



THE **AFCEAN** *OTTAWA* *April 2003*

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Editor:
James D. McGibbon
Fujitsu Consulting
Tel: (613) 940-4401

e-mail:
James.McGibbon@consulti
ng.fujitsu.com

Associate Editor:
David W. Edmunds
Business Information
Processors
e-mail [david.edmunds@
sympatico.ca](mailto:david.edmunds@sympatico.ca)

PUBLISHER

Ottawa AFCEAN
is published by:
The Ottawa Chapter of
AFCEA, 1500 Bank
Street, Unit 611,
Ottawa, ON K1H 1B8
Canada.

Tel: (613) 594-8788
Fax: (613) 594-8717
email:
info@afceaottawa.org

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AFCEA Golf Tournament
May 22nd, 2003
The Meadow Golf Course

SPONSORSHIP

**The Ottawa Chapter of AFCEA wishes to thank ING, SUN
and Xwave for their sponsorship of the last three luncheons.**

PKI is Being Re-Discovered
Brian O'Higgins
Chief Technology Officer, Entrust

Reported by Dave Edmunds

Brian O'Higgins said that, despite impressions that Public Key Infrastructure (PKI) had been forgotten or abandoned, it has been steadily following a normal progress curve for innovations, where after an initial peak of discussion and acclaim, it simmers for a year or two while preparations for implementation evolve quietly.

Continued on Page 2

Information Management—Vision into Reality
Howard C. Dickson
Assistant Deputy Minister (Information Management) (ADM(IM))

Reported by Dave Edmunds

Mr. Dickson said that he is still enjoying the Change Management Challenge. He said that although the Information Technology (IT) era is passing, IT requirements continue to grow. IT's value is in network interoperability, but it cannot be fully realized if human tendencies to individual ownership are allowed. The focus must be on IM leading to Knowledge Management (KM), on its processes and architecture. He said that the basic ingredients for achieving a successful enterprise include a less complex but improving IT Infrastructure (ITI); a focus on architecture, process, and KM; an understanding of investment choices; a balance of requirements with architecture; and the necessity to keep building the team.

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Chapter website <http://www.afcea.ca/ottawa.htm>

He said that, at the same time, rapidly increasing vulnerability to information threats is being accompanied by a speedy increase in computer security incidences and a rise in demand for protection. However it has been noticed over the years, that while tools available to attackers have increased steadily, their computer sophistication has been steadily dropping. The general trends are that; as open systems connectivity goes up, security goes down; number of users, complexity, and breaches are all increasing; vulnerabilities, smart hackers, and amateurs are all increasing; the number of people with security expertise is growing at a smaller rate than the number of internet users, and security tools are increasing, but not as fast as the complexity of software and systems.

Mr. O'Higgins stated that perimeter security is not enough protection, even if each device and link is protected, because there will always be weak points for entry. Both transaction security and end-to-end data security are required. Customers need these for easier access to more services, and for personalized offerings; partners need them for closer integration and faster processing; while employees need faster processes and easier access. Customers benefit by easier customer acquisition and retention, cross and up-sell opportunities, and user confidence; to partners there are reduced processing overhead and quicker reaction to changing market conditions; and employees obtain quicker decision making, improved communication, and reduced process overhead. The move will be from isolated enterprise and government transactions as the vehicle for business processes, where most transactions have been within the organization, to extended operation where deep business process integration will require trust, enabling transactions reaching across the enterprise and government agencies.

He then discussed the question of enhanced security to provide the needed identification, entitlements, privacy and verification needed to provide trust. Authentication of various identity systems must be worked out. The username/password provides a weak bare minimum system. Passwords are easily compromised on line and in servers, and lack a digital signature. PKI provides a stronger solution. Further techniques such as personal questions, physical cards, and/or biometrics can be used. An open federated network, with multiple connections and distributed servers provides the most robust technique.

Mr. O'Higgins displayed a chart indicating Canada was the leading country in overall maturity of e-government in 2002, having 80% mature services. He discussed the evolution of the Entrust product line generations and gave an example of improved report handling in the US. He commented on the exemplary effect government can have on industry. He then concluded by stating that the market is demanding deep integration with businesses, governments and the public; that to enable extended enterprise/government transactions trust is required, which needs protection of client/server, portals, identity management, Web services, etc.; and that PKI is just getting started.

[The presentation slides are available at <http://www.afcea.ca/ott/presentations.htm>]

<p>ADDRESS CHANGE ?</p> <p>Please make changes through AFCEA International at www.afcea.org. Go to “Join/Renew” or the Portal.</p> <p>If you encounter problems, call 703-631-6158 or email services@afcea.org.</p>	<p>Information Management—Vision into Reality Dave Edmunds reports.</p>
<p>The AFCEA Ottawa Chapter would like to express its continuing gratitude to TIME ICR for providing its voice message system.</p>	<p>Mr. Dickson said that reduced ITI complexity can be achieved by getting an overall grasp of the requirement for total financing and effective project management; by adopting a single ITI philosophy incorporating configurations, networks, capacities, servers, data centres, enterprise licences, and core-software-application systems; and by having a single organization service provider, collectively owned, funded and staffed, which can meet mutually developed service level expectations through shared budgeting, staffing plans, Help Desks, support and a shared view of core/outsourced service provision.</p> <p>Processes, in the sense of ways of conducting a business, must be designed before appropriate applications can be provided to serve them. Modelling tools will become key to process design. Architecture is a common sense way of arranging things, enabling both resources and task sharing, facilitating component specialization and competition. It also ensures rigour in scope definition, assists with quality and cost design, facilitates consistency, reusability and scalability, balances interests and requirements, provides a common language, and especially, it provides an opportunity to keep things simple. A business or enterprise with good architecture has: defined its purpose and mission, clarity about the markets and people it serves, structured its goods and service offerings, an organization aligned to its markets and services, defined the culture and values it requires to succeed, a people recruitment and development program, and a congruent measurement system. An ITI with good architecture demonstrates: consistent, repeatable, measurable performance; well trained and motivated people; an absence of dependence on heroism and genius; less variability of work flow, performance and emotions; readily defined problems with available resolutions; clear, consistent roles for operational elements; a documented, inculcated concept of operations; and a known risk profile with contingency plans. An Enterprise Architecture enables and provides: a clear design model; a reference framework for decision making; a basis for compliance auditing; early detection of problematic behaviours; a practical demonstration of values and expectations; and a means of communicating strategy consistently.</p> <p>As applied to the Department of National Defence and the Canadian Forces, which is an extremely large, complex organization, an IM/IT architecture is needed because it: employs or retains 100,000 people; is the largest organization in Canada; operates in every part of Canada and every region of the World; is culturally diverse; is the largest user of IT in Canada; has a tendency to operate or invest both locally and jointly; makes investments that must span decades; can neither afford nor sustain individual preferences; and requires simple clear governance.</p> <p style="text-align: right;">...Continued on page 5</p>
	

May 6, 2003

TIME & LOCATION

RCAF Officers' Mess, 158 Gloucester Street, Ottawa

SPEAKER

**Ron Fourney
RCMP**

SUBJECT

National DNA Databank

BOOKING ARRANGEMENTS

Please check the Chapter website promptly for details and booking arrangements. Space is limited.

Cost: \$15.00/person for industry or \$5.00/person for government employees. Pay by credit card (see below) or by cash or cheque at the door. Deadline for registrations is Friday, May 02.

METHODS OF PAYMENT FOR LUNCHEONS & EVENTS

There are three methods of payment available for your use at:

<http://www.afcea.ca/ottawa.htm>

Members who wish to pay in advance for their chapter luncheon or for a table using their credit card (Visa, MasterCard or AMEX) can download the form, sign it and fax it to the AFCEA Ottawa Chapter - Administration Services: (613) 594-8717.

Payment will be acknowledged by email and a receipt will be mailed.

YOUR INPUT-NEWSLETTER SUBMISSIONS

In keeping with the Chapter direction to bring more discussion to the areas of professional development and to broaden the scope of the AFCEAN newsletter, we would welcome your articles, comments and contributions. Letters to the Editor are most welcome.

Please feel free to submit your items of topical or general AFCEA interest (contracts and awards, promotions, upcoming events and courses) to the Editor for publication. Original articles which you the members may wish to submit or comment upon for publication are most welcome. **Please take advantage of the opportunity to let AFCEAN's worldwide know what you and your Chapter are doing.** If you have any questions concerning the appropriateness of a submission please do not hesitate to contact the AFCEAN Editor. James McGibbon, tel 940-4401 or mail to James.McGibbon@consulting.fujitsu.com.

Information Management—Vision into Reality

Dave Edmunds reports.

Mr. Dickson said that, to make KM happen, he has adopted the following precepts: recruit and retain the right people; develop internal capabilities; develop leaders of strength and commitment; build a positive learning climate; transfer and share knowledge; effectively manage, integrate and interact with information; and develop policy and decision support. To prepare for KM, three areas will require particular attention by the whole Department. Data Management needs data standardization of data and terminology, records management and data storage. Process Design will need increased use of modelling, and clear, comprehensive direction. Governance requires that KM be part of Departmental strategy where entire programs, rather than their individual projects should be considered, program implementation must be streamlined, and the progress of programs should be widely tracked and measured so that problems can be identified and corrected.

He said that, for progress in IM and KM to be made more rapidly, a cross-functional culture change is required. Most changes need a project, and generally IM/KM projects are not well understood. Also, most projects need five years, but staff turnover is less than five years, so members cannot look forward to seeing the results of their own initiatives. The staff skills are in IT rather than in IM, KM, Architecture, and Process. Program and business process governance is lacking, and there is a narrow, possessive attitude towards budgets. Generally, the whole IM/KM subject is still seen as a “technical” issue.

In summary Mr. Dickson said his vision sees an integrated information environment enabled by exploiting an effective knowledge management system employing a single ITI, and the realities are that there must be a migration from an ITI-centric culture towards building process and architecture capabilities, a shortening of the project cycle, a focus on program & process governance, and a building of KM awareness.

[The presentation slides are available at <http://www.afcea.ca/ott/presentations.htm>]

Upcoming Events

LUNCHEONS: May 6th , 2003, RCMP DNA Databank Mass Disaster Identification Automation

The Speaker is Ron Fourney, Officer In Charge National DNA Databank, RCMP

3rd June 2003, Andrew McAllister OCIPEP

Technet 2003, May 3-6 Washington, D.C. see website for details

GOLF TOURNAMENT: 22nd May 2003, The Meadows Golf Course

See the Web Site for details.