



# Digital Campaign Plan

**Brief to**  
**Digital Transformation in Government Conference**  
16 June 2023

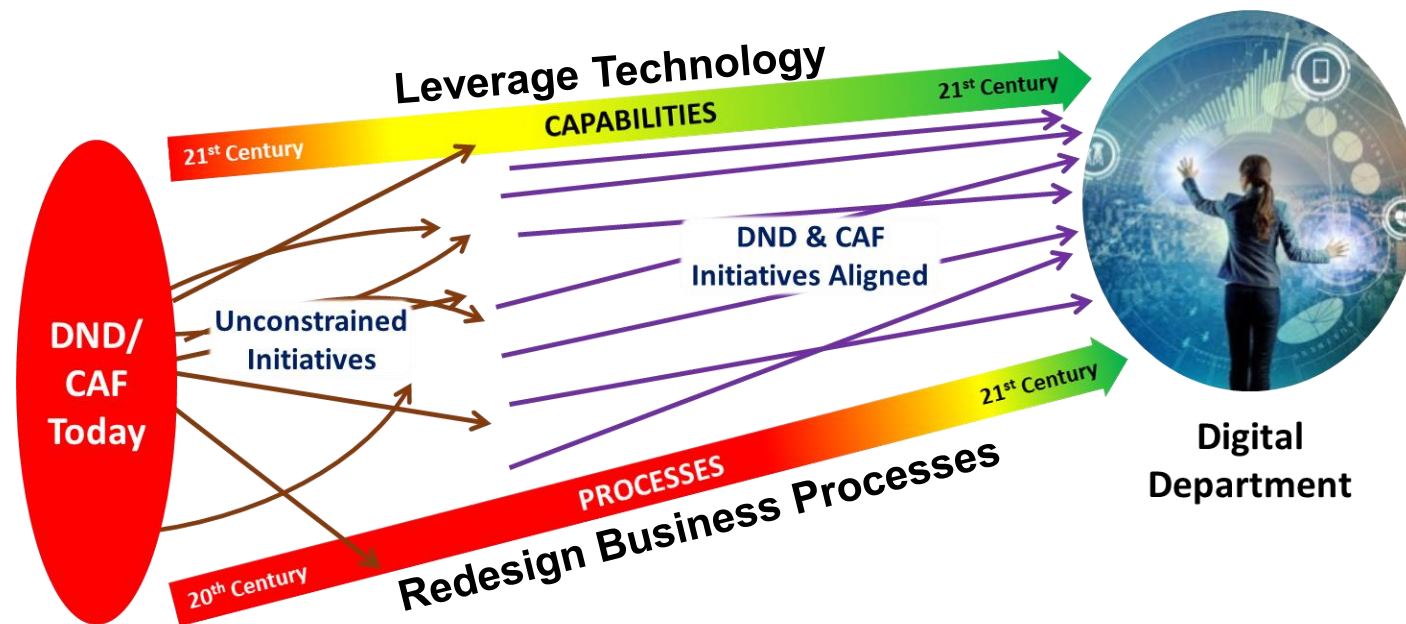


# Digital Transformation: A Journey not a destination



- Dec 20 - Digital Discussion paper
- Jan 21 – Brief to DM and CDS
- Feb – Dec 21 – preparation of DND Digital Transformation Office concept
- Jan 22 – CDS decision to press on with a CAF only approach
- Feb 22 – VCDS issues Direction on the CAF Digital Campaign Plan
- Jun 22 – Campaign Plan released
- Dec 22 – DND decision on DTO
- Jan-Mar 23 – prep of Digital Directive, and Output-based Plan
- May 23 – VCDS Directive on Digital Transformation released

# Digital – The Why

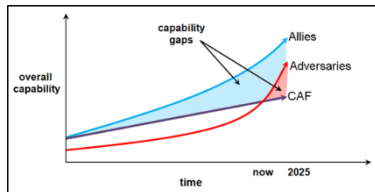


Context

Institutional

Strategic

Operational



## Level of Aspiration - Option Space

- Digitization**  
Legacy analogue data is converted to digital data
- Digitalization**  
Individual business and operational processes are transformed through the application of digital technologies
- Digital Optimization**  
Existing operating processes and practices are improved with digital technology
- Digital Transformation**  
Department and CAF processes are reimagined using digital tools and technology to meet changing institutional and operational requirements. Processes, culture, user and customer experiences are created or adapted to the digital environment

**Institutional Success**

Leaders' decisions are based on fused, curated, and comprehensive analytics products  
A broad, interconnected, interoperable network that facilitates inter- and intra-department information exchange  
Timely and accurate financial and materiel accountability, personnel management, project management, and open and transparent information passage

**CAF Success**

Leaders at all levels exploit fused, curated, and comprehensive Pan-Domain Situational Awareness (PDSA) products to make informed decisions and disseminate direction to their forces  
PDSA is enabled by a broad, interconnected, interoperable network that facilitates information exchange between operational levels, elements, OGDAs, and allied nations

# Principles and Tenets – the What



- **Institutional and operational transformation are completely linked and must be undertaken simultaneously**
- Our **people** need modern user-centric tools and technology to be effective, and for us to effectively support them
- Upgrading Technology is not sufficient; **culture** change is critical
- Strategic leadership can drive **culture**
- We have an opportunity to lead, at home and abroad - small makes us agile
- DND and CAF share an operational mindset that lends itself to adapting – our **people** are our strength
- We must build a digital partner ecosystem that includes allies, OGDs, industry, and academia
- Leverage the existing areas of excellence
- **Data is the foundation on which Digital capabilities are built**
- Upfront investments in architectures is essential
- We must **adopt** the processes demanded by the technology, and not try and bend the technology to our existing processes
- Minimise customisation
- **Reduce overlap** with legacy systems – be ruthless
- Horizontal **alignment** and flat structures to enhance integration of effects
- This is a long term commitment to transform the Department
- Must demonstrate some short term gains
- Consider selecting focus areas for near term (18 month) surge effort



- Much of the world around us is rapidly undergoing a digital revolution. New technologies are ubiquitous, creating new capabilities, and driving new service expectations.
- US, UK, AUS militaries are rapidly undertaking digital transformation initiatives
- NATO is undertaking digital transformation initiatives
- Failure to keep pace with allies will limit strategic military options the CAF can provide
- CAF only Digital Campaign Plan – in advance of DND / CAF Strategy

GoC Policy Drivers: Policy on Digital Strong, Secure, Engaged Pan-Canadian AI Strategy National ecosystem

DND/CAF: Digital Strategy Data Strategy Artificial Intelligence Strategy Policy on Autonomous Weapons

Allies

Adversaries



Joint All-Domain C2  
Mission Partner Environment



Symmetric &  
Asymmetric

Multi-Domain  
Integration



Non-state &  
State

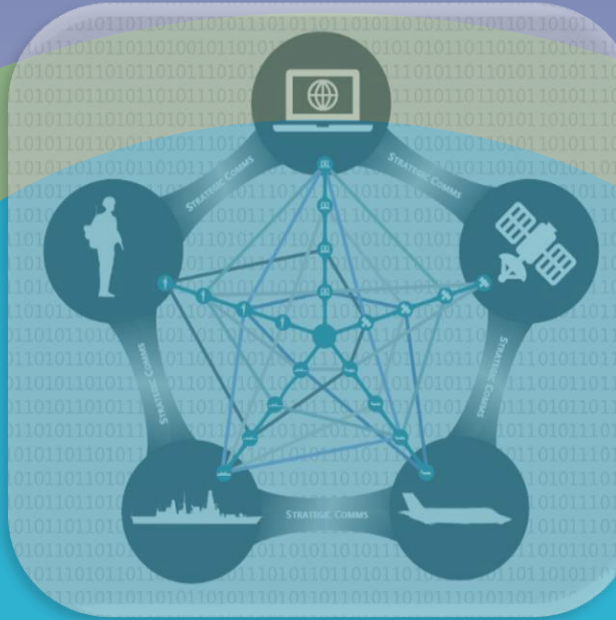


Intelligence &  
Interoperability



Continuously  
Contested

Federated  
Mission Network



# Problem statement



- How does the CAF undertake digital transformation to conceive of future concepts, develop new processes, incorporate digital technologies, prepare the workforce and implement culture change to provide operational advantage in the Battle Space, improved stewardship in the Corporate Space, and re-imagine our workforce?

# VCDS Direction for CAF digital campaign plan



- Match operational capability with policy derived military outputs. That means the plan must be viewed through not only the lens of the 5F construct, but should also align with the Departmental Results Framework (Ready Forces, Operations, Future Force Design, Defence Team, Procurement, Sustainable Bases, Internal Services);
- Map the digital interdependencies between multiple projects, initiatives, and concepts to actively inform interoperability discussions. It can't just be about physical linkages related to the platforms; it must include the establishment of data and technology standards, cyber security, and other digital enablers;
- Make a clear demand signal to our departmental colleagues and critical enablers in We cannot simply assume that the technical foundation and the data fabric will be there when we field capability. We have to lay out the CAF priorities for investment, development, and implementation in our pursuit of digital transformation, to include C2 systems, cloud adoption, deployed supply chain, and operational sustainment;
- Clearly state the minimum requirements for the technical backbone, as well as operational and CAF needs from the Digital Fabric to include data meta-tagging and data cataloguing;
- Clearly define the cultural shifts that are necessary to become a digitally transformed organization, and outline the change leadership plan that will get us there;



# VCDS Direction for CAF digital campaign plan



- Direct a deliberate effort to improve our collective digital literacy and expertise. Starting with a competency and skills gap analysis, we have to give our people the tools and skills to meet the challenges of digitization, as well as identifying the skills and attributes that we need to attract. The key element of digitization will be people – empowering the people we have now, and attracting the people we need in the future. To do that we need to develop a plan for a user-centric distributed and interconnectable digital training environment;
- Work with Canadian Defence Academy to reframe and then manage Professional Development and Professional Military Education as a capability that will be an essential enabler for all other capabilities;
- Leverage existing capabilities and initiatives in the simulation and experimentation realm to enhance both training and operational effectiveness;
- Actively seek Minimum Viable Products that are under development in the CAF that can be invested in to roll out at scale; and
- Establish Digital Transformation Delivery Teams that will assist critical CAF L1s in development of both data and software capabilities
- Develop the procurement and sustainment processes that reflect the reality of a constantly evolving digital environment.



- *The CAF will become digitally transformed by 2030. The **Digitally Transformed** CAF will be relevant, resilient, interoperable, integrated, and efficient. Through a stable, resilient and adaptive technology and security backbone and with a mature, common and accessible **data fabric**, we will establish a digital foundation for the **application layer** that will revolutionize the way we process, analyse, present and deliver the insights garnered from data to better **inform decision-makers**. These digital capabilities will be secure, integrated, accessible, intuitive, and delivered at the **speed of operations**. Our enhanced decision-making will provide an operational advantage in the **Battle Space**, and improved stewardship in the **Corporate Space**.*

# Mission Statement



- The CAF will digitally transform by 2030 in order to provide operational advantage in the Battle Space, improved stewardship in the Corporate Space, and re-imagine our workforce.



- We must empower leaders at all levels with the decision-making authority and resources to support the CAF vision and unlock the potential of digital transformation.
- We must place people at the forefront of digital transformation. Continuous engagement with a diversity of stakeholders and adoption of human-centric design will enable modern interfaces that provide the level of service demanded by our members.
- We must establish the centrality of data in the CAF. Data must be shared, accessible, secure, trusted, managed ethically, and democratized to support and inform decision making. Better data will help provide decision makers with a more equitable understanding of how different projects, policies, or programs may impact various groups of people differently.
- We must adopt processes demanded by digital technologies. Much of CAF business is not unique; we must avoid customization and acknowledge that many of our challenges have already been resolved by others.
- We must embrace the benefits that technology offers, while being aware of the risks. While technology may enable change, true transformation is a human, cultural, and conceptual endeavour.



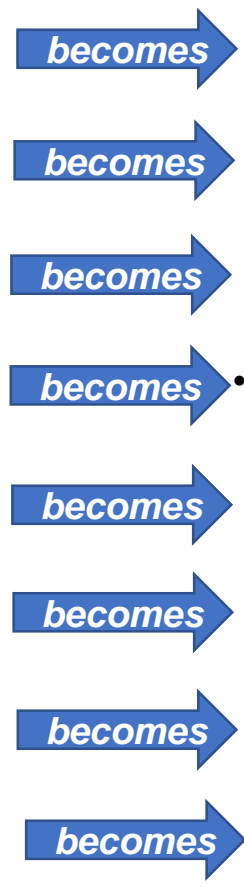
- We must leverage the innovative and agile culture we routinely display on operations. We are not starting from scratch. This culture will challenge orthodoxies where necessary, and actively seek new ways to achieve end-states.
- We must be action oriented. We will seek early wins to overcome bias to the status quo and institutional skepticism. Minimum viable products should be fielded quickly, adjusted based on feedback, and then scaled across the CAF.
- We must continuously test and adjust all aspects of this transformation. The dynamic implementation of the Digital Campaign Plan needs to reflect and be informed by feedback from all levels of the CAF.
- We must communicate and engage widely to ensure that all members of the CAF are aware of why this is important, and that we have the knowledge and the ability to make these changes. We must clearly identify the benefits of transformation, and openly share both successes and failures.
- We must ensure that effective command and control of forces in the Pan-Domain environment remains the primary driver for our transformation.



# The CAF will become digitally transformed by 2030 in order to maintain interoperability with our allies, deliver operational advantage over our adversaries, and ensure the CAF becomes a digital employer of choice for Canadians

## *The way we've been operating and evolving so far...*

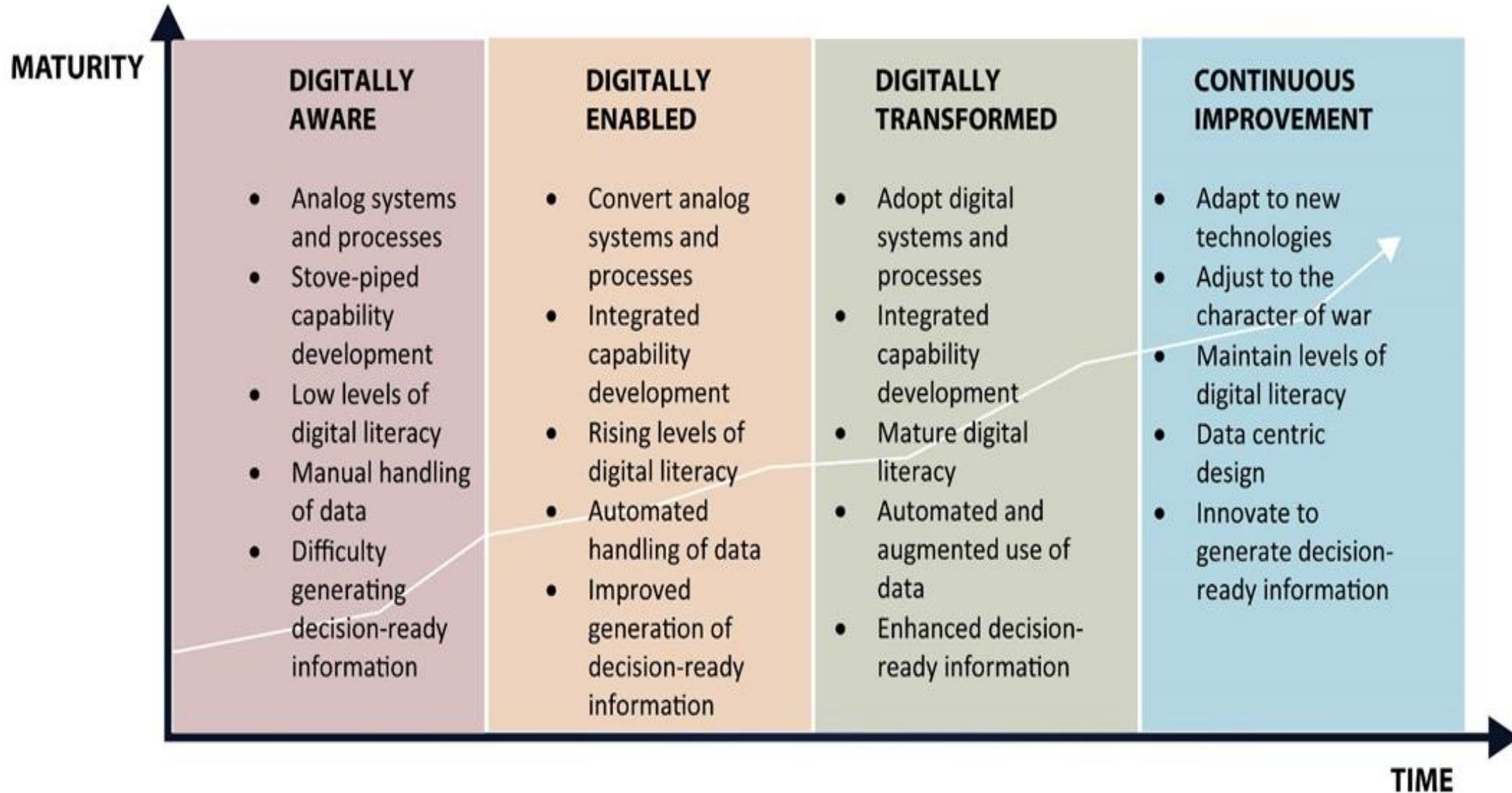
- Excellence in single-domain operations, human-centric processes, ad hoc multinational interoperability...
- Labour intensive governance and management, opaque data and information ...
- CAF members are less digital at the workplace than in their personal lives...
- CAF Digital Transformation decentralized, uncoordinated, and lacking dedicated resources...
- Single-Domain operations by design, joint operations by exception ...
  - Industrial age organizational design, rigid capability requirements, and acquisition processes...
- Limited use of digital skills in the workplace, digital literacy of members wasted...
- Stove-piped legacy systems, inaccessible data, obscure information for decision support...

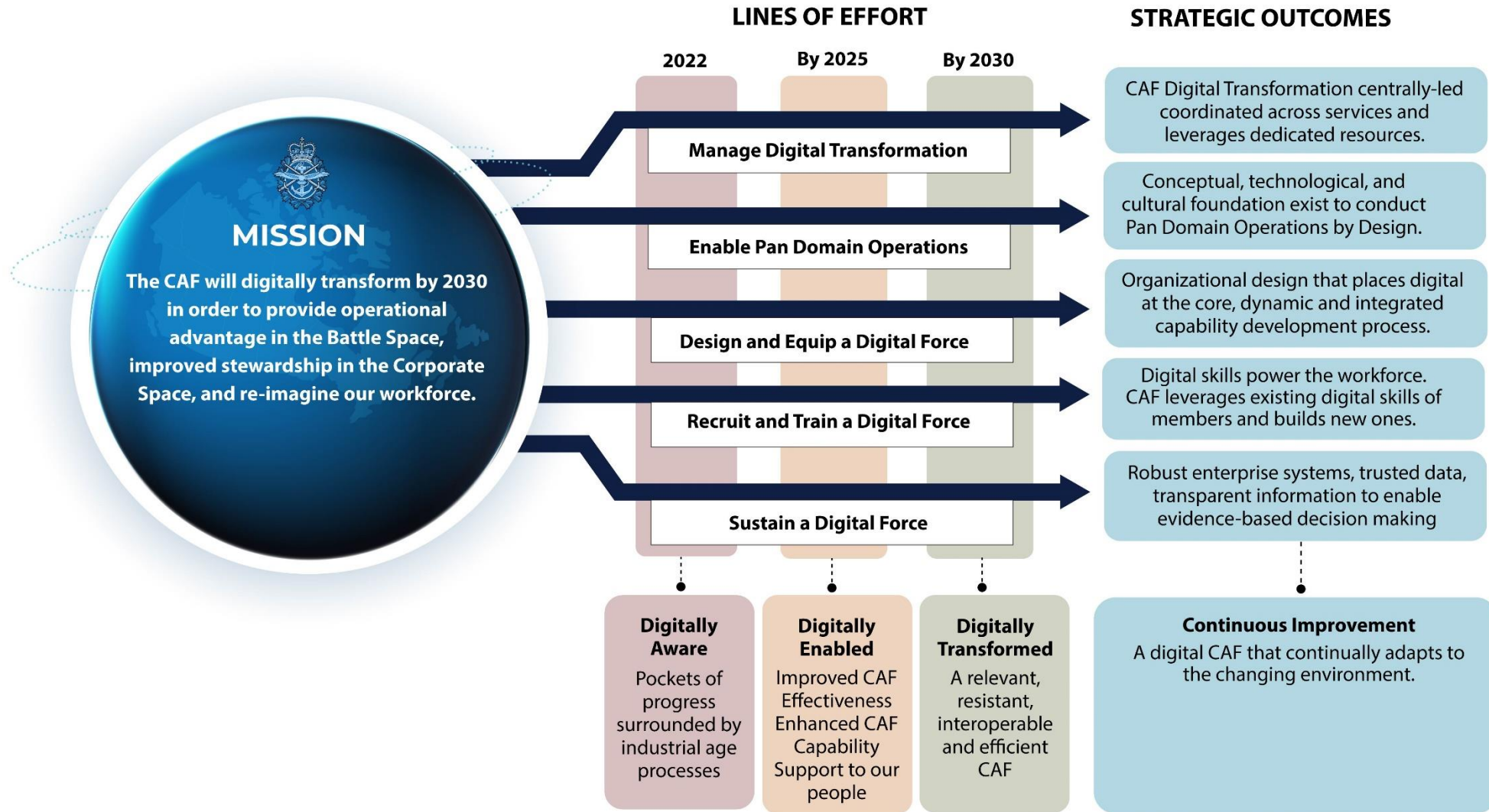


## *Where the Digital Campaign Plan will take us...*

- ...Excellence in pan-domain operations, automated and augmented processes, multinational interoperability by design.
  - ...Transparent data and information generates automated/augmented decision support.
- ...CAF members work in a digital environment that mirrors Canadian society.
- ...CAF Digital Transformation centrally-led, coordinated across services, and leverages dedicated resources.
- ...Conceptual, technological, and cultural foundation exist for Pan Domain Operations by design.
  - ...Organizational design that places digital at the core, evergreen capability requirements, reimagined acquisition processes.
- ...Digital skills power the workplace, CAF leverages existing digital skills of members and build new ones.
- ...Enterprise systems, open data, transparent information to enable evidence-based decision making.

# Digital Maturity Model





**Stages of Digital Maturity**





- Outcome-based Plan
- Funding
  - Data Management
  - Digital Literacy
  - Transformation Delivery
  - Data |Centric Security
  - Innovation and Experimentation
- Alignment with Dept objectives and plans
- Continue to build the partner ecosystem



# Questions