



# Assistant Deputy Minister (Data, Innovation, Analytics) – Stephen Burt



- Assistant Deputy Minister (Data, Innovation, Analytics) as of July 2018.
- Spent 25 years in the Public Service, including Revenue Canada, the Privy Council, National Defence and most recently as Assistant Chief of Defence Intelligence at Canadian Forces Intelligence Command.

## MANDATE

- Provide strategic leadership, governance and guidance to successfully transition National Defence to a data-driven organization that manages data as an enterprise asset and uses it effectively for decision-making.
- Vision is to ensure data is leveraged in all aspects of Defence programs, enhancing our capabilities and decision-making, and providing an information advantage in military operations.

## KEY FACTS

**Total Employees:** 100 (68 FTE, 9 Casual, 7 Students, 16 Military) as of 19/08/21

**Budget:** ~\$16 million (2021/2022 fiscal year), and ~\$55 million devoted to executing DND/CAF-wide projects

**Primary location(s):** 3<sup>rd</sup> Floor, 285 Coventry Rd, Ottawa, ON K1K 4M7

### L1 structure:

ADM Data, Innovation, Analytics		
Data, Analytics, Strategy and Innovation	Digital Enterprise Modernization	Corporate Planning and Reporting

## KEY PARTNERS

### Internal:

- Assistant Deputy Ministers Information Management, Material and Finance
- Vice Chief of the Defence Staff

### External:

- Chief Data Officer Council members
- Treasury Board Secretariat
- Statistics Canada
- Canada School of Public Service Digital Academy
- Public Services and Procurement Canada
- Private Sector (e.g., SAP Defence Interest Group, which Canada chairs)
- Academia
- Five-Eyes Partners

## TOP ISSUES

### Enterprise-wide Adoption of Analytics

- Ensuring access to timely and high-quality data analytics services.
- Adoption of emerging data analytics capabilities and practices, such as predictive analytics.
- Evolving a culture where data is foundational for decision-making.
- **Challenge:** Modernizing business processes so that reliable, relevant data can be accessed to inform evidence-based decision-making.

### Departmental Data Governance

- The DND/CAF Data Strategy was released in September 2019.
- An implementation plan is being developed to communicate expectations to all L1s.
- **Challenge:** Transitioning from 20 years of ungoverned enterprise data to a real data-driven culture relies on creating a world-class data governance framework, sustained senior executive support, and substantial changes to our business processes.

### Defence Resource Business Modernization Programme

- Vendor support for the current Defence Enterprise Resource Planning (ERP) system expires in 2027.
- DND will use this as an opportunity to adopt industry best practices and modern technology tools, improving decision support and operational effectiveness.
- **Challenge:** [REDACTED] and moving this complex project successfully through options analysis and into definition in late 2022.

### Professional Conduct

- In April 2021, ADM(DIA) and ADM(IM) were tasked with identifying and integrating data assets related to professional conduct.
- Data discovery found 31 data assets held by 15 L1s under 50+ policies and laws.
- DIA is collaborating with CPCC to define priority use cases to improve data and create digital processes.
- **Challenge:** Conduct definitions vary and customized data assets are not interoperable or designed for Defence-wide reporting. Data quality is uneven and governance is limited. Integration will require changed practices and significantly improved data stewardship.