

WEBVTT

00:00:06.340 --> 00:00:20.860

<v SPEAKER_2>In this episode of Defence Deconstructed, in which we're making available a panel discussion from our September 16th, 2025 conference, Charting Canada's Digital Ambition, presenting a discussion titled Setting the Conditions for Success with Canada's Digital Evolution.

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<v SPEAKER_2>This features Jody Thomas, ADM Nutan Behki, and Mel Crocker, moderated by retired British General Chris Ayotte, discussing the human and technological risk factors in both government and industry to digital adoption.

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<v SPEAKER_2>This conference is organized by Triple Helix, our network supported by the Department of National Defence's Mobilizing Insights in Defence and Security Programme, CGAI Strategic Sponsors, and conference sponsors Dell Technologies and Microsoft.

00:00:54.238 --> 00:00:57.798

<v SPEAKER_2>I want to jump into our third panel, Setting the Conditions for Success.

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<v SPEAKER_2>I'm very happy to have one of our fellows, Chris Ayotte, who's now with AWS, being the moderator for this session.

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<v SPEAKER_2>Next to him is Jody Thomas, who's a former lots of things relevant to this conversation.

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<v SPEAKER_2>She fixed the passport issue, we heard about that earlier.

00:01:15.238 --> 00:01:20.878

<v SPEAKER_2>Also the National Intelligence and Security Advisor, the Prime Minister and the Deputy at National Defence.

00:01:20.878 --> 00:01:25.198

<v SPEAKER_2>Next to her, Nutan Behki, the Assistant Deputy Minister of Shared Services Canada.

00:01:25.198 --> 00:01:29.998

<v SPEAKER_2>And closest to me, Mel Crocker, the Chief Information Officer for Air Canada.

00:01:29.998 --> 00:01:31.478

<v SPEAKER_2>Chris, over to you, sir.

00:01:31.478 --> 00:01:32.058

<v SPEAKER_3>Thanks, Dave.

00:01:32.058 --> 00:01:34.738

<v SPEAKER_3>Hey, good afternoon, everyone.

00:01:34.738 --> 00:01:39.438

<v SPEAKER_3>So we've had some, a bit of a journey today, which has led us to this point with the last panel.

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<v SPEAKER_3>So starting off with MP Suds, giving us a bit of a broad perspective on things.

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<v SPEAKER_3>And then a bit of a state of the union, which was great.

00:01:50.378 --> 00:02:00.618

<v SPEAKER_3>And I really like the, everyone coalesced around this idea of a bit of a death of a thousand small P policy cuts and where we are at the moment.

00:02:00.618 --> 00:02:03.538

<v SPEAKER_3>And then we got into a great panel with industry.

00:02:03.538 --> 00:02:05.978

<v SPEAKER_3>I love the focus on mission, right?

00:02:05.978 --> 00:02:11.758

<v SPEAKER_3>So we always tend to focus on the military mission, but industry, that language permeates throughout.

00:02:11.758 --> 00:02:18.418

<v SPEAKER_3>Everybody who actually needs to deliver something critical to a customer, to a nation, whatever that looks like.

00:02:18.838 --> 00:02:35.518

<v SPEAKER_3>So it's, everybody seems to be coalescing around that, and they're still able to do that in industry, to be compliant, to maintain privacy, to assess risk in this new digital landscape, which I think is really encouraging because it demonstrates what is possible.

00:02:35.518 --> 00:02:44.538

<v SPEAKER_3>The other side of that coin, I think it does, is it demonstrates maybe the work that we have to do here in Canada, in government, because it's been shown it can be done.

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<v SPEAKER_3>So what is the path between that ambition, to get where we want to go, noting that others have already path found for us.

00:02:53.438 --> 00:02:56.998

<v SPEAKER_3>So how do we use what they've learned, how do we partner and how do we go forward?

00:02:56.998 --> 00:03:04.738

<v SPEAKER_3>And then of course, I mean, I'll quote Steve Boimain, he just left the room, the general empowering leaders and not process.

00:03:04.738 --> 00:03:09.258

<v SPEAKER_3>And that is, that's something I think we all hope for.

00:03:09.318 --> 00:03:12.798

<v SPEAKER_3>Simple, not necessarily easy, but that's okay.

00:03:12.798 --> 00:03:14.478

<v SPEAKER_3>That's why we're all here.

00:03:14.478 --> 00:03:25.518

<v SPEAKER_3>And we've got a great panel today and we're going to walk through a number of things that will sound quite familiar because they are the core tenants that came out today.

00:03:25.518 --> 00:03:30.158

<v SPEAKER_3>Education and literacy, learning and being curious about this digital age.

00:03:30.498 --> 00:03:34.138

<v SPEAKER_3>It's not your world, but it really needs to be.

00:03:34.138 --> 00:03:36.318

<v SPEAKER_3>What do the right people look like and the right skills?

00:03:36.758 --> 00:03:45.638

<v SPEAKER_3>And what are some of those really tangible actions that we can move forward on right away to kickstart this path in digital ambition?

00:03:45.638 --> 00:03:52.038

<v SPEAKER_3>Now I'm going to ask each panelist an opening question to generate some of their thoughts, their background.

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<v SPEAKER_3>I certainly encourage you to go into their bios because it's an impressive group that we have here today.

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<v SPEAKER_3>Then I'll start off with Jody and as I think everybody knows, former National Security Intelligence Advisor to the Prime Minister.

00:04:09.198 --> 00:04:23.558

<v SPEAKER_3>From your background Jody, in that Defence and Intelligence world, why does digital matter so much and how do you feel our posture is at the moment, not just based on your experience but what you've heard here today?

00:04:25.338 --> 00:04:26.558

<v SPEAKER_1>Why does digital matter?

00:04:26.558 --> 00:05:32.878

<v SPEAKER_1>Because the world has always operated on information and the speed at which information moves today in order to make decisions whether the decisions that Steve Boyd has to make or his commanders on the battlefield or the decisions that Deputy Minister or Minister need to make or the decisions the Prime Minister needs to make are based on information and in Canada information is analog and the world is faster than digital and we are behind and we have been behind for some time and we're going to have to skip several iterations and generations of technology in order to catch up and it has not been a priority for successive governments and any of this in terms of discussing candidates, easy to blame one government, one Prime Minister but it's not one government, one Prime Minister, Canadians haven't cared about investments in these kinds of programs and procurements.

00:05:32.878 --> 00:05:39.638

<v SPEAKER_1>They care about bigger, flashier things and we've not held the government as Canadians to account.

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<v SPEAKER_1>We've not held the government as Canadians to account to invest in defence, to invest in CSIS, to invest in RCMP, to invest in all of those agencies and the enabling systems they need in order to function in today's world and tomorrow's world.

00:05:57.018 --> 00:06:11.058

<v SPEAKER_1>And so we are playing catch up in a world where we need to be ready and where people expect us to be ready, where Canadians expect us to be ready, where our allies expect us to be ready and we're simply not.

00:06:11.058 --> 00:06:14.838

<v SPEAKER_1>So there is a heavy lift ahead.

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<v SPEAKER_1>We want to get to 2% on defence spending.

00:06:17.938 --> 00:06:19.038
<v SPEAKER_1>Okay, that's really important.

00:06:19.098 --> 00:06:27.478
<v SPEAKER_1>And there's a lot of big hardware that needs to be bought, but we also need to buy the enabling infrastructure that allows that hardware to operate and to function.

00:06:27.478 --> 00:06:29.898
<v SPEAKER_1>We need CSIS to be able to function.

00:06:29.898 --> 00:06:34.918
<v SPEAKER_1>Well, we need to have a backbone system for CSIS to be able to move information.

00:06:34.918 --> 00:06:41.418
<v SPEAKER_1>I would say that one of my biggest frustrations as NSIA was I was always waiting, waiting for information and that's not critical.

00:06:41.418 --> 00:06:55.578
<v SPEAKER_1>I'm not being critical of individual people, but information was moving to the President of the United States, to the Prime Minister of the UK, to the Secretary General of NATO digitally, and I was waiting for handwritten reports.

00:06:58.218 --> 00:07:10.878
<v SPEAKER_3>So I think one of the next questions from Nutan and for those that haven't read her bio, so she might be the government rep on stage with Shared Services Canada, but she spent decades in the private sector in tech.

00:07:10.878 --> 00:07:17.498
<v SPEAKER_3>She brings a great perspective of what is possible into the federal government.

00:07:17.498 --> 00:07:26.918
<v SPEAKER_3>And I'd like to hear from Nutan about where you think we're postured based on noting that you were not here this morning, so you don't necessarily have all the Coles' notes.

00:07:26.918 --> 00:07:37.258
<v SPEAKER_3>But maybe that's a good thing about where you see the ambition is and where you see we currently are at in the government.

00:07:37.258 --> 00:07:39.418
<v SPEAKER_4>I think the ambition is very clear.

00:07:39.418 --> 00:07:41.778

<v SPEAKER_4>People want to be best in class.

00:07:42.158 --> 00:07:45.978

<v SPEAKER_4>Absolutely everybody wants to be best in class in terms of digital government.

00:07:45.978 --> 00:07:56.238

<v SPEAKER_4>We compare ourselves to scoring lists where we used to be number three and now we're number 33, but people do, everybody seeks that ambition.

00:07:56.238 --> 00:07:58.178

<v SPEAKER_4>Now what's holding us back?

00:07:58.178 --> 00:08:05.738

<v SPEAKER_4>And in my view, again from only three years in government and 30 years in private industry, I see a few things.

00:08:05.738 --> 00:08:10.178

<v SPEAKER_4>If I look at Canada as a whole, the raw talent is there.

00:08:10.578 --> 00:08:19.798

<v SPEAKER_4>We have good schools, we have a stable government, we're an attractive country for other people with skills to move to.

00:08:19.798 --> 00:08:33.938

<v SPEAKER_4>We have an okay venture capital environment, so I think most people who want to start up something new can find access to money, but they don't always get, in my view, the guidance that they need.

00:08:33.938 --> 00:08:47.358

<v SPEAKER_4>But if you put that together with how come the government then can't get to its digital ambition, I see a lack of a working partnership between government and industry.

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<v SPEAKER_4>Two reasons I see.

00:08:49.038 --> 00:09:32.078

<v SPEAKER_4>One, and you may have discussed that this morning, one is the vicious cycle of procurement in which government says, these are my problems that I need to solve, industry responds, government selects a vendor, all the other vendors launch a complaint, the government comes with a little more detailed requirements, selects a vendor, companies respond, vendor gets selected, legal challenge comes in, government now creates scoring matrices based on test results of exactly what is available today, so it cannot be challenged.

00:09:32.078 --> 00:09:34.418

<v SPEAKER_4>That doesn't lead to a partnership.

00:09:34.578 --> 00:09:43.338

<v SPEAKER_4>That leads to companies being selected on a set of requirements that may not even matter for where we are heading in the future.

00:09:43.338 --> 00:09:50.758

<v SPEAKER_4>So I think that solving that is actually not just on the government, but I think industry has a role to play there too.

00:09:50.798 --> 00:09:51.318

<v SPEAKER_5>Agreed.

00:09:57.278 --> 00:10:01.318

<v SPEAKER_3>So Mel, quite an opening question for you.

00:10:01.318 --> 00:10:14.758

<v SPEAKER_3>Now, as the CIO of Air Canada, what's your perspective on digital transformation journeys, and have you seen in your experience some common challenges that regardless of industry endure?

00:10:16.078 --> 00:10:18.038

<v SPEAKER_5>Thanks, Chris.

00:10:18.038 --> 00:10:20.298

<v SPEAKER_5>First of all, I want to say thank you for the invitation today.

00:10:20.878 --> 00:10:32.538

<v SPEAKER_5>It's been so riveting sitting in the audience and listening to many speakers comment on significant reasons to advance the digital agenda for government.

00:10:32.538 --> 00:10:38.458

<v SPEAKER_5>So could not be happier that that's recognized and clearly moving forward.

00:10:38.458 --> 00:10:40.318

<v SPEAKER_5>Quite a change, I would argue.

00:10:44.038 --> 00:10:46.638

<v SPEAKER_5>Industry, industry changes or they die.

00:10:46.638 --> 00:10:48.958

<v SPEAKER_5>It is very, very simple.

00:10:48.958 --> 00:10:52.738

<v SPEAKER_5>And if you don't drive transformation in industry, you'll become irrelevant.

00:10:52.738 --> 00:10:55.718

<v SPEAKER_5>As soon as you become irrelevant, you're bankrupt and you're done.

00:10:55.718 --> 00:10:57.418

<v SPEAKER_5>What does bankruptcy mean for us?

00:10:57.418 --> 00:11:03.818

<v SPEAKER_5>It means ultimately 38,000 people out of work and 50 million people not traveling.

00:11:03.818 --> 00:11:08.558

<v SPEAKER_5>So that's ultimately how I feel about the importance of driving digital transformation.

00:11:09.358 --> 00:11:11.898

<v SPEAKER_5>What kind of common challenges do we see?

00:11:12.058 --> 00:11:15.278

<v SPEAKER_5>They really revolve around three things in my mind.

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<v SPEAKER_5>One is the need for speed and just about everybody has spoken about speed, and the need to move quickly.

00:11:22.558 --> 00:11:25.318

<v SPEAKER_5>The second piece is move in the right direction.

00:11:25.318 --> 00:11:28.138

<v SPEAKER_5>So move with speed, move in the right direction.

00:11:28.138 --> 00:11:32.078

<v SPEAKER_5>And the last piece is do it without breaking significant things.

00:11:32.078 --> 00:11:41.898

<v SPEAKER_5>If you can do those three things well, and very few can do those three things well, you know, then I believe you'll have accomplished or gotten over all the challenges and move forward.

00:11:41.898 --> 00:11:43.058

<v SPEAKER_3>Thanks.

00:11:43.058 --> 00:11:57.958

<v SPEAKER_3>So we're going to move on to our first sort of topic, and perhaps we're going to re-litigate Admiral Lloyd's, the knowledge, understanding, culture, policy bit, but we're going to start off with a bit on literacy.

00:11:57.958 --> 00:12:18.078

<v SPEAKER_3>Nutan and I had a great conversation before this about what literacy looks like, and how that maybe should drive things, and I'd like to get her opinion on how would you approach improving digital literacy in the government, and where would you prioritize that?

00:12:18.078 --> 00:12:24.378

<v SPEAKER_3>Because when the thing to be solved is so big, like where do you start the problem of learning?

00:12:24.378 --> 00:12:37.018

<v SPEAKER_4>So what I would do, what I am doing in the role I have, is to make, to add a digital literacy component into every single job, but I'll pick two when you talk about priorities.

00:12:37.018 --> 00:12:59.558

<v SPEAKER_4>The first is that many people in the government offer services, and to offer services well, it means that you have to know and take advantage of all of the capabilities of the collaboration tools that you have, the information management, the automation of workflows, and most of the people who are doing that are not tech people.

00:12:59.558 --> 00:13:06.858

<v SPEAKER_4>So you would have to look at the people offering the services, is designing the services and up there, digital literacy.

00:13:06.858 --> 00:13:12.018

<v SPEAKER_4>That is where I would start, so that the services offered to Canadians are better.

00:13:12.018 --> 00:13:20.238

<v SPEAKER_4>The second place, though, I think is maybe even a higher priority, is the leaders have to be digitally literate.

00:13:20.238 --> 00:13:34.818

<v SPEAKER_4>If the digital transformation was kind of already done and now you just had to evolve it a little bit and make a few changes, you could have people that were not as digitally literate, but that's not where we are.

00:13:34.818 --> 00:13:41.998

<v SPEAKER_4>We need people who actually have the judgment to decide, this is what I need to change, this is the order in which I need to make that.

00:13:41.998 --> 00:13:49.538

<v SPEAKER_4>That means people that actually know and can make the decisions and can say, yes, we go this way and not we go that way.

00:13:49.538 --> 00:13:53.018

<v SPEAKER_4>So I think we have to focus on the leaders.

00:13:53.858 --> 00:14:08.378

<v SPEAKER_4>I think that's the hardest part because if I look at where I am in the government and I look at my peers, many of them have industry experience, but much of it is 15 years ago or more, which is, what, two, three generations?

00:14:08.378 --> 00:14:09.938

<v SPEAKER_4>Like, they're not quite ready.

00:14:09.938 --> 00:14:17.378

<v SPEAKER_4>So I think that the that will probably be the hardest part, which is bringing in digitally illiterate leaders.

00:14:19.838 --> 00:14:23.598

<v SPEAKER_3>So let's make an assumption that literacy is starting to grow.

00:14:23.778 --> 00:14:27.798

<v SPEAKER_3>How do you see that literacy then going from knowledge to action?

00:14:27.898 --> 00:14:37.998

<v SPEAKER_3>Because it's one thing to get a little bit more educated, but how does that actually translate into action and driving towards digital goals?

00:14:37.998 --> 00:14:44.218

<v SPEAKER_5>Yeah, I'll offer a couple of thoughts, and it probably builds a bit on what Nutan said.

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<v SPEAKER_5>You know, first of all, I think people are really at the centre of taking that knowledge and moving it forward, and I'm a geek.

00:14:50.818 --> 00:14:52.238

<v SPEAKER_5>I'm happy to admit that.

00:14:52.238 --> 00:14:53.218

<v SPEAKER_5>I love technology.

00:14:53.218 --> 00:14:54.438

<v SPEAKER_5>I play with it all the time.

00:14:55.698 --> 00:14:59.958

<v SPEAKER_5>I live and die by our success in delivering that to the company.

00:14:59.978 --> 00:15:12.678

<v SPEAKER_5>One of the things that's critical as I think about that translation of knowledge, so understanding the problems you're trying to solve, understanding them so deeply that you understand exactly what has to be done to fix the problem.

00:15:12.678 --> 00:15:19.838

<v SPEAKER_5>Then we'll talk later a bit more, I think about exactly how do you translate that deep, deep knowledge into the next few steps.

00:15:19.838 --> 00:15:29.058

<v SPEAKER_5>But it starts with the right people, and a big part of the right people is people with the right skill set, the right motivation, and clear accountability.

00:15:29.058 --> 00:15:34.438

<v SPEAKER_5>I think if you have those things, you've got a hope of taking that knowledge and stepping into the right actions.

00:15:36.058 --> 00:15:38.078

<v SPEAKER_3>Now, next one for Jody.

00:15:38.078 --> 00:15:45.118

<v SPEAKER_3>So I want to talk a little bit about institutional inertia, that I think for a lot of people can feel very insurmountable.

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<v SPEAKER_3>So maybe this tilts towards the culture piece a little bit.

00:15:50.498 --> 00:16:04.358

<v SPEAKER_3>But even with people becoming digitally literate and maybe having a set of goals, how do you see being able to navigate such a large entity like government that may be resistant?

00:16:04.358 --> 00:16:05.978

<v SPEAKER_3>Pause for effect.

00:16:05.978 --> 00:16:17.778

<v SPEAKER_3>Resistant to change, resistant to learning new things despite the fact that the rest of the world, whether it be private industry in Canada or our allies and partners, are moving on in a certain direction?

00:16:19.938 --> 00:16:26.538

<v SPEAKER_1>I'm not sure that those working in government are resistant to change.

00:16:26.538 --> 00:16:33.658

<v SPEAKER_1>The process to affect change is overwhelming and at times unmanageable.

00:16:33.658 --> 00:16:39.578

<v SPEAKER_1>I think that we have to understand that there's 30 departments, and so there are 30 little fiefdoms.

00:16:40.858 --> 00:16:44.558

<v SPEAKER_1>Within those 30 departments, there are hundreds of systems.

00:16:45.618 --> 00:16:47.298

<v SPEAKER_1>Where are you going to begin the change?

00:16:47.778 --> 00:16:57.698

<v SPEAKER_1>Within Defence, there are the known systems, and then there are a whole bunch of little side systems that I only found out about whenever they broke, because then suddenly IT had to fix them.

00:16:57.698 --> 00:17:11.378

<v SPEAKER_1>Like the official system had to fix the stuff that was unofficial because entire swaths of CAF were not going to be able to function any longer unless this unofficial jury rig system wasn't fixed.

00:17:11.458 --> 00:17:22.018

<v SPEAKER_1>And so if you think about the magnitude of what digitization and government actually is, you do get a bit paralyzed by the size of it.

00:17:22.278 --> 00:17:29.998

<v SPEAKER_1>I don't think, though, everything has to be approached as a one size fits all, and I don't think that you can tackle that.

00:17:29.998 --> 00:17:43.038

<v SPEAKER_1>I think Phoenix is the classic example of why you should not try and fix a 500,000 person size entity with one go.

00:17:43.038 --> 00:17:45.578

<v SPEAKER_1>And I don't think, I'm just going to disagree a little bit.

00:17:45.578 --> 00:17:49.058

<v SPEAKER_1>I don't know, I'm technically obtuse.

00:17:49.058 --> 00:17:51.898

<v SPEAKER_1>I'm digitally obtuse.

00:17:51.898 --> 00:17:55.638

<v SPEAKER_1>What I'm good at is knowing who to trust.

00:17:55.638 --> 00:17:58.238

<v SPEAKER_1>I'm good at assessing risk.

00:17:58.238 --> 00:18:05.158

<v SPEAKER_1>I'm good at fighting for a budget, and I'm good at managing a project at various levels.

00:18:05.218 --> 00:18:10.598

<v SPEAKER_1>Having been a project manager, then as a DM, understanding where I needed to weigh in and where I didn't.

00:18:10.598 --> 00:18:20.178

<v SPEAKER_1>So I didn't have to understand the technology, and I would submit kind of a waste of my time to learn the technology when I had a massive enterprise to run.

00:18:20.178 --> 00:18:24.498

<v SPEAKER_1>So you need people who are not necessarily digitally savvy.

00:18:24.498 --> 00:18:30.818

<v SPEAKER_1>You need people who are savvy about a whole bunch of other things to empower the digitally savvy people.

00:18:33.318 --> 00:18:43.578

<v SPEAKER_1>I think that risk is going to be, risk and budget are going to be the two pressures always in government space.

00:18:43.578 --> 00:18:49.638

<v SPEAKER_1>Budget is never big enough, and everybody lowballs budget in order to get a project through.

00:18:49.638 --> 00:18:51.318

<v SPEAKER_1>That has to stop.

00:18:51.318 --> 00:18:53.438

<v SPEAKER_1>We have to start telling the truth.

00:18:53.438 --> 00:18:54.618

<v SPEAKER_1>So that's number one.

00:18:54.618 --> 00:18:57.058

<v SPEAKER_1>Number two, risk is enormous.

00:18:58.018 --> 00:19:04.838

<v SPEAKER_1>And arrive can is going to affect for the next decade IT projects.

00:19:04.838 --> 00:19:18.458

<v SPEAKER_1>It's unfortunate because shit happens, and bad shit happened there, but it doesn't mean that everything is tainted, but it is going to cause a chilling effect across government, I think.

00:19:19.698 --> 00:19:27.118

<v SPEAKER_1>And so we've got to look at budget risk, we've got to look at delivery risk, we've got to look at operational risk, we've got to look at technology risk.

00:19:27.118 --> 00:19:37.098

<v SPEAKER_1>Does the technology we want, can it be implemented, or do you have to, can you go from the 1970 systems we have to a 2025 system, or do you have to go through iterations?

00:19:37.098 --> 00:19:42.718

<v SPEAKER_1>There's a whole bunch of things that need to be looked at in terms of operational risk and technology risk.

00:19:42.718 --> 00:19:48.298

<v SPEAKER_1>And then on top of it all that we can never forget, DMs can never affect, is political risk.

00:19:49.418 --> 00:19:58.118

<v SPEAKER_1>And political risk has to be considered by both vendors and government to understand what's being delivered.

00:19:58.118 --> 00:20:03.018

<v SPEAKER_1>Because political risk can stop projects.

00:20:03.018 --> 00:20:10.398

<v SPEAKER_1>And projects, particularly in the D&D space, can become, can become, have become, are politicized.

00:20:10.398 --> 00:20:13.338

<v SPEAKER_1>So there's a whole bunch of things that have to be considered.

00:20:13.338 --> 00:20:21.798

<v SPEAKER_1>And I think we're being naïve if we think that we cannot, that we can move ahead without understanding the political risk to all of this.

00:20:21.798 --> 00:20:25.458

<v SPEAKER_1>And to departments, to ministers, deputy ministers and the government.

00:20:25.458 --> 00:20:36.458

<v SPEAKER_1>Who would have ever thought that there'd be parliamentary

committee after parliamentary committee after parliamentary committee about a tiny little software project to enable people to cross the border during COVID?

00:20:36.458 --> 00:20:38.138

<v SPEAKER_1>Political risk scares people.

00:20:38.138 --> 00:20:41.978

<v SPEAKER_1>And so we have to be very aware of the entire spectrum of risk as we go forward.

00:20:44.478 --> 00:20:47.878

<v SPEAKER_2>This episode of Defence Deconstructed is brought to you by Irving Shipbuilding.

00:20:47.878 --> 00:20:50.398

<v SPEAKER_2>Canada's national shipbuilder is currently hiring.

00:20:50.398 --> 00:20:58.818

<v SPEAKER_2>For more information on the many jobs and opportunities currently available, please visit www.shipsforcanada.ca/careers.

00:21:02.978 --> 00:21:07.678

<v SPEAKER_3>Maybe I'll hang out on risk a little bit here as we move into the sort of the people part of this.

00:21:07.678 --> 00:21:17.418

<v SPEAKER_3>So I think somebody on panel to hit the nail on the head with some have a desire in government to buy risk down to zero, which is impossible.

00:21:17.418 --> 00:21:36.238

<v SPEAKER_3>And so considering everything you just said then, how do leaders who have now a digital ambition to achieve, who have digital objectives to achieve, frame risk, mitigate risk in such a way that empowers people to move forward?

00:21:36.238 --> 00:22:01.038

<v SPEAKER_3>And we had spoken at one of the breaks about this sort of vicious cycle where you have a digital project and it goes long, you field yesterday's technology tomorrow, and now you haven't been a good steward of the taxpayers' money, political risk goes up, and you're in this sort of cycle where you can't get yourself out of.

00:22:02.158 --> 00:22:04.338

<v SPEAKER_1>So there will never be zero risk.

00:22:04.338 --> 00:22:15.438

<v SPEAKER_1>I think what's critical in all of it and what government hasn't been good at and what bureaucrats have not necessarily always

been good at is just telling the truth about where projects are and about how they are going.

00:22:15.438 --> 00:22:28.458

<v SPEAKER_1>So I think one of the other things that we have to consider as we talk about digitization and new technology projects is they are often done and taken on by government in order to reduce cost.

00:22:28.458 --> 00:22:41.058

<v SPEAKER_1>You know, Phoenix was to get rid of a whole bunch of people, and any number of IT projects are often undertaken as part of a cost savings process, and they shouldn't be.

00:22:41.058 --> 00:22:48.458

<v SPEAKER_1>They should be in and of themselves the reason for moving forward.

00:22:48.458 --> 00:22:53.238

<v SPEAKER_1>And so do not presume cost savings.

00:22:53.238 --> 00:22:55.678

<v SPEAKER_1>Tell the truth about how the project is going.

00:22:55.678 --> 00:22:58.018

<v SPEAKER_1>Pause the project if it's going badly.

00:22:58.018 --> 00:22:59.398

<v SPEAKER_1>Saves money in the long run.

00:22:59.398 --> 00:23:01.698

<v SPEAKER_1>Don't roll out flawed products.

00:23:02.518 --> 00:23:14.618

<v SPEAKER_1>And work very closely between the work between private sector and government has to be so integrated that you're speaking the same language and you're walking the same walk.

00:23:14.618 --> 00:23:18.318

<v SPEAKER_1>Yes, the company needs to make money and the government wants a product.

00:23:18.318 --> 00:23:34.238

<v SPEAKER_1>But ultimately, the goal needs to be to improve service, which hopefully will then make money for the private sector company and provide a product that the government can use.

00:23:34.238 --> 00:23:44.978

<v SPEAKER_1>Too often, too often we roll something out, say it's done, walk away, and we're left with failure.

00:23:44.978 --> 00:24:02.038

<v SPEAKER_1>And when I was Commissioner of the Coast Guard, Deputy Commissioner of the Coast Guard, we were, as part of DROP, implementing a technology product to reduce the number of marine traffic control centers we have across the country.

00:24:02.038 --> 00:24:05.818

<v SPEAKER_1>And so these are the centers that actually keep all shipping safe in Canada.

00:24:05.818 --> 00:24:08.018

<v SPEAKER_1>It's relatively significant.

00:24:08.018 --> 00:24:11.018

<v SPEAKER_1>And we have a very safe shipping system in Canada.

00:24:11.018 --> 00:24:16.398

<v SPEAKER_1>So it's the radio communication between shore and vessels.

00:24:16.398 --> 00:24:21.378

<v SPEAKER_1>We had eight to ten centers across the country, and we were reducing to five.

00:24:21.378 --> 00:24:23.018

<v SPEAKER_1>It was hugely politically risky.

00:24:23.338 --> 00:24:27.298

<v SPEAKER_1>It was causing jobs, of course, to be reduced.

00:24:27.298 --> 00:24:29.858

<v SPEAKER_1>And the project kept failing.

00:24:29.858 --> 00:24:34.378

<v SPEAKER_1>So we kept pushing back the implementation date and pushing back the implementation date.

00:24:34.378 --> 00:24:43.298

<v SPEAKER_1>And we just decided with the minister of the time and the commissioner and the deputy minister, here's where we expected to be.

00:24:43.298 --> 00:24:44.778

<v SPEAKER_1>We're not there.

00:24:44.778 --> 00:24:45.898

<v SPEAKER_1>This is our next milestone.

00:24:45.898 --> 00:24:50.298

<v SPEAKER_1>We're not going to announce our final rollout date until

we've passed these milestones and these tests.

00:24:50.298 --> 00:24:52.198

<v SPEAKER_1>And we were just very public about it.

00:24:52.818 --> 00:24:54.598

<v SPEAKER_1>And we got yelled at a lot.

00:24:54.598 --> 00:24:58.518

<v SPEAKER_1>And the cost savings were not quite what they were supposed to be.

00:24:58.518 --> 00:25:00.518

<v SPEAKER_1>But it got implemented and it functions.

00:25:00.518 --> 00:25:04.138

<v SPEAKER_1>And radical honesty actually solves a lot of problems.

00:25:04.138 --> 00:25:08.118

<v SPEAKER_1>You just have to tell the truth about where we are.

00:25:08.118 --> 00:25:09.898

<v SPEAKER_3>So Mel, yeah, go ahead.

00:25:09.898 --> 00:25:13.758

<v SPEAKER_5>I wonder if I could maybe make one comment, Jody, on something you said.

00:25:13.758 --> 00:25:15.018

<v SPEAKER_5>I think it's very, very important.

00:25:15.738 --> 00:25:18.358

<v SPEAKER_5>And I'll give a tiny bit of context on Air Canada.

00:25:18.358 --> 00:25:23.178

<v SPEAKER_5>So Air Canada, you could almost think about it like two significant parts of the business.

00:25:23.198 --> 00:25:25.698

<v SPEAKER_5>One part of the business is about making money.

00:25:25.698 --> 00:25:32.858

<v SPEAKER_5>So we price tickets, we price cargo, we try and figure out how to get all of that into orders onto planes, people moving.

00:25:32.858 --> 00:25:37.438

<v SPEAKER_5>The second part of Air Canada is really about safe, secure, reliable operations.

00:25:37.438 --> 00:25:42.858

<v SPEAKER_5>Nobody wants to get on a plane that has a higher risk of failure than a car, right?

00:25:43.218 --> 00:25:49.278

<v SPEAKER_5>So simply put, there are two extremely different risk thresholds associated with those.

00:25:50.038 --> 00:25:56.398

<v SPEAKER_5>The risk of getting the price right, we have a very high risk tolerance around that.

00:25:56.398 --> 00:26:05.218

<v SPEAKER_5>So we will play with AI, we will play with all sorts of optimization technology to try and really fine tune the retail model that we live in.

00:26:05.218 --> 00:26:10.058

<v SPEAKER_5>And some of you are probably unhappy you paid too much, others are happy with what you paid.

00:26:10.058 --> 00:26:12.058

<v SPEAKER_5>And tell me about your baggage problems at the break.

00:26:13.378 --> 00:26:23.018

<v SPEAKER_5>The second piece is really about absolutely not zero, because nothing is ever zero risk, I agree fully with that statement.

00:26:23.018 --> 00:26:32.558

<v SPEAKER_5>But it comes down to a very low risk tolerance around anything that would lead to an unsafe practice in moving passengers or cargo.

00:26:32.558 --> 00:26:37.978

<v SPEAKER_5>You know, and we're very careful and we don't apply the same approach to each, right?

00:26:38.138 --> 00:26:44.878

<v SPEAKER_5>And I think it's really important in government, because there are parts in government where I believe there would be a little higher risk tolerance.

00:26:44.878 --> 00:26:49.838

<v SPEAKER_5>And then there are parts where you absolutely, I don't want the government to have a high risk tolerance.

00:26:49.838 --> 00:26:54.418

<v SPEAKER_5>You know, so I would assume that's one of the challenges that government has to fight through.

00:26:54.418 --> 00:26:55.778

<v SPEAKER_1>Well, and it's interesting.

00:26:55.958 --> 00:26:57.258

<v SPEAKER_1>I don't know where it stands now.

00:26:57.258 --> 00:27:00.098

<v SPEAKER_1>I've been retired 18 months and so clearly out of date.

00:27:00.098 --> 00:27:10.518

<v SPEAKER_1>But one of the biggest risks to government was always the system that welfare and old age pension checks are issued on.

00:27:10.518 --> 00:27:17.058

<v SPEAKER_1>It is a very, very old system that is held together with paper clips, bubble gum, and somebody's shoelaces from 1972.

00:27:17.058 --> 00:27:21.318

<v SPEAKER_1>And it is always on the verge of collapsing.

00:27:21.318 --> 00:27:28.658

<v SPEAKER_1>And the Deputy Ministers and the Ministers have always argued for, we need this massive, massive investment in that system.

00:27:31.978 --> 00:27:33.398

<v SPEAKER_1>That system cannot fail.

00:27:33.978 --> 00:27:39.158

<v SPEAKER_1>People's lives, their ability to buy groceries depends on that system.

00:27:39.158 --> 00:27:41.698

<v SPEAKER_1>But it has not been updated every five years.

00:27:42.078 --> 00:27:47.958

<v SPEAKER_1>The way Air Canada would update even every year, every six months, the system as is required.

00:27:47.958 --> 00:27:50.338

<v SPEAKER_1>We let things sit and fester.

00:27:50.338 --> 00:27:52.878

<v SPEAKER_1>And we let them just degrade.

00:27:52.878 --> 00:27:55.498

<v SPEAKER_1>But the risk tolerance is actually zero.

00:27:55.498 --> 00:27:57.918

<v SPEAKER_1>And so it is not an equation that actually functions.

00:28:00.758 --> 00:28:02.138

<v SPEAKER_3>So we talked about risk.

00:28:02.138 --> 00:28:04.418

<v SPEAKER_3>I don't know if you want to double click on that at all.

00:28:04.418 --> 00:28:09.518

<v SPEAKER_4>I guess something Jody just said reminded me of a project that I'm in right now.

00:28:09.518 --> 00:28:17.718

<v SPEAKER_4>Which is, and that's where you see those competing needs where, within Shared Services Canada, we have all the data centers.

00:28:17.718 --> 00:28:20.638

<v SPEAKER_4>And some of the data centers are really old.

00:28:20.638 --> 00:28:23.438

<v SPEAKER_4>And they have non-redundant power feeds.

00:28:23.438 --> 00:28:25.998

<v SPEAKER_4>And things are falling apart and the air conditioning is failing.

00:28:26.118 --> 00:28:30.938

<v SPEAKER_4>And the servers might be modern, but the rest of it's awful.

00:28:30.938 --> 00:28:32.618

<v SPEAKER_4>But guess what's in there?

00:28:32.618 --> 00:28:36.258

<v SPEAKER_4>CRA is in there, and the border services are in there.

00:28:36.258 --> 00:28:39.398

<v SPEAKER_4>So they don't want to take any risk and move their stuff.

00:28:39.398 --> 00:28:44.258

<v SPEAKER_4>Because it's all 30 years old, written in COBOL, and running on a mainframe.

00:28:44.258 --> 00:28:44.938

<v SPEAKER_4>Really.

00:28:44.938 --> 00:28:48.998

<v SPEAKER_4>And yet, I'm looking at it thinking, you can't stay where you are.

00:28:48.998 --> 00:28:53.238

<v SPEAKER_4>Because someone could just drive their car in through the window when it's all over.

00:28:53.398 --> 00:28:55.278

<v SPEAKER_4>There's not even physical protection.

00:28:55.958 --> 00:29:01.798

<v SPEAKER_4>So, we actually planned probably for two years, and it was all this tension.

00:29:01.798 --> 00:29:12.518

<v SPEAKER_4>But in the end, we got to that model where we said, okay, we are going to do these moves to these modern, huge data centers that are, they have different power feeds.

00:29:12.518 --> 00:29:17.798

<v SPEAKER_4>They're all blocked, the signals we don't want to block, and all the rest of it.

00:29:17.798 --> 00:29:28.578

<v SPEAKER_4>But the amount of preparation then to accommodate that risk, especially for the borders, which were down for probably 24 hours.

00:29:28.578 --> 00:29:34.718

<v SPEAKER_4>And they had thousands of border guards standing by in case it didn't come up on time when we moved it.

00:29:34.718 --> 00:29:37.058

<v SPEAKER_4>And then they had to do everything manually.

00:29:37.058 --> 00:29:40.018

<v SPEAKER_4>They kept it all secret because the borders were vulnerable.

00:29:40.018 --> 00:29:46.018

<v SPEAKER_4>Same with CRA, move occurred actually over the Labor Day weekend, and huge notices go up in advance.

00:29:46.078 --> 00:29:57.878

<v SPEAKER_4>So I agree that sometimes there's these conflicting risks that you run into, and you have to navigate to find what's the right action to take and when.

00:29:57.878 --> 00:30:06.778

<v SPEAKER_4>But the one thing I was heartened by was people did in the end realize that just because the status quo appears to be stable, it isn't.

00:30:06.778 --> 00:30:11.338

<v SPEAKER_4>People did understand that we do actually have to move and get better.

00:30:11.338 --> 00:30:12.058
<v SPEAKER_4>So I thought that was good.

00:30:13.798 --> 00:30:19.158
<v SPEAKER_3>Maybe a follow-up on something you said, which will get me into the question I wanted to ask you about skills.

00:30:19.158 --> 00:30:25.018
<v SPEAKER_3>You mentioned how you do work with people who have industry experience, but perhaps it's dated.

00:30:25.018 --> 00:30:35.178
<v SPEAKER_3>And I'm wondering if we talked about digital literacy and education, but is this something we can educate our way out of, or do we need to start hiring people with different skills?

00:30:35.178 --> 00:30:41.018
<v SPEAKER_3>What's that balance between an organization like government that probably doesn't have a high literacy rate?

00:30:41.438 --> 00:30:50.178
<v SPEAKER_3>Is it something that at the pace we need to that we can educate, or do we need to start actually investing in human talents going to help us solve this problem on the inside?

00:30:50.178 --> 00:30:58.198
<v SPEAKER_3>Or is this something that this group out here needs to be solving and empowered to do?

00:30:58.198 --> 00:31:00.698
<v SPEAKER_4>I think that the, it's probably both, right?

00:31:00.698 --> 00:31:07.138
<v SPEAKER_4>Like you, most people are not going to know the things now that they will be working on in five years.

00:31:07.138 --> 00:31:09.538
<v SPEAKER_4>So what you have to hire for is attitude, right?

00:31:09.618 --> 00:31:20.498
<v SPEAKER_4>People that are curious, people that want to experiment, people that are ready to stand on a whole mound of no, so someone says yes, and you got to hire for those attitudes.

00:31:20.498 --> 00:31:24.338
<v SPEAKER_4>And then they will keep up with the digital trends.

00:31:24.338 --> 00:31:28.738
<v SPEAKER_4>But I do think in the government, the dominant culture is

so strong.

00:31:28.738 --> 00:31:29.958

<v SPEAKER_4>That is one thing I've found.

00:31:30.018 --> 00:31:36.558

<v SPEAKER_4>And sometimes the dominant culture is everything's working good, let's just leave it like it is.

00:31:36.558 --> 00:31:51.298

<v SPEAKER_4>And so I think bringing in people who do have an understanding of who can see a better future, that's a lot better, I think you do need some of that to change the dominant culture, because the dominant culture can be very, very strong.

00:31:51.298 --> 00:32:11.538

<v SPEAKER_4>And I think, but it's not just enough to bring in those people and to bring in new people, you have to change the reward system, because the reward system doesn't reward, as we talked about, the reward system punishes failure, and it doesn't actually reward experimentation a whole lot, it doesn't, you know, there's no value associated with that.

00:32:11.538 --> 00:32:16.458

<v SPEAKER_4>So I think that changing, you have to hire differently at all levels.

00:32:16.458 --> 00:32:21.578

<v SPEAKER_4>I think one thing that the government does do well, though, I will say, is the government does hire for diversity of thought.

00:32:21.578 --> 00:32:30.638

<v SPEAKER_4>And I have seen that emphasis, and I'm saying diversity of thought, because, you know, it's not just because, look at me, because you're brown and you're a woman, that you're going to have brilliant ideas.

00:32:30.638 --> 00:32:32.918

<v SPEAKER_4>But people do want to have different thoughts.

00:32:32.918 --> 00:32:39.878

<v SPEAKER_4>I find that that's very good, because that actually brings in a culture of kind of, okay, someone's going to shake up my thinking.

00:32:39.878 --> 00:32:45.198

<v SPEAKER_4>But I think the reward system has to change along with those hiring, that hiring.

00:32:45.198 --> 00:32:49.338

<v SPEAKER_3>Jody, I saw you nodding when that was brought up, the reward system.

00:32:49.338 --> 00:32:52.658

<v SPEAKER_3>I mean, you've been at the head of a number of organizations in government.

00:32:52.658 --> 00:32:56.778

<v SPEAKER_3>So how do you see the incentives and outcomes?

00:32:56.778 --> 00:32:57.658

<v SPEAKER_3>Do they need to change?

00:32:57.658 --> 00:33:02.438

<v SPEAKER_3>How should they change to incentivize and drive bias to action?

00:33:02.438 --> 00:33:05.838

<v SPEAKER_1>Well, there aren't any incentives in government, right?

00:33:05.838 --> 00:33:07.738

<v SPEAKER_3>So how do you do that then?

00:33:07.738 --> 00:33:13.638

<v SPEAKER_1>So I think we need to change a lot about how the public service hires.

00:33:13.638 --> 00:33:14.778

<v SPEAKER_1>Certainly it needs to be quicker.

00:33:15.098 --> 00:33:22.118

<v SPEAKER_1>It needs to be skill-based, attitude-based in a different way than it currently is.

00:33:23.458 --> 00:33:27.698

<v SPEAKER_1>We really hire the same way now that we did when I joined the public service.

00:33:27.698 --> 00:33:29.938

<v SPEAKER_1>So that needs to change.

00:33:29.938 --> 00:33:42.538

<v SPEAKER_1>I think that incentive pay in certain classifications, in certain fields would really be game-changing and have reward for success.

00:33:43.998 --> 00:33:50.478

<v SPEAKER_1>It would entice people to take risk, to try and to do things a little differently.

00:33:50.478 --> 00:33:55.678

<v SPEAKER_1>And I think, so it's the reward system within the public service and how we pay people.

00:33:55.678 --> 00:34:03.078

<v SPEAKER_1>It's also the sort of try and buy and reward system of thinking about doing something differently.

00:34:03.078 --> 00:34:05.458

<v SPEAKER_1>And we don't allow for that.

00:34:05.458 --> 00:34:09.718

<v SPEAKER_1>And I think that that would incite people to do things.

00:34:09.818 --> 00:34:19.918

<v SPEAKER_1>We tried within Defence with, I'm drawing a blank, the procurement process to try and buy, right?

00:34:20.698 --> 00:34:29.578

<v SPEAKER_1>We'd have little procurements, we'd have little challenges, and we would, boots for the Arctic, a little challenge, which are the best boots for the Arctic?

00:34:29.578 --> 00:34:35.878

<v SPEAKER_1>And that would count as your procure your RFP if they were successful and made it through the experimentation phase.

00:34:35.878 --> 00:34:40.118

<v SPEAKER_1>And we would then procure those boots, except for we then didn't procure those boots.

00:34:40.118 --> 00:34:49.598

<v SPEAKER_1>We went back to an RFP because the system would not allow for the adaptability and the innovation to do things differently.

00:34:49.598 --> 00:34:52.758

<v SPEAKER_1>That is a disincentive for anybody to try anything.

00:34:52.758 --> 00:34:57.418

<v SPEAKER_1>And so I think that often the reward doesn't have to be financial.

00:34:57.418 --> 00:35:00.258

<v SPEAKER_1>It needs to be innovation.

00:35:00.258 --> 00:35:03.018

<v SPEAKER_1>It needs to be having had success.

00:35:03.018 --> 00:35:06.438

<v SPEAKER_1>It needs to be being recognized for having done something differently.

00:35:06.918 --> 00:35:12.818

<v SPEAKER_1>And the public service is, I think, too slow to allow for any of that.

00:35:12.818 --> 00:35:13.218

<v SPEAKER_3>Yeah, please.

00:35:13.318 --> 00:35:14.218

<v SPEAKER_4>I had one thought.

00:35:14.218 --> 00:35:19.678

<v SPEAKER_4>You asked about what industry could do to help with that culture.

00:35:19.678 --> 00:35:27.838

<v SPEAKER_4>And I think one of the things that industry could do is to provide that try and buy because a lot of what we're buying now is software.

00:35:28.298 --> 00:35:36.618

<v SPEAKER_4>And that is actually one of the differences when I talk about many of my former colleagues are from 10, 15 years ago in industry.

00:35:36.618 --> 00:35:40.638

<v SPEAKER_4>Industry now, or most of what we buy in tech is software.

00:35:40.638 --> 00:35:44.438

<v SPEAKER_4>Which means you're not buying, first of all, what the company has today.

00:35:44.438 --> 00:35:47.758

<v SPEAKER_4>You're buying their promise of what they can develop for you in the future.

00:35:47.758 --> 00:35:50.318

<v SPEAKER_4>That's a completely different way of thinking.

00:35:50.318 --> 00:35:55.718

<v SPEAKER_4>But also, there should be a possibility to have environments where people can experiment.

00:35:55.718 --> 00:35:59.318

<v SPEAKER_4>Sandboxes, make them available and then people can experiment.

00:36:00.598 --> 00:36:06.158

<v SPEAKER_4>And we do so much business within Shared Services with probably many of you here.

00:36:06.158 --> 00:36:13.538

<v SPEAKER_4>And very few times have I seen, here is an experimentation sandbox for you to use.

00:36:13.538 --> 00:36:16.838

<v SPEAKER_4>And let us help you develop some use cases.

00:36:16.838 --> 00:36:21.338

<v SPEAKER_4>I think that that would be very helpful in changing the culture.

00:36:21.338 --> 00:36:25.418

<v SPEAKER_5>I think maybe just one small add to what's been discussed.

00:36:26.838 --> 00:36:42.958

<v SPEAKER_5>One of the things that industry does well, and I'll shape this comment, I spent 20 years in the Army, so I did a lot of time my last few years were over in Gatineau, working the procurement process to try and get some command and control systems implemented.

00:36:42.958 --> 00:36:46.098

<v SPEAKER_5>And that permanently scarred me.

00:36:46.478 --> 00:36:50.298

<v SPEAKER_5>So then I moved towards industry after that.

00:36:51.578 --> 00:36:57.958

<v SPEAKER_5>But in all seriousness, what I think industry does very, very well is accountability.

00:36:57.958 --> 00:37:07.718

<v SPEAKER_5>And, you know, there is a, and maybe I'll make it real with a story here, just to drive home, just what do I mean by accountability?

00:37:08.138 --> 00:37:11.018

<v SPEAKER_5>I think it's a very personal thing.

00:37:11.018 --> 00:37:16.798

<v SPEAKER_5>So we often think about that person needs to be held accountable for this.

00:37:16.798 --> 00:37:19.458

<v SPEAKER_5>And often we think of others when we think about accountability.

00:37:20.818 --> 00:37:29.658

<v SPEAKER_5>Last year, in 2023, Air Canada did not have what I would consider the best stellar results on 52109.

00:37:29.658 --> 00:37:33.598

<v SPEAKER_5>And half of you in the audience, if not more, don't know what 52109 is.

00:37:33.598 --> 00:37:41.078

<v SPEAKER_5>It's a financial standard that you're held to as a company to make sure you can, investors can believe your financial results.

00:37:42.298 --> 00:37:45.118

<v SPEAKER_5>If you fail 52109, it's bad.

00:37:45.278 --> 00:37:47.078

<v SPEAKER_5>It's bad in all dimensions.

00:37:47.078 --> 00:37:48.938

<v SPEAKER_5>Sarbanes-Oxley is the equivalent in the US.

00:37:49.978 --> 00:37:57.798

<v SPEAKER_5>So, our results for a couple of years were not enough to go to public market, but they were not good.

00:37:57.798 --> 00:38:04.438

<v SPEAKER_5>We had had enough transgressions that I was absolutely feeling we needed change.

00:38:04.438 --> 00:38:14.498

<v SPEAKER_5>So, for 2024, I went to the CEO and I said, and to be clear, in 2023, we had 29 observations or findings.

00:38:15.658 --> 00:38:24.778

<v SPEAKER_5>I went to the CEO and I said, if we don't get below 10 findings next year, I will quit, full stop.

00:38:24.778 --> 00:38:27.458

<v SPEAKER_5>I didn't know the people that did.

00:38:27.458 --> 00:38:30.138

<v SPEAKER_5>52109, I had a small subset of that.

00:38:30.138 --> 00:38:36.338

<v SPEAKER_5>I had to influence all those others that ultimately got to that result, and it was challenging.

00:38:36.338 --> 00:38:37.078

<v SPEAKER_5>So, what do you do?

00:38:37.078 --> 00:38:49.438

<v SPEAKER_5>You put in place all the governance, you drive the right behavior, you have the right conversations, you make sure, you watch the numbers very carefully as the year evolves, and you drive that outcome into the organization.

00:38:49.438 --> 00:38:54.598

<v SPEAKER_5>And, you know, when we got to the year end, and I'll tell you, my wife was not pleased that I made that statement.

00:38:54.598 --> 00:39:01.338

<v SPEAKER_5>But we got to year end, and two days before the cutoff, it was seven findings.

00:39:01.338 --> 00:39:05.378

<v SPEAKER_5>The night of the cutoff at 11 p.m., nine findings.

00:39:05.378 --> 00:39:09.998

<v SPEAKER_5>So, I was pretty happy that I did not have to quit, because I would have quit.

00:39:11.198 --> 00:39:14.678

<v SPEAKER_5>And that's what accountability is on a personal level, right?

00:39:14.678 --> 00:39:30.018

<v SPEAKER_5>And if I'm going to hold my team accountability, accountable for what needs to happen, meaning they will be fired, or they will hit a negative financial result, or on the positive side, they will get a payment, or they will get a promotion, right?

00:39:30.018 --> 00:39:33.978

<v SPEAKER_5>Those things matter, and it's a very personal item.

00:39:33.978 --> 00:39:38.158

<v SPEAKER_5>It's not about, boy, I wish that guy would be held accountable for that failure.

00:39:40.058 --> 00:39:42.198

<v SPEAKER_2>Thanks for listening to Defence Deconstructed.

00:39:42.198 --> 00:39:47.678

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00:39:47.678 --> 00:39:54.278

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00:39:54.278 --> 00:39:56.878

<v SPEAKER_2>Defence Deconstructed is brought to you by our team in Ottawa.

00:39:56.878 --> 00:40:00.518

<v SPEAKER_2>Music credits go to Drew Phillips, and this episode was produced by Jordyn Carroll.