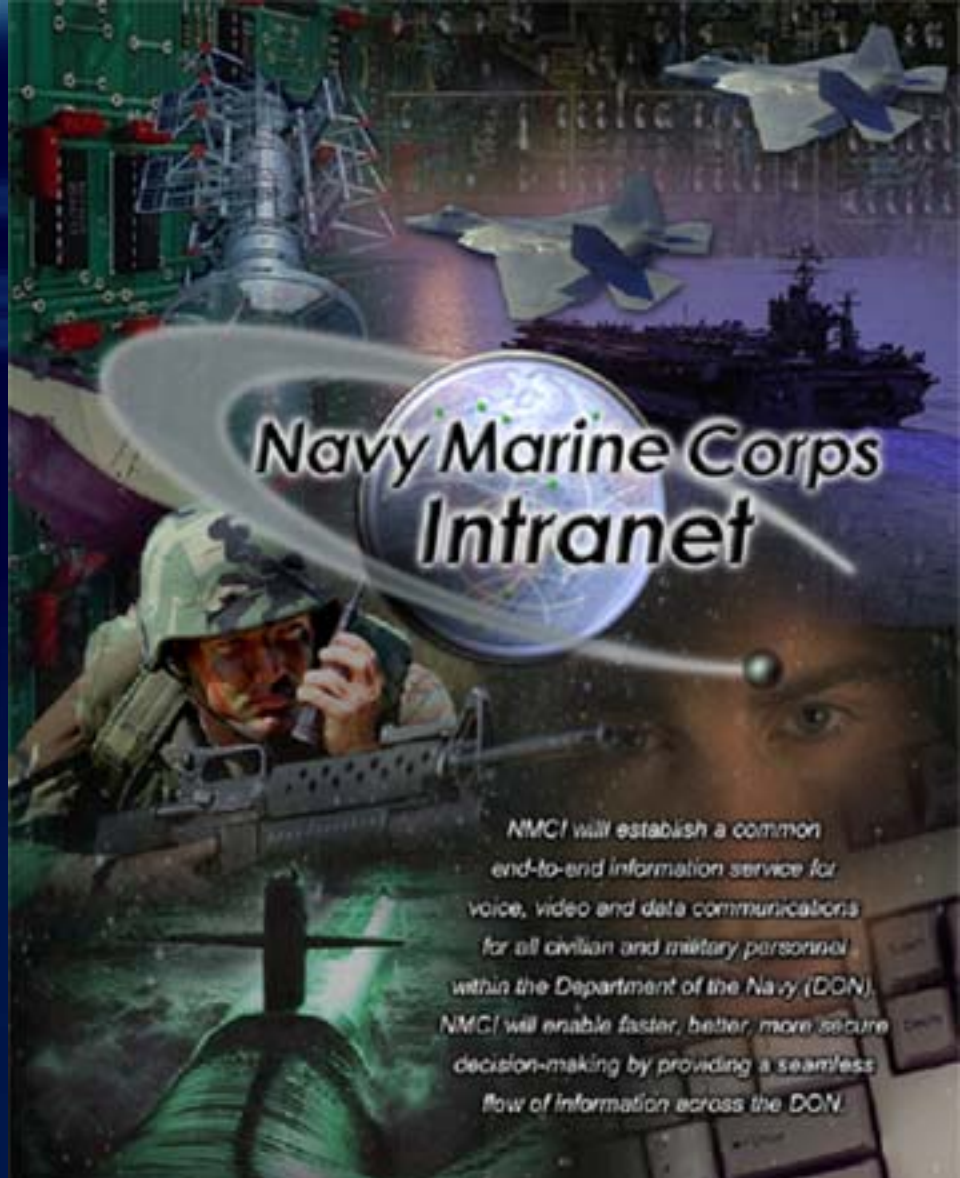# A JOURNEY OF TRANSFORMATION

Charting the Course for the Department of the Navy's Digital Voyage

David M. Wennergren
Department of the Navy Chief Information Officer
e-mail: david.wennergren@navy.mil
703-602-1800

"The Navy and Marine Corp's new Intranet program is a model. Instead of just trying to buy, run and maintain their own hardware and software, they outsourced the entire operation . . . . That philosophy ought to be the rule, not the exception."

Warren Rudman and Josh Weston, Washington Post, 21 Feb 2001
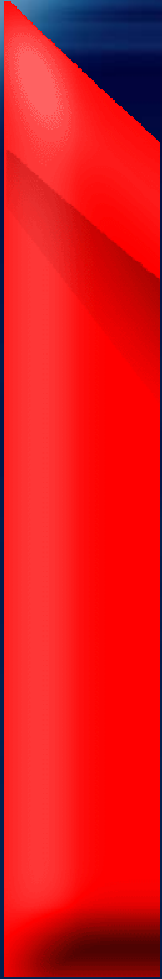
DON Crisis Recovery Efforts

FUNCTIONAL AREA MANAGERS

LEGACY APPLICATION RATIONALIZATION

PORTFOLIO MANAGEMENT

LEGACY APPLICATIONS

FUNCTIONAL AREA MANAGERS

LEGACY APPLICATION RATIONALIZATION

PORTFOLIO MANAGEMENT

LEGACY APPLICATIONS

RATIONALIZATION AND REDUCTION

FUNCTIONAL AREA MANAGERS
LEGACY APPLICATION RATIONALIZATION
PORTFOLIO MANAGEMENT

LEGACY APPLICATIONS

MODERNIZATION

Knowledge Management (KM)

KNOWLEDGE WALL

Reed Saxon / AP

Collaboration at Sea
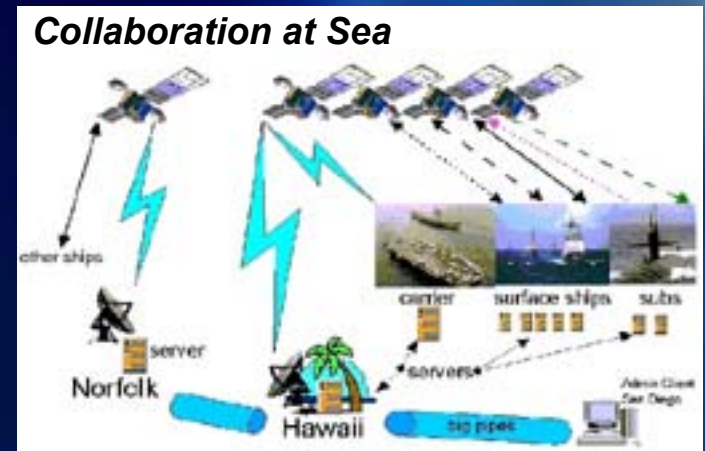
"..providing the right information to the right decision-maker at the right time, thus creating the right conditions for new knowledge to be created." — Dow Chemical

DON eCommerce Operations Office

- **Innovation Center:** Change agent to help Navy/Marine Corps organizations take advantage of private and public sector electronic innovations
- Support, not control local initiatives
- Manage card and electronic transaction systems
- Catalyst – clearinghouse for industry and DON best practices and lessons learned
- Funding for DON Pilot Projects
  - "e" improvements to a DON process that increase productivity, yield operating savings, or improve quality of life/work
  - Pilots should be short term (~90 days) and scalable
- Located at Naval Supply Systems Command, Mechanicsburg, PA

For more information: www.don-ebusiness.navsup.navy.mil

WEB ENABLING THE DON

- Web Services are key to:
  - Sharing authoritative data across the DON
  - Supporting common business practices
  - Promoting commonality and integration across systems/business units
  - Facilitating "hands-off" application-to-application interactions
  - Providing personnel at all levels in the organization with access to authorized services and the intellectual capital of the Department
- Task Force Web
  - Moving Applications to the Web
  - 3 Tier Architecture
    - Presentation, Application, Data
    - JTA Compliant
  - Open based systems and commercial standards
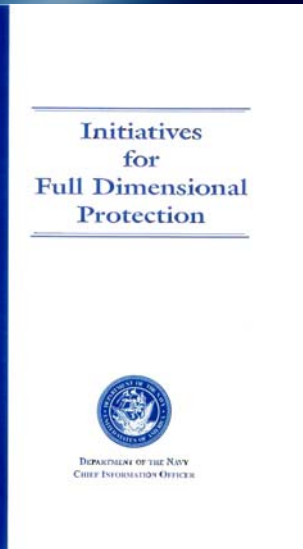 - Technology neutral to protect government investment

Leveraging the Power of the Internet

Navy Marine Corps Portal

- A single integrated portal structure that promotes a knowledge centric environment that will:
  - Support FORCENET and GIG architectures
  - Provide seamless access to authoritative data/content
  - Limit duplicative investments in portal technology
  - Promote DON-wide business process improvements
  - Enhance functional and operational collaboration
  - Provide common look and feel across domains
  - Improve information security (PKI, single log on)
  - Commands focus on content development
- Way Ahead
  - Establish NMCP Management Office and Acquisition Manager
  - Leverage architecture design/lessons learned from Task Force Web

FULL DIMENSIONAL PROTECTION

Initiatives for Full Dimensional Protection

DEPARTMENT OF THE NAVY
CHIEF INFORMATION OFFICER

Department of the Navy
Critical Infrastructure Protection

SELF-ASSESSMENT TOOL AND REFERENCE GUIDE

v1.1

DEPARTMENT OF THE NAVY
PRIVACY PROTECTION
IN THE INFORMATION AGE
VERSION 1.0

- **Protecting Centers of Knowledge** *through Critical Infrastructure Protection*

- **Protecting Knowledge Pathways** *through Information Assurance and "Defense in Depth"*

- **Protecting the "Knowledge Worker"** *through privacy considerations*

INFORMATION ASSURANCE: Raising the Bar

- FISMA (E - Government Act of 2002):
  - Annual Training for all personnel (govt & contractors)
  - Annual test and evaluation of information security controls
  - Intrusion detection and response
  - Information security throughout each program life cycle
  - Privacy Impact Assessments
- OMB Guidance increases oversight:
  - Emphasis on "300" Budget Exhibits for major programs/systems with IA as a measurable element
  - IA is a key component of Clinger-Cohen Act Cert/Confirmation
- NSTISSP 11:
  - Can only purchase validated COTS IA/IA enabled products for National Security Systems (NSS)
  - Only validated by accredited labs (U.S. accredited Common Criteria Testing Laboratories/international equivalent)
- DoDI 8500.2:
  - Shall acquire validated IA/IA enabled products for all systems (not just NSS)

See list of validated products at http://niap.nist.gov

PUBLIC KEY INFRASTRUCTURE

Authentication to web-servers

Digitally signing documents and emails

Encryption

Enabling secure eBusiness transactions over the internet, wireless, etc.

DoD Mandate: *PKI digital certificates in the hands of all active duty, selected reserve, Civil service and on-site contractor personnel.*

DoD Common Access Card

Active Duty

SAMPLE

Smart Cards - Your Passport to the e-World

SMARTLY . . . INTO THE FUTURE *(AND THE FUTURE IS NOW!)*

- **Smart Card Technology – an "open" future**
  - Standards, Standards, Standards . . . Any card, any reader, any middleware
  - Commercial solutions – Smart Card-enabled applications leveraging JavaCard platform
  - Minimizing data on the card – maximizing access to web applications
- **Continuing to push for new technologies**
  - Contactless (RF) chip, Biometrics, Physical Security solutions, etc.
- **Crucial component of DON Information Assurance strategy**
  - Public Key Infrastructure (PKI) Hardware Token - your "Cyber ID"
- **Enabling technology for business process improvement**
  - Digital certificates – key to secure *e*Business transactions via the Web

- **National Identity Card???? . . . National Interoperability Card Structure**

Smart Cards – your passport to the e-world

ENTERPRISE SOFTWARE INITIATIVE
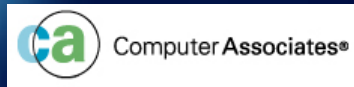
More **Leverages DON buying power for IT** *ears*

DON eBusiness Operations Office

- **DON eGovernment Innovation Center**
  - Funding pilot projects and managing the Department's eGovernment portfolio

Leading Change:

- Moving with speed . . . moving on Internet time
- Sowing the seeds of change . . . Starting the engine of transformation

"An old English proverb states, "While the doctors consult, the patient dies."   Once a strategy has been established, moving expeditiously is crucial to success . . . because [reengineering initiatives] have so many moving parts that if one part stalls, the entire endeavor may grind to a halt."

Norman Augustine, Chairman and CEO of Lockheed Martin, from Reshaping the Industry

THE 2002 INDIANAPOLIS 500

☺ With less than 30 laps to go and running in 2nd place, Gil de Ferran pulls into the pits.

☺ As Gil leaves pit row, the left wheel falls off of his car . . . He drops to 12th place.

☹ Team owner Roger Penske says, "At the end of the day, it was a very competitive race, you had to be on your toes . . . We held Gil back by maybe leaving the wheel loose."

. . . Maybe?

Moving with speed . . . But getting the details right

NAVY MARINE CORPS INTRANET

- Providing an enterprise network
  - Access, Interoperability and Security

Leading Change:

- Finding leverage points . . . NMCI as a forcing function – a fulcrum for change
  - Pier side connectivity
  - Raising the bar for security - PKI, Smart Cards and system certifications
  - Forcing the rationalization of Legacy applications
- Creating a mandate for change
  - Developing a sense of urgency
  - Setting goals

"We create executives to create change"

Vernon E. Clark, ADM, USN, Chief of Naval Operations

EMBRACING NEW TECHNOLOGIES

- ## Smart Cards
  - DoD Common Access Card –Over 2,500,000 issued
  - NMCI providing smart card readers and middleware
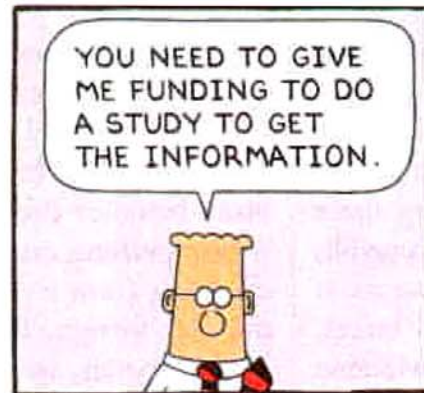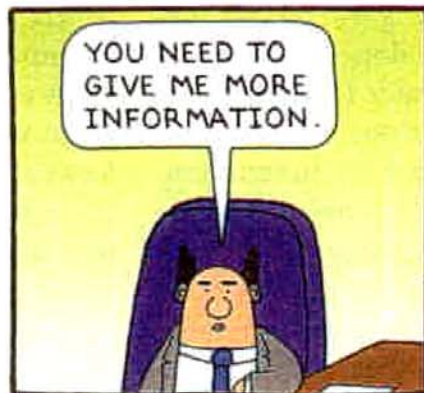- ## Wireless
  - Piloting new devices in the hands of Change Leaders

Leading Change:

- Fostering awareness and innovation . . . eliminating fear of the unknown

"Can you just say No? It may seem that the simplest answer is to enforce a policy that forbids wireless access, but . . . this strategy is doomed to fail."

Deploying Safe Wireless LANS – Gartner Research, 5 July 2001

. . . *STATUS QUO GETS A BYE*

A Leap of Faith . . .

Choosing change accepts risks . . .
. . . choosing not to change accepts irrelevancy

The Force of the Department at the tip of the spear!