



**THE
OTTAWA**

AFCEAN
September 2005

Inside This Issue

<i>September PD Report</i>	<i>p1</i>
<i>Upcoming Events</i>	<i>p1</i>
<i>IT Security Course</i>	<i>p3</i>
<i>October Meeting</i>	<i>p4</i>
<i>Your Input</i>	<i>p4</i>

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Mariette Fyfe-Fortin, Deputy Project Leader IM Services Transformation Project Transforming the Delivery of IM/IT Service Infrastructure within DND/CF

September PD Meeting Presentation, reported by Bill Hawken

PD Presentation Report

Ms. Fyfe-Fortin introduced herself as the Deputy Project Leader for the IM Services Transformation Project, stating that her intent for the presentation was to inform the audience of an important initiative: the transformation of the service delivery of the DND/CF IM/IT infrastructure. She reminded the audience that the Department of National Defence and the Canadian Forces are undergoing a significant transformation that will have repercussions across the department, including the manner in which IT services are delivered. She mentioned that she finds the IM services transformation project extremely interesting and fascinating and said that she would explain how it fits into the overall CF transformation, even though there are still many unanswered questions that will be resolved as the project proceeds.

Ms. Fyfe-Fortin explained that she would cover scope, timelines and a dollar order of magnitude of project budget, but would first set the stage with the strategic context and key business drivers. She said she would end the presentation with what's been done to date and next steps. She stated that the IM Services Transformation Project is really about transformation of the current service delivery of the IM/IT infrastructure in the designated domain and has three main objectives: to support the the CDS vision and Defence Policy Statement, increasing operational effectiveness by reassigning military personnel to higher priorities; to develop and implement a standardized level of service and standard platform of IT infrastructure both domestically and in support of deployed operations; and to position the department to respond to the government-wide shared services initiative that is currently being developed by both TBS and PWGSC. She then noted that DND/CF is at an important crossroads in its evolution. On the one hand, the changing (continued on page 2)

Uncoming Events

Luncheons:

Nov 1st, 2005, Army Officers' Mess

Dec 6th, 2005, Army Officers' Mess

Speaker: Capt (N) Laing, DND, Cmdt CFEC

Speaker: Patricia Sauvé McCuan, DND, ADM IM

4-5 Oct

GTEC – Ottawa Congress Centre

Chapter website: www.afceaottawa.ca

Web Services by:



Transforming the Delivery of IM/IT Service Infrastructure within DND/CF

(continued from page 1) face of international warfare since 9/11 has precipitated the need for a more focussed and responsive armed forces, as reflected in the Defence Policy Statement of April 2005. At the same time, the rapid pace of technological change in both operations and support is forcing DND/CF to take a critical view of its own IM/IT environment, much of which can be characterized as heterogeneous, ad hoc and complex. Greater operational effectiveness is now being pursued not only in CF transformation but also in the departmental supporting functions such as IM/IT. She emphasized that Governmental bodies such as the Expenditure Review Committee and the Minister's Advisory Committee on Administrative Efficiencies are calling for drastic cuts in the coming years to IM/IT budgets across all departments, including DND/CF, noting that DND/CF has committed to these cuts and is now required to develop a plan to harvest efficiencies in a number of areas including IM/IT. She went on to remind the audience of the Treasury Board-led reviews and initiatives in the area of shared services as a means of leveraging government-wide efficiencies and that PWGSC is developing an approach to establish itself as a shared services organization in the IT domain. While it will most likely need some more maturing before large departments will participate in such an undertaking, it is crucial that DND/CF do some initial groundwork to prepare for this eventuality. It is within this context that the VCDS required in March the development of a plan to transform in full or in part, the current service delivery of the IT infrastructure.

Ms. Fyfe-Fortin then explained that from a business perspective, there are a number of requirements contributing to the sense of urgency surrounding the IMST project, including in particular those flowing from CF Transformation. The first of those is the redeployment or reallocation of significant numbers of military personnel to core operational tasks specified in the *Defence Policy Statement* of April 2005. With a cap on the number of military personnel (approx. 60,000) it is crucial that CF personnel who are currently engaged in IM/IT support work be re-deployed to more operationally relevant positions. Second, there is an urgent requirement for standardization of the hardware, software and desktop configuration across DND/CF. The current IM/IT environment is characterized by a myriad of heterogeneous applications and systems, making information sharing difficult and operations and maintenance costly. There is an equally urgent requirement to ensure that the various environments from NDHQ through to base and field locations are equally served through standardization of service levels, which currently range from high to non-existent. There is also a corresponding need to clarify policies and standards and then enforce them. She explained the need to take advantage of opportunities to leverage new technology, first to identify the ones to focus on and then to use them to support the transformation. In the absence of a standardized platform it is difficult and cumbersome to implement technology upgrades within DND/CF - the NOS project will help a great deal in this regard. Not only will the IMST project address this issue, but it will also seek to facilitate the implementation of new technologies such as VoIP. Finally, there is an urgent requirement across DND/CF for better performance management. Currently, in the absence of reliable performance measurement information and common means of measurement it is difficult to assess the efficacy of IT service delivery.

Ms. Fyfe-Fortin then turned to the question of the scope to the project mandate to transform the delivery of the IM/IT infrastructure. She stated that the IMST project will develop transformation options based on the data gathered at a number of bases and elsewhere by the ITSDA sub-project on the current costs and level of effort associated with IT infrastructure service delivery, to cover: clients and peripherals (desktop, printers etc.); enterprise computing (IT infrastructure and ERPs); networks - LAN, MAN; DWAN; help desk support; internet and telephony. She then outlined the project timeline, to give a general sense of when all of the activities will be happening. She noted that the schedule is very ambitious, but that success of such a major transformation depends on speed of implementation. The project is currently in the requirements definition stage, forecast to finish by October. Transformation options, to include business case development, are to be developed by December. Approvals are forecast for March 2006, implementation of specific transformation projects by June 2007 and project closeout by March 2008. Ms. Fyfe-Fortin stated that the overall budget must, of course wait for scoping of the options. She mentioned that DND/CF currently spends around \$160M per year on IT service, which extrapolates to a rough order of magnitude of about \$2-3B over 10 years in 05/06 dollars for the global transformation of the service delivery of the IM/IT infrastructure. More information will obviously need to be developed.

She then reviewed the activities to date. She again mentioned the ITSDA sub-project, which undertook an extensive analysis of the current IT infrastructure landscape across DND/CF, looking in particular at the associated costs of IT equipment and support services at 22 bases and wings across Canada. It provided quantitative and qualitative assessments of business requirements, identifying cost, equipment and level of effort. The Gartner Group was engaged to provide analysis and benchmarking of the information with regards to other similar organizations within Canada and across North America, producing a comprehensive, up-to-date picture of the IT infrastructure service delivery, which will become the baseline for the transformation.

Ms. Fyfe-Fortin then reviewed the next steps in the transformation project, explaining that the analysis of the ITSDA project findings will inform the process of defining transformation options, leading to the approval process that will need to be followed both internally and with central agencies. She noted that since this transformation is aligned with the CF transformation, it will benefit from the impetus being generated at the highest levels. She noted that (cont on p. 3)

AFCEA Membership Information

For information about joining AFCEA, or to make changes to your membership profile (e.g. change of address), visit the AFCEA International website at www.afcea.org - click on "Join/Renew" or check the Portal.

If you should encounter problems, call 703-631-6158 or email services@afcea.org.

(from page 2) the next step after approval, that is launching transformation projects, is the easy part; seeing them through is the real challenge. The complexity of transformation projects must not and has not been underestimated. Transforming the service delivery of the IM/IT infrastructure will impact all groups, many business processes and the work of many military and civilian personnel currently delivering services. She stated that new service delivery models will require migration strategies and plans for the businesses and people who will be impacted by the transformation. She further explained that, however complex the task, such changes are necessary in order to provide DND/CF with cutting edge IM/IT

service delivery that is fully responsive to the needs of a modernized Canadian Forces, and also in line with the broader government agenda of providing a more economical, consolidated, enterprise solution to the provision of key services. She said she feels the project is closely aligned with CF transformation and represents the first tangible support infrastructure realignment project. She told the audience that she is very happy to be with this project and believes that it is extremely important for DND/CF. She concluded by stating that, while there are other key projects, this one is innovative and transformational in its approach and she believes it will place DND at the vanguard of IM/IT service delivery, not only for department, but for the Canadian government.

Ms. Fyfe-Fortin provided the following Intranet and Internet links:

Regular updates on ITSDA intranet site - http://img.mil.ca/projects/corpor/it_sda/index_e.asp

IMST Internet site - http://www.img.forces.gc.ca/adm_im/projects/imstp/imstp_e.htm

http://www.img.forces.gc.ca/adm_im/projects/imstp/imstp_f.htm

[Ms. Fyfe-Fortin's presentation slides will be found at <http://www.afceaottawa.ca/presentations.htm>, Ottawa Chapter.]

AFCEA CANADA IT SECURITY COURSE 2005 NOVEMBER 13 – 18, 2005

NavCanada Training Institute
1950 Montreal Road, Cornwall, Ontario, Canada K6H 6L2
<http://www.navcanada.ca/NavCanada.asp>
Arrival on 13 Nov 05 for check-in & registration
Program starts: 14 Nov 05, 08:30, Wrap-up: 18 Nov 05, 11:30
Check out Friday morning

SPECIAL NOTE:

The Government of Canada information technology security community views this course as a valuable element of information technology security awareness

WHO SHOULD ATTEND?

You should attend if you are in government or the private sector and are mandated to deal with information security issues.

You should possess an introductory level of knowledge in information technology (networking, computers, or telecommunications) to truly benefit from this course.

COMMENTS FROM PREVIOUS ATTENDEES

"The AFCEA Course at NAVCAN's Cornwall facility is one of the best value introductions to the world of IT security in North America. The range of topics, the quality of instructors & facilities combine to deliver what I found to be an excellent overview of major IT security areas as well as a great survey of the latest trends. Highly recommended as an introduction or a refresher." Louis S., Bell Canada, IT Security (Student 2003)

"I have been surprised by the fine and complete professional way this course(and the logistic facilities around it) have been prepared and organized. I definitely will send other people over to this course!" December 3rd, LTC Gevels Robert, Belgium Army, Chief INFO-SEL

"Recommend to policy people also as a good survey of security. Great intro to TRA, and a good methodology which could be a model for business risk as well."

" The food is out of this world and the accommodations are more than sufficient. The atmosphere is relaxed and very good to make you want to learn. Finally I have been to a lot of presentations done by people that were very well paid to do so. To see volunteers doing the same job but 10 times better is outstanding. Thank you to all of you."

Please visit <http://www.afceaottawa.ca/security-course-flyer-Nov-2005.htm>

for links to the items below:

The AFCEA
Ottawa
Chapter would
like to express its
continuing
gratitude to
TIME ICR for
providing its
voice message
system.



New Corporate Member



AFCEA Canada General Manager
Marv Sywyk presented a corporate
membership certificate to Cisco Systems
Regional Manager Garth Scully

Special Award



J-P Loiseau receives a special award recognizing
his outstanding contribution to AFCEA and the
Ottawa Chapter over many years, from Ottawa
Chapter Past President Debbie Wolfenden

Reader Feedback and Newsletter Submissions

In keeping with 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 comments, articles and other contributions. All are encouraged to submit 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 this opportunity to let AFCEANs worldwide know what you and your Chapter are doing. If you have any questions concerning the appropriateness of a submission please contact the AFCEAN Editor Bill Hawken at 841-2912 or hawkenw@hotmail.com

October PD Meeting:

Tuesday, October 4th, 2005 at 12:00 noon

Army Officers' Mess, 149 Somerset Street, Ottawa

Speaker: Josée Brousseau, CSE, Director, Canadian Cryptographic Modernization Program

Topic: Review of the Canadian Cryptographic Modernization Program

Sponsor: General Dynamics

Booking Arrangements: Please check the Chapter website www.afceaottawa.ca or call 721-6031. Space is limited. Cost: \$15.00/person for industry or \$5.00/person for government employees. Pay by credit card in advance, or by cash or cheque at the door.

Registration deadline is Friday September 30th