46th SYMPOSIUM ON SAFETY AND QUALITY IN SPACE ACTIVITIES (D5)
Knowledge Management and Collaboration in Space Activities (2)

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FROM LOCAL INFORMATION MANAGEMENTS TO A CORPORATE KM APPROACH

Abstract

The space activity has to face very special difficulties: the access to space is expensive, the launch induces heavy constraints on the fragile spacecraft, space is very hostile. Capitalizing the acquired experience and keeping the competences at the highest level, demand formalized capitalizing methods, excellent internal communications, an open attitude to the outside world and advanced cooperation with other national and international research organizations and industries.

The matrix organization, in place within CNES, allows to gather personnel with similar activities, in the same structures:

- all the projects are in the projects departments (orbital projects, mission exploitation, balloons),

- all the experts are in technical support services, even when participating in a project,

it is a tremendous facilitator for exchanges of mishaps and of good practices, within these structures. But it appears also to be detrimental to the exchanges between structures.

After having analyzed the way projects were capitalizing their lessons leaned (see IAC-12-D5.2.2), Toulouse Space Centre, the technical and operational centre for orbital activities of CNES, the French Space Agency, conducted an audit of the way knowledge was collected and shared by the technical structures.

In parallel to this audit, CNES Information System Directorate, initiated a working group aiming at:

- clarifying the perimeter of the "Information Management",

- establish a map of the current situation,

- propose an action plan to ensure a consistency of the organization and associated tools at corporate level.

The outcomes of the audit and the working group analyses led to clarification of the boundaries between "Information Management" and "Knowledge Management", resulting in a decision to conduct a corporate thought on Knowledge Management.

The paper will highlight the outcomes of the audit and of the working group and will take stock of the progress of CNES corporate KM approach.