

Achieving Operational Impact Through Integration

Doug Gauen: Director General Enterprise Application Services (EAS), DND

Reported by Dave Edmunds

Mr. Gauen said that his organization became operational in early January. He described the EAS background starting from March 2002, when the Information Management Strategic Review (IMSR) concluded that many aspects of the DND IM program are working well and providing excellent support to military and business operations; that with disparate systems, the complexity of managing information is significant and providing quality information to decision makers is a challenge; and that DND/CF should adopt an 'Enterprise Model' for IM as a means of achieving both an integrated information environment and a comprehensive IM architecture (a system of systems). Mr. Gauen said that this is done by seeking to have quality information accessible to everyone who needs it. In this way, IM Group can be a strong and credible player, operating as a horizontal function, integrated across the defence strategy and plan, and allowing other levels to focus on their core operations. The enterprise model ensures no overlap and duplication while maintaining operational responsiveness. The corporate culture is changed from treating information as a proprietary commodity, to regarding it as a valuable corporate resource. Thus, EAS are examples of translating vision into reality. Having been created to improve information integration, improve information availability and quality, and improve ability to adapt to emerging requirements, the division was given the mandate to support enterprise applications, define information integration solutions for the needs of other DND organizations, and lead future planning and management of assigned applications. To meet client expectations, it must not only provide system availability and performance along with the capability to handle incidents and problems appropriately for the elements of the enterprise, but also deliver, in a cost-effective manner, easily accessed and integrated quality information incorporating value-added services.

Mr. Gauen depicted his division as one of the four in the IM Group. He is also guided by four committees and boards. He has four EA directorates: planning & management; integration solutions; maintenance & support; and business management. Operations started mid-January of this year. He has an \$80 million budget for the coming fiscal year, and will be employing a staff of more than 300 over the next three years. He will be absorbing four major EA organizations over the next few months. He will be developing and applying efficiencies, integrations, evolutions, optimization and certifications for integrating business processes. Overall, to achieve efficiencies practically, he is looking to the Defence Information System Broker (DISB) [which enables user choices of data layouts and sources] as the 'virtual' Enterprise Resource Planning (ERP) approach, which he expects to be operational in 2006. To measure achievement, he is looking at the Software Engineering Institute Capability Measurement Model (SEI-CMM) and a monthly 'Dashboard' which indicates, in the form of a hierarchical functional chart, the performance of key functions of a major activity. DGEAS chairs a board which coordinates the management of application changes.

Mr. Gauen stated that there are emerging interesting and rewarding opportunities for people working in EAS with individual programs, experience, qualifications and recognition available, leading to specialist and professional certifications.

He concluded by stating that the future thrust of EAS will be building the virtual enterprise application business, building the team, and establishing the DND centre of excellence for integrated EA services.

[Mr. Gauen's presentation slides, giving a telephone number and email address, can be found at www.afcea.ca Ottawa Chapter]