAPE, JFCs and NATO Communication and Information Agency. The team also interviewed key personnel in IM and RM and attended the NATO Information and Knowledge Management course in October 2012. The team's observations were then gathered and categorized and the team performed an analysis of the identified issues. Key areas for improvement in process, organization and technology were then identified and the report and recommendations prepared.

PROJECT TEAM

LIEUTENANT COLONEL KARL KRONSKJOLD, DANISH ARMY

LTC Karl Kronskjold is an infantry officer and has served in the Danish Army since 1982. He is a Senior Staff Course graduate from the Baltic Defence College and has been deployed to the Former Yugoslavia and Afghanistan. Since 2008, LTC Kronskjold has been assigned to NATO in Portugal, first for two years at Joint Command Lisbon, and since April 2010, at the JALLC as a military analyst and project manager.

LIEUTENANT COLONEL MATIAS SKOGSEID, NORWEGIAN AIR FORCE

Lieutenant Colonel Matias Skogseid has served in the Norwegian armed forces since 1978. After a short period as an Artillery NCO and a Military Police NCO, he attended the Air Force Officer School and, after commissioning, served in a variety of administrative, logistics and CIMIC positions, mainly as Head of Branch. LTC Skogseid has attended the Norwegian Air Force Staff College and Armed Forces Staff College and he served at HQ North and the Norwegian National Joint HQ in Stavanger from 1998 until he was posted as a military analyst to JALLC in 2010. He was deployed to AFSOUTH N(KFOR, 1999) and to HQ ISAF (2003-2004).

MR DAVID JONES, CIVILIAN OPERATIONAL ANALYST

David Jones is an operational analyst in the JALLC Lessons Learned and Analysis Support Branch. He has a master's degree in Military Operational Research from the UK Royal Military College of Science, with additional areas of studies in mathematics, statistics and health & safety. After seven years with BAE Systems he became a contractor for the UK Defence Science and Technology Laboratory. David began working for the JALLC in 2011.

MAJOR JEAN-ALEXIS POUPON, FRENCH FOREIGN LEGION, ANALYST FROM COURS SUPÉRIEUR D'ÉTAT-MAJOR

Major Poupon was assigned to the JALLC for a six-month period before his admission to the French War College. His duties included studying the practical implementation of the NATO LL process through his contribution to a JALLC project. Prior to his assignment to the JALLC, he was appointed to operations with the French Foreign Legion.

NATO LLDB ITEMS

- Item 1558 - Lack of standardized IM/RM Directions and Guidance in ACO*
- Item 1559 - Accessibility and connectivity within NATO CIS tools*
- Item 1560 - Records Management Annex to NATO OPLANs*



JALLC

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NATO'S LEAD AGENT FOR JOINT ANALYSIS

All JALLC Reports, the LL Portal, and NATO LLDB Items may be found in their entirety under the *Products* section on the NS WAN:

<http://www.jallc.nato.int>

Non-classified reports and LLDB Items, Project FactSheets, the Joint Analysis Handbook and Lessons Learned Handbook can be found on JALLC's Internet site at the same [address](#).

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PROJECT FACTSHEET