



Science and Technology in Action: Delivering Results for Canada's Defence and Security

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DRDC | RDDC



A Renewed Context for Defence and Security S&T

Key drivers:

- Evolving threat environment requires improved agility, responsiveness
 - Diminishing trend line for operations and budgets
 - Expectation to renew capability rather than expand capacity
- Innovation system dispersed, global – accessing external capacity, solutions wherever they can be found is crucial to success
 - Government scrutiny on internal versus external efforts
 - New Procurement Strategy
- Need to deliver S&T more effectively – meet client requirements through focus on strategic outcomes and through increasing burden-sharing required with Allies and partners
 - Areas for expansion and reduction pose challenges
 - Real outcomes must ensure delivery and influence



Policy Drivers for S&T Transformation

- *Canada First Defence Strategy* (refresh)
 - Realities of Afghanistan withdrawal, reduction in combat operations
 - Deficit situation forcing an “affordable” force structure and capital replacement program
 - Anticipate largest DND/CAF recapitalization program in history
- Global Engagement Strategy
 - Strategic plan to address Canadian objectives in Asia-Pacific, Americas and with traditional alliances
- Defence Procurement Strategy - Launched February 5, 2014



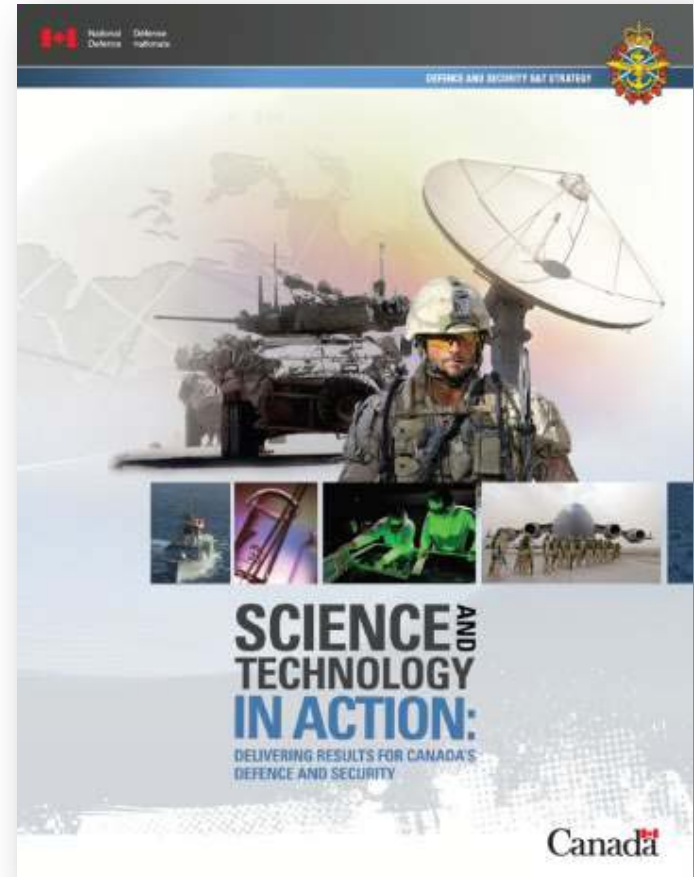
Why a New Strategy



- Key drivers of change:
 - Need to deliver S&T more effectively – meet client requirements through focus on strategic outcomes (versus tactical outputs).
 - Innovation system dispersed, global – accessing external capacity, solutions wherever they can be found is crucial to success.
 - Resources constrained – greater efficiency, accountability, coordination, burden-sharing required.
 - Evolving threat environment requires improved agility, responsiveness.
 - DND/CAF, security landscape – business process transformation a top priority, Strategic Review and Deficit Reduction Action Plan implementation ongoing, policy refresh on the horizon.
- Context of defence and security S&T has evolved. Existing Strategy published in 2006 – increasingly dated.

Defence and Security S&T Strategy

- Officially launched December 12, 2013.
- A **long-term blueprint** to ensure DND and the Canadian Armed Forces have tools and capabilities to defend Canada and carry out core missions and activities, and adapt to ever-changing demands.
- Outlines what will be needed to implement a successful defence and security S&T program focused on key partnerships.
- DRDC intends to pursue a collaborative approach marked by three principle modes of interaction:
Build, Collaborate, and Access.



Available on line at: http://www.drdc-rddc.gc.ca/assets/DRDC_Internet/docs/en/ST-Strategy.pdf

What does this mean for DRDC?



1) Purpose-Built S&T Program

- Generate a set of agreed priorities that drive S&T activities focused on strategic outcomes.
- Integrated: **one Agency-wide** approach to program management.
- Programs are reviewed and assessed at the Agency level prior to resource allocation.

2) Allocating Resources Strategically

- Departmental S&T investment supports smaller number priorities while increasing effort in strategic, classified, and sensitive areas, to achieve maximum impact.
- Resource allocation (including personnel) tightly aligned with program decisions.

3) New way of Delivering S&T Solutions

- Defence and security S&T engages across the innovation system – catalyst to ensure best solutions are adopted, wherever they are generated.
- Three principal modes of interaction: **Build, Collaborate, Access**.
- Leverage the resources and expertise at all DRDC locations to manage a single program of work.

Director General

Clients

Programs

**Strategic
Decision
Support**

Ross Graham

- VCDS (CFD DGCSI, ...)
- SJS
- ADM (Pol), ADM(Mat)
- ADM(Fin CS), ADM(IE)
- CDI (S&T Intelligence)

- **Strategic Decision Support**
- **TERES**

**Joint Force
Dev.**

Julie Lefebvre

- DG Space
- DG Cyber
- ADM (IM)
- CDI

- **Cyber**
- **Surveillance and Space**
- **Command and Control**
- **Intelligence**

**Force
Employment**

Cam Boulet

- CJOC
- CANSOFCOM
- CFD
- CMP (for SurGen)

- **CJOC**
- **SOFCOM**
- **CBR Defence**
- **CBRN Medical Countermeasures**

Personnel

Susan Truscott

- CMP
- AFM (HR-Civ)
- C Res & Cadets for DND/CAF L1s

- **Personnel Readiness**
- **Personnel Protection**

Navy

Dale Reding

- DGNFD

- **Force Structure**
- **Above Water Warfare**
- **Underwater Warfare**
- **Maritime Information Warfare**
- **Naval Platforms**

Air

Dale Reding

- DG Air FD
- DG Air SP
- DGAEPM

- **Air Integrated**
- **Air Power**
- **Air Agile**
- **Air Reach**

Army

Guy Vézina

- CAC (A/CLS, LFDTS, COS Land Strat, COS Land Ops, COS Land Res, C-IED TF)
- DGLEPM
- DGMPD

- **The Soldier**
- **Land Combat Systems**
- **Tactical C4ISR**
- **The Force**

Centre for Security Sciences – Public Security

3 Key Objectives of the Defence Procurement Strategy 5 Nov 13

1. deliver the right equipment to the Canadian Armed Forces (CAF) and the Canadian Coast Guard in a timely manner;
2. leverage our purchases of defence equipment to create jobs and economic growth in Canada; and
3. streamline defence procurement processes.

Delivering the right equipment to the Canadian Armed Forces and the Canadian Coast Guard in a timely manner

- Ensuring early and continuous industry and client *engagement* in the procurement process;
- Starting in June 2014, publishing an annual *Defence Acquisition Guide* that outlines National Defence (DND) procurement priorities; and
- Establishing within DND an independent, *third-party challenge* for military requirements.

Leveraging our purchases of defence equipment to create jobs and economic growth in Canada

- Using a weighted and rated ***Value Proposition***, to assess bids for defence and major Canadian Coast Guard procurements;
- *Implementing an **Export Strategy*** to support international sales opportunities and participation in global value chains;
- Identifying and applying ***Key Industrial Capabilities (KICs)*** to inform potential economic benefits of individual procurements so that they meet the CAF's needs and increase the competitiveness of Canadian firms in the global marketplace; and
- Establishing an independent, third-party ***Defence Analytics Institute*** which will provide expert analysis to support the objectives of the Defence Procurement Strategy (DPS) and its evaluation.

Industrial Benefits

- IRBs will be transformed into **Industrial and Technological Benefits (ITBs)** and will require regional assessment to balance benefits across Canada
- ***Rated and weighted Value Propositions (VP)*** for defence and major Canadian Coast Guard procurement projects.
- **Key Industrial Capabilities, or KICs**, as originally identified by Tom Jenkins in his report ***Canada First: Leveraging Defence Procurement Through Key Industrial Capabilities***, will be a significant factor in the rating and weighting of Value Propositions.
- Value Proposition ratings will favour actions that lead to improved economic outcomes – timing of fulfillment will be a factor
- Requirement remains to reinvest work into Canada equivalent to 100% of the contract value.
- Early and extensive industry engagement, along with sound analytics and knowledge of the defence sector and its capabilities, will allow the Government to provide clearer direction.
- This will support the long-term sustainability and growth of Canada's defence and security industrial sectors.

Streamlining defence procurement processes

- Adopting a new regime to ensure ***streamlined and coordinated decision-making*** for defence and major Canadian Coast Guard procurements;
- Establishing a ***Defence Procurement Secretariat*** within Public Works and Government Services Canada to ensure close coordination among key departments; and
- Reviewing the current ***National Defence delegated authority*** to purchase goods with a view to increasing the level from the current \$25,000 to achieve more efficient procurement practices.

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