

WEBVTT

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<v SPEAKER_1>In this episode of Defence Deconstructed, recording September 4th, 2025, we sit down with Jordan Miller to discuss his upcoming policy perspective titled, Shifting Defence from Procurement to Production.

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<v SPEAKER_1>We discuss the proposed Defence Procurement Agency and the eagerly awaited defence industrial strategy, and how they can best deliver the military the capabilities it needs in a sustainable way.

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<v SPEAKER_1>We cover what it means to shift to a defence production focus, venture capital, investments in defence, and how the public sector can make the necessary transformation.

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<v SPEAKER_1>Jordan, welcome on Defence Deconstructed.

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<v SPEAKER_2>Oh, thanks a lot for having me.

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<v SPEAKER_2>It's a pleasure.

00:00:44.780 --> 00:00:45.760

<v SPEAKER_1>The pleasure is ours.

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<v SPEAKER_1>So we're having you today on the pod to talk about a paper that we're going to publish next week.

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<v SPEAKER_1>So it's a little bit of a teaser for the audience to look out for the publication of your piece on Wednesday, September 10th.

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<v SPEAKER_1>But your paper essentially talks about defence procurement and defence production, suggesting that we're missing an important piece in the military acquisition conversation.

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<v SPEAKER_1>And while we focus on reforming procurement, you argue that we ought to stop neglecting defence production.

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<v SPEAKER_1>So to start, I would like to get your view on why procurement reform is not enough and what you see as the main

challenges.

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<v SPEAKER_2>Yeah, that's a great question.

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<v SPEAKER_2>And I think that's sort of where the rest of the paper flows from.

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<v SPEAKER_2>When we talk about defence procurement, what we're really talking about is the buying of the stuff, the services and what the Canadian Armed Forces need.

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<v SPEAKER_2>Let me be very clear, fixing that is essential.

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<v SPEAKER_2>We know that, I don't think I need to remind listeners as to why that's essential.

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<v SPEAKER_2>But it is not enough.

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<v SPEAKER_2>I want to be equally clear there.

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<v SPEAKER_2>Over the long term, just fixing the buying of things and services is not going to be enough.

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<v SPEAKER_2>There was one example from I think 2023, when Canada was looking to donate a lot of artillery ammunition to Ukraine.

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<v SPEAKER_2>We had a shortage in Canada primarily because we didn't have enough capital equipment.

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<v SPEAKER_2>And we had shortages in raw inputs.

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<v SPEAKER_2>And that's just one example.

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<v SPEAKER_2>I think during COVID, we also saw that not having production capability in Canada for PPE isn't a problem until you need 300 million of something.

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<v SPEAKER_2>So when we think about the future of defence in Canada, we know that there's a 10 year vision with NATO to reach 5%.

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<v SPEAKER_2>So this isn't something that Canada is going to surge one time.

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<v SPEAKER_2>I think we need to be thinking about production because we need to make sure we have firstly the industrial capacity to produce the things that the CAF needs today and for what we see in tomorrow.

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<v SPEAKER_2>We also need to make sure we have enough raw inputs.

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<v SPEAKER_2>That can be things like metal, but increasingly that's going to be the critical minerals for chips.

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<v SPEAKER_2>That's going to be the human capital for a lot of the software and the very technologically advanced systems we're looking at.

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<v SPEAKER_2>It will do Canada no good to reform the ability to buy things if we don't also start more actively managing our domestic capability to produce things.

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<v SPEAKER_2>The Prime Minister said, I think a couple of months ago, that 75 cents out of every capital expenditure dollar goes to the United States.

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<v SPEAKER_2>If the intent is for Canada to reduce dependency on the United States, that means increasing our ability to produce.

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<v SPEAKER_2>If we're going to be contributing to rearm Europe in a meaningful way, that's also going to mean an increased industrial capacity at home.

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<v SPEAKER_2>I think the crux of the whole paper is that production is more than just procurement, it's more than just the buying, it's the entire life cycle, it's the inputs, it's the capacity, it's the ability to do things for ourselves while minimizing dependencies.

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<v SPEAKER_1>No, and I think this is a very important point that you make, especially in the time in which we find ourselves, where we need to rely less on the United States because of the current political climate within our southern neighbors' domestic politics, but also how they've been dealing and managing their relationship with us.

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<v SPEAKER_1>And we've mostly focused on the diversification piece with the signing of the Defence and Security Partnership with Europe, with the fact that when the Prime Minister committed and made the announcement on 2% of GDP by the end of this fiscal year, in March of 2026, there was a lot of money put towards diversification.

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<v SPEAKER_1>And then on top of that, if we're going towards a Defence Procurement Agency, there's also a piece of like, well, what is the point if it's just a purchasing agency and the pursuit of just that, if we continue being dependent on other industries and other countries.

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<v SPEAKER_1>And you mentioned COVID and like the 3M, Trump blocking the 3M shipping to Canada comes to mind for me explicitly.

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<v SPEAKER_1>And I think that when we put like all the strategic pieces in hand, I also think immediately of the Defence Industrial Strategy currently being drafted.

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<v SPEAKER_1>Because right now we know exactly, we don't really know what it's kind of looks like.

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<v SPEAKER_1>But some of the things that has been emphasised and communicated about from the Department of National Defence, is that we're going to move towards a domestic sovereign capability as a concept.

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<v SPEAKER_1>So it means to me that the government is also thinking about our defence industrial base and our industrial base.

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<v SPEAKER_1>Like more generally.

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<v SPEAKER_1>And you mentioned when you're talking about production,

you mentioned the need to make choices and prioritise.

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<v SPEAKER_1>And I know it's a difficult question to ask, but given that like you're a researcher in the defence space, you've been in the defence space for a while now, like you should have an idea of like where we are in Canada.

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<v SPEAKER_1>And like what do you think those priorities should be?

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<v SPEAKER_1>Or at least how the government should prioritise to make sure that this defence production piece to reforming our economy and our defence ecosystem should be so that it has like the best effects possible?

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<v SPEAKER_2>Yeah, I think that's a great question because that will, how we define priorities will then flow as to which sectors and sub-sectors are prioritised.

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<v SPEAKER_2>You've talked about 3M and I think the ventilators during COVID.

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<v SPEAKER_2>There were Canadian manufacturers that stepped up to start producing ventilators, but they did so in a moment of crisis, which is great, to be able to do that during the biggest pandemic the world has seen in the last century.

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<v SPEAKER_2>But that's not a great way to plan forward, given that we've got a 10-year horizon.

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<v SPEAKER_2>The biggest, I think, advantage to taking a production mindset and to defining priorities is that we won't be rushing.

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<v SPEAKER_2>Rushing is always, well, a rush, so there's always some kind of corners cut, there's the potential for cost overruns and that kind of thing, which frankly matters less when you're in the middle of a crisis.

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<v SPEAKER_2>During a crisis, effectiveness usually becomes your measure of performance, not efficiency.

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<v SPEAKER_2>But if we've got 10 years of view here and we can start to be more, if Canada can start to be more deliberate about which subsectors it's going to prioritize, we're going to see the innovation and the commercialization effort, frankly, flow in those directions.

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<v SPEAKER_2>We saw with the submarine announcement that Canada, I would say wisely, decided that we are not going to produce submarines.

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<v SPEAKER_2>That would be a major industrial investment for Canada.

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<v SPEAKER_2>It would be most likely more expensive and it would cost a lot of time.

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<v SPEAKER_2>But that doesn't mean we're not going to do in-service support for the submarines.

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<v SPEAKER_2>That doesn't mean we aren't going to do maintenance in Canada.

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<v SPEAKER_2>If we look at other sectors like, say, shipbuilding, cybersecurity, helicopters, armored vehicles, the priority we assign to those should be indexed off of Canada's production needs, off of its export requirements, and off of our innovation priorities.

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<v SPEAKER_2>By clearly stating what those are, Canada can then start assigning the innovation funding, the R&D incentives, so that we have kind of coherence across the industry.

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<v SPEAKER_2>So the industry can be incentivized to not only meet Canadian production needs, but also export and also innovation.

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<v SPEAKER_2>And I think we need to be very clear in Canada, we cannot and should not try to do everything.

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<v SPEAKER_2>We are simply not big enough as an industrial power to do so.

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<v SPEAKER_2>And I think the submarines was an acknowledgement of

that.

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<v SPEAKER_2>So if we look to ONSAF, we can see kind of a hint toward that future.

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<v SPEAKER_2>ONSAF says that there is going to be a review of the national security strategy every four years.

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<v SPEAKER_2>I think if we're taking a production mindset, this doesn't mean we define our industrial priorities once and then leave it alone.

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<v SPEAKER_2>We also need to be updating those based on evolving national security needs.

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<v SPEAKER_2>Now, we shouldn't be updating those every year, I don't think, because it takes time.

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<v SPEAKER_2>All of this takes time.

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<v SPEAKER_2>Industrial capacity, research and development, all of that is going to take time.

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<v SPEAKER_2>But I think every four years, or in the case of a major strategic shock, I think revisiting what our production priorities are is essential.

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<v SPEAKER_2>Because as I mentioned at the start, everything flows from what we define as in and what we define as maybe out, or maybe we can rely on other friendly countries to help us support this.

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<v SPEAKER_2>I mean, to come back to the most recent example, Canada has effectively made that choice on submarines.

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<v SPEAKER_2>We're going to buy them from friendly countries, and we're going to, I assume, maintain and service them in Canada.

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<v SPEAKER_2>That's a choice we've made.

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<v SPEAKER_2>That's a strategic trade-off we've made.

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<v SPEAKER_2>For a country the size of Canada, I think those are unavoidable.

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<v SPEAKER_2>We just need to be very deliberate and very wide-eyed about how we walk into those situations to be clear that when we decide not to do something, we have a plan and we have some industrial diversity globally so we can change if we have to.

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<v SPEAKER_1>And to go further a little bit on that thought because right now we're talking very much about conventional military capabilities, like you mentioned shipbuilding.

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<v SPEAKER_1>And you cannot think about like defence production without thinking of the national shipbuilding strategy and the fact that it's bearing fruits.

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<v SPEAKER_1>But in a typical Canadian fashion, one, it took a long time, but also we complain a lot about it because it costs a lot of money and it requires a lot of effort and it takes a very long time for something like that to bear fruit.

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<v SPEAKER_1>But further on that, as we're moving more towards a digital space and a space where uncrewed systems are becoming more and more common, how do we balance that?

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<v SPEAKER_1>Because dual use is such a wide term and then we might end up prioritizing again everything.

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<v SPEAKER_1>I have my own thought about dual use because I think the logistic that makes clothing for the military could qualify itself as a dual use because it's a military use for something that is not necessarily military in its own right.

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<v SPEAKER_1>But there are issues like that that we need to square away.

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<v SPEAKER_1>How would you think about those in a defence production context?

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<v SPEAKER_2>Yeah, I think you've really struck the nail on the head there because if we take a very broad approach to dual use, that could notionally make many of Canada's industries defence industrial production agencies, even if they're not core defence.

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<v SPEAKER_2>By the same token, I think if we look too narrowly at how we define dual use, we're going to exclude some emerging technologies from having a defence application.

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<v SPEAKER_2>I'm thinking somewhere between 80 and 85% of the space industry emerges from the commercial sector.

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<v SPEAKER_2>So if we think about dual use for space, the vast majority of the industry currently is commercially driven.

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<v SPEAKER_2>Some of those have defence applications.

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<v SPEAKER_2>Some of them perhaps could have defence applications, but aren't currently being used in the Canadian context for defence.

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<v SPEAKER_2>So where do we draw that line?

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<v SPEAKER_2>I mean, I don't want to do that here today because I think there's just too many variables to say clearly where that line should be.

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<v SPEAKER_2>But I think we see the same phenomenon in quantum, in AI, in cyber security.

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<v SPEAKER_2>When we look to NATO's commitment to move to 5%, 3.5% of that spending is for defence, like core defence equipment and infrastructure.

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<v SPEAKER_2>And the other one and a half is on things like critical infrastructure, civil resilience, and defence industrial capacity.

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<v SPEAKER_2>I think how we define that second piece becomes a bit tricky for the reasons I just mentioned.

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<v SPEAKER_2>But the point for me is that will count toward NATO's spending.

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<v SPEAKER_2>How we define our dual-use industries will have real impacts for how Canada interacts with NATO and with NATO partners.

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<v SPEAKER_2>So yeah, space and cyber should probably be there as a start.

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<v SPEAKER_2>Quantum and drones of all kinds should probably be there.

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<v SPEAKER_2>Does that mean clothing and steel?

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<v SPEAKER_2>I mean, maybe it's a bit more of a stretch just because of the breadth of application.

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<v SPEAKER_2>Clothing sold to DND would clearly count.

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<v SPEAKER_2>Steel sold to the shipbuilders would clearly count.

00:14:07.360 --> 00:14:14.120

<v SPEAKER_2>But to use a bit of a cliched statement, the devil is going to be in the details in terms of where we define that line.

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<v SPEAKER_2>And frankly, there's going to be a lot of stakeholders who have different views on where that line ought to be, obviously.

00:14:26.420 --> 00:14:29.840

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<v SPEAKER_1>Yeah, and I want to emphasize another piece that is important for the government to take into consideration if we are to move forward in the 3.5% of GDP in core defence spending.

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<v SPEAKER_1>NATO has a requirement in its investment pledge, at least in the 2% one, that like about 20% of the defence spending, the core defence spending needs to go towards capability acquisition and research and development.

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<v SPEAKER_1>So Canada could leverage actually that mechanism to be able to pursue dual use definition and kind of try to pursue innovation and commercialization to its benefit in a certain way, although the math is gonna be very complicated and I don't want to have the typical host of the show to get on me because I got the money wrong.

00:15:40.620 --> 00:15:42.520

<v SPEAKER_1>So I'll stop there on that idea.

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<v SPEAKER_1>But also the other thing that I'm thinking about when we're talking about dual use and digital technology is that there's going to be a lot of thinking necessary so that Canada doesn't hop on hype all the time.

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<v SPEAKER_1>Because we get those, are we in an AI bubble is becoming a conversation just like the.com bubble in the late 90s, I think it was.

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<v SPEAKER_1>So we need to be careful not to put all of our eggs in the digital basket and then end up not necessarily failing but get less bang for our buck if we pursue that approach.

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<v SPEAKER_1>Yeah.

00:16:23.460 --> 00:16:35.260

<v SPEAKER_2>I was just going to say the role of the post-secondary sector for basic and advanced research, I think is something we as a country need to incentivize a bit more directly.

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<v SPEAKER_2>I mean, things like BlackBerry, things like energy technologies, both conventional and renewable.

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<v SPEAKER_2>A lot of those technologies began as post-secondary research programs.

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<v SPEAKER_2>Now, that doesn't mean that everything that comes out of university is necessarily for defense and national security application because not all of it will be.

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<v SPEAKER_2>But to your point about sort of technology and trying to stay on pace with partners and certainly ahead of adversaries, a lot of that is going to be driven from the university sector because they're driving it for the sake of knowledge.

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<v SPEAKER_2>And at some point, that commercialization handoff needs to happen with industry, both small and medium businesses and the larger ones.

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<v SPEAKER_2>I don't think the universities should be doing all that commercialization work.

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<v SPEAKER_2>That's really not their role.

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<v SPEAKER_2>That's the role of industry.

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<v SPEAKER_2>But there needs to be, I think, to the whole technology development point, a tighter link up between the two.

00:17:35.080 --> 00:17:43.100

<v SPEAKER_2>So that research funding, not every research project is going to lead to a commercial outcome.

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<v SPEAKER_2>In previous roles, I worked in research and development.

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<v SPEAKER_2>And you can often get to where you thought you were going, and still not turn anything out that can be commercialized.

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<v SPEAKER_2>And that's remarkably normal in that process.

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<v SPEAKER_2>And this all speaks to kind of risk appetite.

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<v SPEAKER_2>How much are we willing to spend for research that doesn't necessarily lead to a commercial product?

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<v SPEAKER_2>And that's an open question, because that's going to be different for every company.

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<v SPEAKER_2>But I think in terms of universities, I think now is probably the time for Canada to have a bit higher risk appetite in terms of what we're willing to research, and how much we're willing to incentivize commercialization.

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<v SPEAKER_2>And it's quite possible in the dual use sector that something that began in one place ended up having commercial application that has nothing to do with defence.

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<v SPEAKER_2>That doesn't really touch what we're talking about here, but it's probably still good for our national prosperity.

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<v SPEAKER_1>Absolutely, and that risk aversion piece is going to be so critical.

00:18:48.340 --> 00:19:12.820

<v SPEAKER_1>And I think what's come out in my mind from your paper, but also from all the conversations that have been happening around defence industrial base reforming procurement and reforming the way that Canada does business in defence is like the underappreciation of the transformation that needs to happen at a whole government level to be able to pursue that.

00:19:12.820 --> 00:19:40.840

<v SPEAKER_1>But I want to drill down a little bit on the point that you made about investments, commercialization, and the role of secondary and post-secondary institutions in that innovation piece is the fact that venture capital investments in defence on the part of the Government of Canada, but also from the market, has been quite a central piece that has been discussed in recent months.

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<v SPEAKER_1>None of, for example, One9 has been quite big in trying to drive this conversation and has picked up steam quite a bit.

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<v SPEAKER_1>And even recently, the Business Development Canada lifted its hold on defence investments.

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<v SPEAKER_1>So we see the Government or at least Crown corporations and the market moving more towards actively investing and offering venture capital investment in the dual use of the defence sphere.

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<v SPEAKER_1>How do you see this mechanism help in the defence production piece?

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<v SPEAKER_1>And I kind of want you to relate that to the history of defence production management in Canada, because this defence investment piece is quite different to what we used to do.

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<v SPEAKER_1>Because before we used to have, as you write in your paper, we used to have an agency for that.

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<v SPEAKER_1>But could we have D&D take the lead and start being almost an angel investor in the defence industrial base to drive that forward?

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<v SPEAKER_1>And would that be a useful mechanism beyond creating an entirely new agency that will take years to develop and set up for success?

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<v SPEAKER_2>There's a lot to unpack there.

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<v SPEAKER_2>I'll go for the historical part first.

00:21:06.320 --> 00:21:32.800

<v SPEAKER_2>For those who may not be aware, the Department of Defence Production in the 50s, they were empowered to not only buy equipment for the Canadian Armed Forces needs, so the procurement part in terms of how we currently talk about it, but they were also incentivized to manage the industrial capacity, that is to say the defence industrial base to make sure it had enough inputs and enough industrial capacity to do the first part.

00:21:32.800 --> 00:21:34.980

<v SPEAKER_2>They were also empowered to manage Canada's exports.

00:21:35.240 --> 00:21:46.740

<v SPEAKER_2>So, that currently I think is largely CCC through government to government sales in the context of the Government of Canada, and they were also incentivized to do the R&D piece.

00:21:46.740 --> 00:21:48.800

<v SPEAKER_2>So, that was one department that had all of those things.

00:21:48.800 --> 00:21:51.560

<v SPEAKER_2>That's obviously not the structure we have today.

00:21:53.340 --> 00:21:56.080

<v SPEAKER_2>We have bits of that everywhere.

00:21:56.080 --> 00:22:00.720

<v SPEAKER_2>ICED keeps an eye on the industrial capacity, but it's not the same as the previous mandate.

00:22:02.460 --> 00:22:05.300

<v SPEAKER_2>We have Defence Research and Development, National Research Council.

00:22:05.300 --> 00:22:09.420

<v SPEAKER_2>They do a lot of the R&D component, but it's not the same as the mandate.

00:22:09.420 --> 00:22:18.440

<v SPEAKER_2>So, we still have all of the pieces of the original Department of Defence Production, but we don't have them unified.

00:22:18.440 --> 00:22:20.480

<v SPEAKER_2>So, that's a challenge we can get into later.

00:22:21.060 --> 00:22:25.320

<v SPEAKER_2>Why solving that all at once is perhaps not a good idea, or at least not yet.

00:22:26.780 --> 00:22:32.300

<v SPEAKER_2>But I think that the biggest change from the 50s to today is obviously the technology.

00:22:32.300 --> 00:22:38.580

<v SPEAKER_2>If I recall correctly, something like 90% of Canada's defence industry is small and medium business.

00:22:38.580 --> 00:22:56.840

<v SPEAKER_2>So when we start talking about venture capital, the big publicly traded companies probably don't have as great a need because they can find capital in financing either through the markets or through large government incentive programs like the Strategic Innovation Fund with repayable loans.

00:22:58.180 --> 00:23:19.680

<v SPEAKER_2>For small and mid-market businesses, venture capital could be the difference between research and development that gets to that technology readiness level six and then never gets across the so-called valley of death to technology readiness level nine, where it can actually be a mature commercialized saleable technology.

00:23:19.860 --> 00:23:32.800

<v SPEAKER_2>So that piece about venture capital, I think that change in the market is such that venture capital funding will, I think, unlock a lot of technology for those small medium businesses.

00:23:32.800 --> 00:23:36.960

<v SPEAKER_2>And a lot of the small medium businesses are doing something very, very discrete.

00:23:36.960 --> 00:23:43.280

<v SPEAKER_2>So it's a single sensor or a collection of sensors or one kind of data management solution.

00:23:43.280 --> 00:23:48.360

<v SPEAKER_2>And all of these things feed up into bigger sort of systems and systems of systems approaches.

00:23:49.520 --> 00:24:08.380

<v SPEAKER_2>But just like the TRL six to nine gap, if we can't, as a country, take all of that good innovation from the small medium business and the mid market companies and turn that into something saleable, we're missing a huge opportunity.

00:24:08.380 --> 00:24:10.540

<v SPEAKER_2>I mean, we know how fast technology moves.

00:24:10.540 --> 00:24:18.680

<v SPEAKER_2>We know that maintaining or at least having parity for technology with an adversary is vital.

00:24:20.300 --> 00:24:29.960

<v SPEAKER_2>So I think that's probably the most important role for venture capital to play is to connect the small medium and the mid market into those bigger system of system solutions.

00:24:31.360 --> 00:24:40.760

<v SPEAKER_2>So the other really important thing when we're thinking about technology is that I don't want any of the listeners to think that technology is the be all, end all solution.

00:24:40.760 --> 00:24:47.440

<v SPEAKER_2>Just like we need to buy the hardware and equipment the

Canadian forces need, we need to think about production.

00:24:47.440 --> 00:24:52.400

<v SPEAKER_2>Similarly, the technology on its own is not going to solve the problem.

00:24:52.400 --> 00:24:57.080

<v SPEAKER_2>Charlotte, I know you've written about recruitment and retention challenges before.

00:24:59.300 --> 00:25:05.760

<v SPEAKER_2>I mean, it is a bit of a cliché, but without the people, the technology is just gear.

00:25:05.760 --> 00:25:08.780

<v SPEAKER_2>I don't know where the figures are now.

00:25:08.780 --> 00:25:13.100

<v SPEAKER_2>I think your last work said something on the order of 14,000 personnel short.

00:25:14.980 --> 00:25:16.160

<v SPEAKER_2>That's significant.

00:25:17.500 --> 00:25:34.840

<v SPEAKER_2>Even if Canada solves the technology challenge and we start getting venture capital flowing and we can start to integrate small, medium and mid-market into bigger programs, if Canada starts procuring platforms for which we don't have enough trained personnel, we haven't really solved the problem.

00:25:35.140 --> 00:25:45.160

<v SPEAKER_2>We've solved an industrial challenge, which on its own is good, but we're going to seriously underperform on the investment if we don't have the trained personnel necessary.

00:25:45.160 --> 00:25:52.420

<v SPEAKER_2>And I guess the question then becomes is, how does Canada prioritize its training and personnel generation industrial subsectors?

00:25:52.420 --> 00:26:06.220

<v SPEAKER_2>Because to me, that's going to be a lot of the connective tissue that connects hard, tangible technology to the people of the Canadian Armed Forces who can use it in training, on operations, to train more junior members.

00:26:06.220 --> 00:26:15.520

<v SPEAKER_2>I mean, that personnel shortage means, like, that, to me, is almost the beginning, or sorry, the bigger limiting factor here.

00:26:18.520 --> 00:26:23.940

<v SPEAKER_1>Let me run with that personnel piece, because I am so glad you mentioned it.

00:26:23.940 --> 00:26:39.840

<v SPEAKER_1>There is a big underappreciated piece in all of this, is that we're 14,000, between 12 to 14,000 people short of the total authorised strength.

00:26:39.840 --> 00:26:49.780

<v SPEAKER_1>So that means that that was a number that was authorised by Cabinet and the Treasury Board back in 2017, based on 2017 needs and capabilities.

00:26:49.780 --> 00:26:53.140

<v SPEAKER_1>Things have changed a lot in the past eight years.

00:26:53.180 --> 00:26:57.480

<v SPEAKER_1>But then to that, you have what we call trained effective strength.

00:26:57.480 --> 00:27:03.700

<v SPEAKER_1>And that is the people that are operationally ready and operationally capable.

00:27:03.700 --> 00:27:09.860

<v SPEAKER_1>That means that those are the people that are trained and actively involved in doing different day-to-day job.

00:27:09.860 --> 00:27:39.800

<v SPEAKER_1>And what is deeply underappreciated when we're talking about the personnel shortage is that yes, we have that gap in the total authorised strength, but even if we close the total authorised strength gap, we're going to still have a massive trained total effective strength, which means that we still continue dealing with a shortage of people properly trained and doing the job that the CAF and Defence needs them to do.

00:27:39.800 --> 00:28:09.160

<v SPEAKER_1>So while we close the total authorised strength gap, that problem remains, and while we're still arguing to obtain more technology, better AI integration and drones, the problem is that it's not removing the need for people, it's shifting what kind of occupation we need people to engage in, and might require you to take the people who have been in the CAF for a while and put them into training as well.

00:28:09.160 --> 00:28:11.360

<v SPEAKER_1>And that creates an entire pipeline issue.

00:28:11.980 --> 00:28:31.280

<v SPEAKER_1>And I think that when we talk about this transformation of like defence industrial base, how Canada does business in the defence world, even how we procure, and that's a question around the timelines at Submarine, is do we have the people to actually make the most of those investments?

00:28:31.280 --> 00:28:38.080

<v SPEAKER_1>We can say it's going to take a while to build that defence industrial base, and so that gives us the time to get the personnel there.

00:28:38.700 --> 00:29:02.540

<v SPEAKER_1>But when it takes 206 days on average for someone to go from basic military qualifications training to occupational training, and then in total from the point that someone applies to the military until they're fully trained to do their job at the lowest level possible, it takes three to four or even five years for some people.

00:29:02.540 --> 00:29:12.120

<v SPEAKER_1>That is worrisome, and so I really appreciate you making that point, that it is a transformation of defence overall and kind of pushing.

00:29:12.120 --> 00:29:27.260

<v SPEAKER_1>What I see from your paper is in this conversation, is pushing against the continued silo-ization of defence issues, but doesn't necessarily mean that we need to create a new agency that oversees all of that.

00:29:27.260 --> 00:29:39.660

<v SPEAKER_1>The reason why there's a division of labour exists, I honestly don't necessarily know what it is, but the government has organized itself in a certain way to meet certain needs.

00:29:39.660 --> 00:29:45.460

<v SPEAKER_1>But there needs to be better connective tissues amongst all of those silos to fix the problem.

00:29:46.180 --> 00:29:50.480

<v SPEAKER_1>Honestly, sorry for stealing your thunder here.

00:29:50.480 --> 00:30:03.660

<v SPEAKER_1>But it is an important underlining there, and I really appreciate you making that point, and including training in that defence production conversation, I think is an important one.

00:30:03.780 --> 00:30:15.700

<v SPEAKER_1>Because we can't fix the personnel problem by just

investing into procurement, and we won't fix the capability problem in the Canadian Armed Forces by just investing in personnel.

00:30:16.500 --> 00:30:18.560
<v SPEAKER_1>It's all together.

00:30:18.560 --> 00:30:28.920
<v SPEAKER_1>So thank you very much for bringing that in and actually closing this conversation with that.

00:30:29.120 --> 00:30:34.620
<v SPEAKER_1>And before I let you go, I have the biggest curveball for you.

00:30:34.620 --> 00:30:37.640
<v SPEAKER_1>What are you reading these days?

00:30:37.640 --> 00:30:38.980
<v SPEAKER_2>Oh, boy.

00:30:38.980 --> 00:30:39.960
<v SPEAKER_2>Yes.

00:30:39.960 --> 00:30:42.620
<v SPEAKER_2>So I've got two books on the go right now.

00:30:42.620 --> 00:30:47.500
<v SPEAKER_2>One of them, Daniel Stoker, I believe, Why America Loses Wars.

00:30:47.500 --> 00:31:01.900
<v SPEAKER_2>It's about America's, well, failure to win small wars since Korea, kind of a retrospective on limited war theory and why it continues to underperform.

00:31:02.540 --> 00:31:05.880
<v SPEAKER_2>And I'm also reading David Kilcullen.

00:31:05.880 --> 00:31:08.900
<v SPEAKER_2>He's got a co-author whose name escapes me at the moment.

00:31:12.140 --> 00:31:14.280
<v SPEAKER_2>Oh, what is it called?

00:31:14.280 --> 00:31:16.660
<v SPEAKER_2>It is escaping me at the moment.

00:31:16.660 --> 00:31:20.300
<v SPEAKER_2>It's basically a retrospective on failure in Afghanistan.

00:31:21.440 --> 00:31:22.780
<v SPEAKER_2>It looks to Vietnam.

00:31:22.780 --> 00:31:32.980
<v SPEAKER_2>It looks to the Soviet experience in Afghanistan to basically try to explain how and why Western forces could not achieve the victory that they were after in Afghanistan.

00:31:34.720 --> 00:31:36.820
<v SPEAKER_1>Well, fascinating.

00:31:36.820 --> 00:31:40.860
<v SPEAKER_2>Yeah, I usually have one or two on the go and kind of peck at them over a few weeks.

00:31:40.860 --> 00:31:43.680
<v SPEAKER_2>So yeah, that's been my summer reading.

00:31:44.760 --> 00:31:46.600
<v SPEAKER_1>Well, light reading for your summer, I see.

00:31:47.400 --> 00:31:57.920
<v SPEAKER_1>Well, Jordan, thank you so much for joining us on Defence Deconstructed and for our listeners, watch out for Jordan's paper to come out on Wednesday, September 10th.

00:31:57.920 --> 00:32:00.420
<v SPEAKER_1>Talk to you soon, Jordan.

00:32:00.420 --> 00:32:01.320
<v SPEAKER_2>Thanks a lot for having me.

00:32:01.320 --> 00:32:03.120
<v SPEAKER_2>Talk to you shortly.

00:32:03.120 --> 00:32:05.320
<v SPEAKER_3>Thanks for listening to Defence Deconstructed.

00:32:05.320 --> 00:32:10.780
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00:32:10.780 --> 00:32:17.380
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00:32:17.380 --> 00:32:19.980
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00:32:19.980 --> 00:32:23.620

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