

**NCO Business Plan
2000**

Issue 3.0, 15 December 99

Status: Updated to reflect decisions at NCMB 99-02.

NATO CALS OFFICE

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This plan sets out the aims, priorities and targets for the NCO in 2000 as set by the NCMB. It is the primary document against which the NCO will expect to be judged on progress and achievement over this 12-month period.

AIMS:

The NCO Aims for 2000 are:

- a. Support NCMB Transition WG to develop an agreed approach to the transition of the NATO CALS activity into a permanent body in NATO, for consideration by NCMB.
- b. Extend the use of existing NATO CALS products (TLBM and NCOPS) and services by active business change agents in NATO, National and Multi-national acquisition or logistic projects, to accelerate the implementation of a Through Life Information Management approach.
- c. Continue development of the NCDM (Task A and Task B), and support testing/training of ALIS.
- d. Continue to support/participate in PLCS, subject to NCMB decision.
- e. Continue to participate in the Asset Tracking and Co-operative Logistic Working Groups
- f. Increase NCO support and involvement in NATO and international Defence systems Programs (e.g. EF 2000, MEADS, Viking and NH-90).
- g. Continue co-operation with major NATO groups in developing a Life-Cycle approach for Defence Systems as a follow up to the Armaments Review phase III report to CNAD.

PRIORITIES:

Priorities for 2000 were re-assigned by NCMB at the November 99 meeting as follows:

- a. Support NCMB action in NATO CALS Transition
- b. Support NCMB action on Metrics
- c. Further develop NCDM
- d. Continue supporting PP#1
- e. Participate in developing Life-Cycle approach for Defence Systems within NATO
- f. NCO support to NATO and international Programs

- g. Other planned tasks

2000 BUSINESS PLAN TARGETS

Note: Required completion dates are the last working day of the month, unless otherwise indicated.

1. ADMINISTRATION

1.1. Provide effective support to the NCMB

- a. Issuing agendas and supporting papers, of an acceptable quality and style, at least 2 full weeks before meetings, ensuring correct reference in the Agenda.
- b. Issuing accurate, concise Decision Sheets for Chairman's clearance within 15 working days of the meeting.
- c. Assisting the NCMB Chairman and Members to make meetings productive.
- d. Acting as focal point for information exchange between meetings

Ongoing

1.2. Finance and Budget (FB)

Operate a budget management system which meets the needs of the NCO, the NCMB and the NATO Financial Controller by:

- a. Proposing and publishing an acceptable Annual Budget

October 1999 meeting

- b. Effectively control and reporting expenditure over the year

Ongoing

- c. Generating appropriate proposals for the use of additional funding, for consideration by NCMB

As Required

- d. Develop costed proposals for use of the Technical studies funds

As Required

- e. Prepare consolidate tech studies expenditure plan for NCMB decisions on future priorities

As Required

- f. Generate the yearly call for funds to the nations

March 2000

1.3. Develop requirements and cost estimates for Tech Studies (MD)

Identify areas and define deliverables and cost for technical studies funds.

As required

1.4. NCO Office IT (RE)

Support the existing NCO IT systems, implementing improved procedures for backup and virus protection

- a. Procure backup, virus, M/S Project Software
- b. Review current H/W and S/W for possible upgrades

Ongoing

1.5. NCO training and conferences (ALL)

Identify and attend training or conferences as required to develop skills needed within the NCO and keep current with relevant developments. Attendance to be approved by NCO Manager and reported to NCMB in Progress Reports.

As Required

2. IMPROVE INFORMATION EXCHANGE/SHARING BETWEEN NATIONS AND NATO BODIES

2.1. Promote NC Policy and Strategic Plan (BT, MD)

Improve NATO CALS awareness material especially directed at NATO and multi-national programs and promote NATO CALS Strategic Plan in accordance with approved Awareness Strategy.

Ongoing

2.2. Monitor International IETM development (DK)

Monitor international development in the area of technical documentation and IETM keeping NCMB aware of opportunities for further co-operation between US, European and ICC Initiatives and providing additional support as requested.

Ongoing

2.3. Maintain NATO liaisons (FB)

a. Maintain and develop links with the main NATO bodies affected by CALS activities: AC 135 (Codification), AC 250 (Quality), AC 259 (CNAD), AC 301 (Material Stan), AC 305 (SNLC), AC 313 (Acq practices), AC 321 (NSO), NAMSA, NC3....

Ongoing

b. Develop and maintain links with specified external organisations, including OCCAR, AECMA, European Commission and ISO/IEC/CEFACT

Ongoing

2.4. Support NATO LCC WG SAS-028. (RH)

To support this group with our expertise in Process Modelling. Focus of our participation will be to keep process model(s) and definitions, surely needed by this group, coherent with existing standards and CALS products.

2.5. Further develop and maintain NATO CALS Website (RE)

a. Update web site, using NCO internal resources, to complete publication of the products from NCFP and subsequent NCO work.

March 2000

b. Develop improved method for managing and distributing NCMB documents, making best use of a new "private" area on the NCO Web Site.

March 2000

2.6. Support to National Activities (All)

Maintain good relationships with national initiatives, facilitating co-operation between nations and between NATO and nations. Provide support as appropriate.

2.7. Awareness material (BT)

Develop and produce necessary material for assistance in the promotion of the NATO CALS Mission, NATO CALS Products and in spreading the CALS philosophy.

- a. Develop and produce awareness material
NATO CALS Folder

Done

- b. Update existing NATO CALS Awareness material

Ongoing

2.8. Maintain an updated library of NATO CALS products (RB)

Maintain an updated library containing all latest developments of the NCO products

3. NCO SUPPORT TO SELECTED PROGRAMS

3.1. Acquisition Program Support (BT, MD)

- a. Continue NATO CALS support to in the VIKING CALS Working Group

Ongoing

- b. Supporting NETMA and the Eurofighter Programme as suitable after initial Working Groups.

Ongoing

- c. Follow up the request from ASG/DSD to contact certain specific NATO programs including AGS, SEASPARROW and THADS.

June 00

- d. Follow up contacts with NH 90 regarding adoption of a through Life approach to Information Management, including appropriate use of NCDM

February 00

- e. Revisit the MEADS Programme with the aim to set up a Through Life Information Management initiative to support the program

March 00

3.2. C130 Technical Data Initiative (BT)

Support MoD Sweden to extend more widely across NATO their initiative in Scandinavia to promote co-operation for C-130 support. The work will be coordinated through the NAMSAs Weapon System Partnership.

- a. Finalise Phase one, Information gathering, reporting and recommendations (This will be done as a joint venture between NCO, Sweden and NAMSAs)

Define work and document the current arrangements for Technical Information Management, with a focus on technical manuals.

- Identify opportunities for cost-effective improvements and present report with recommendations any follow up action (Phase 2) for NCMB approval

Feb 00

- b. Phase 2 according to decision by NCMB.

3.3. APAR CITIS (RH)

Assist NL MoD to draft final report

Mar 2000

3.4. Training support (MD)

Organise seminars, conferences (PDM, etc.)

4. DEVELOP COMMON GUIDES AND HANDBOOKS FOR NATIONS

4.1. Finalize and Sustain the NATO CALS Handbook (MD)

- a. Complete build of NC Handbook on WEB

Feb 2000

- b. Develop and Publish paper editions of selected handbook material

As required

- c. Maintain/Update NC Handbook

As required

4.2. Provide CALS examples with Business cases (MD)

Collect and distribute good business cases for implementing CALS tools and techniques

Linked to metrics?

5. SUPPORT DEVELOPMENT OF STANDARDS THAT WILL CONTRIBUTE TO INTEROPERABILITY ACROSS NATO

5.1. Lead the Life Cycle Support Working Group in NATO (EF, MD)

- a. Lead and support all activities of the Life Cycle Support Working Group, resulted from the NATO Armaments Review proposals to CNAD. This includes the organisation of all meetings and support to all tasks derived from the work performed by the Group, in order to meet the CNAD directive.

Ongoing

- b. Report on progress to NCAC/NADreps NCMB and other NATO Committees.

As required

- c. Present final results of the working Group to CNAD

November 00

5.2. Support to AST WG (FB)

- a. Support the NATO Asset Tracking Project by participating in the AST WG and in the AST Policy and Terminology Panel. *(need to be reworded!)*

Ongoing

- b. Maintain and, if required, further develop IDEF Model for Consignment Tracking (RH)

Ongoing

- c. Continue to develop, with operational users, scenarios for improved consignment tracking capability to clarify the required outputs from their work

Ongoing

- d. Participate in the AST Project Management Board to support the NATO Asset Information Routing Network (NAIRN)

5.3. Support to SNLC Ad-Hoc Working Group (AHWG) on Co-operative Logistic (DK)

- a. Participate as active member of AHWG on logistic co-operation in NATO
Ongoing
- b. Participate at the development of a NATO Concept for Co-operation in Logistics (NCCL)
Ongoing
- c. Support the AHWG in the development of a NAC level document draft as the basis for the NCCL implementation
March 2000
- d. Provide NATO CALS support to any follow up actions (to be agreed by NCMB).
Ongoing

5.4. Support to AC 135 on International Standards (RE)

- a. Assist AC135 explore options for moving NCS towards commercial standards
As required

5.5. Support to AC/313 to develop guidelines for secure EC and electronic signatures (FB/ DK)

- To be determine as required by AC/313
As required

5.6. Participation in the PLCS (EF)

- a. Asses legal and contractual implications derived from a potential participation in PLCS as 2 class member
Ongoing
- b. Technical study of PLCS initiative and relationships with the NCDM development
Ongoing
- c. Continue monitoring PLCS development by participating in PLCS Working sessions
As required
- d. PLCS participation???

5.7. Maintain and Further develop the NCDM (LDB/BT)

- a. Transfer of knowledge (LdB, BT)
Following Gino's retirement, Boye will assume the responsibility of maintaining and updating the NCDM. As the NCDM custodian, Boye will need to acquire a good knowledge of EXPRESS data modeling basics, NCDM concepts and NCDM data structure and data definitions. This will be accomplished by 'on the job training' working together with Gino in editing and publishing NCDM vers. 4.00 and by participating in Task 'B'.

July 2000

- b. Task A.4 (LdB, BT)
Task A.3 was completed on the 3rd of December 99 with a set of approved changes and additions to the NCDM version 3.00. The NCDM will be edited accordingly and published as NCDM version 4.00. The document will be an ACROBAT PDF file.

January 2000

- c. Task B.1 (LdB, BT)
Task B.1 will analyze data definitions of the NCDM first module with the objective of defining entity unique keys and to resolve the few existing many to many relationships between entities. Task B.1 will deliver the logical model for module #1.

February 2000

- d. Task B.2 (LdB, BT)
Task B.2 will define the physical model and will map it to the logical model. A physical model is used as reference for database implementation. Task B.2 will include the creation of an electronic repository to store, maintain and easily access data definitions in the form of a MS Access application.

15 May 2000

- e. Task B.3 (LdB, BT)
Task B.3 will identify functional viewpoints. A primary source will be the functional analysis performed under Pilot Project #1 task 2.4. Additional functionality, capable of exploiting the benefits of a shared data environment, should also be identified. Each functional viewpoint will be mapped to the supporting metadata in the physical model. NATO business rules, convention, coding and possible derivation algorithms will be identified and documented for each functional viewpoint.

31 July

- f. Define a work plan for future NCDM development (BT)

The work plan should identify resources and timescale for development of implementation guide for module #2.

31 May

6. PROVIDE SUPPORT TO PP#1

6.1. Supporting PPMG(FB)

Provide support to the PPMG Chairman by participating as secretary of the PPMG and write the reports of the meetings

6.2. Prepare and complete phase II report(FB)

Write and distribute the final report of PP#1, phase 2

July 00

6.3. NCDM/ALIS Awareness (BT)

a. Collect information on ALIS software and hardware platform

January 2000

b. Prepare a laptop based platform and install the ALIS application

February 2000

c. Prepare supporting PowerPoint presentations and other documentation.

March 2000

d. Provide training and presentations as required

As Required

7. TRANSITION OF NATO CALS ACTIVITIES INTO A NATO PERMANENT BODY

7.1. NCO Support to Transition Working Group (GE lead)(EF/DK)

Provide support to all the activities of the transition Working Group

As required

7.2. Other activities to assist transition (EF)

Initiate tasks and activities needed to implement the transition option selected and approved by CNAD.

After CNAD April 00

8. *NCMB IETM WORKING GROUP*

8.1. *NCO Support to IETM Working Group (US lead)(DK/MD)*

- a. Support the preparation of the first meeting of Working Group

12-14 January 2000

- b. Provide support to all other the activities of the IETM Working Group

Ongoing

9. *NCMB METRICS WORKING GROUP*

9.1. *NCO Support to Metrics WG(US lead)(MD)*

Provide support to all Metrics Working Group activities.

Ongoing

9.2. *Other activities to assist metrics development(MD)*

Initiate tasks and activities needed to develop and implement metrics within the NCO to measure progress against the NATO CALS strategic plan. Identify and provide CALS assessment tools to be used by NATO Programs and NATO Nations. The objectives is to assess the current status for implementing CALS and for developing a way forward. Work with Nations to develop "End State" metrics to measure economies, efficiencies and effectiveness regarding Weapon System (WS) Business Process Improvements and improvements brought about by utilizing modern electronic management techniques for WS information.

Ongoing