Keynote Address
MilCIS 2014

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Chief Technology Officer
Introduction

A little bit about me...

Chief Technology Officer/Chief Information Security Officer – Defence

Responsible for:

ICT Strategy, Technology Roadmaps and Architecture.

Envisioning long term ICT Systems, Applications, Information Security and industry partnerships to be relevant to the future of Defence.

Worked in a variety of roles in areas of technology, innovation, leadership, commercial and delivery across a large variety of businesses in Australia and around the world.

Graduated from the University of Madras, with a Bachelor of Engineering.
Introduction

Some of the highlights of my career…

• The implementation of passenger reservation system for Indian Railways.

• Architect and Author of several products.

• Led the Enterprise Integration function for Coles Myer.

• Led the Enterprise Architecture Transition Program for Optus.

• CTO for manufacturing Vertical.

• IT strategy for Toll Group.
5 months in...

Some of our challenges…

• The complexity of the Defence business and ICT landscape.
• The need for a holistic view of IT across Defence.
• Integrated ICT architecture that can address future needs of Defence.
• Information security that can address modern day cyber threats.
• Proliferation of data and information and the need to get relevant information from the data.
• Meaningful and clearly defined partnerships with Industry partners.
The opportunities

Shape the ICT Strategy and Governance for Defence
(in line with the CIO’s vision)

• A consolidated ICT strategy that is aligned to the Defence White Paper and can deliver the CIO’s vision:
  • A single Defence ICT strategy and associated policies
  • A strategy that is backed up a proper plan
  • A plan that can be implemented; and
  • A plan that can reflect the two speed ICT model.

• Shaping the project portfolio to reflect the strategic plan.

• A Governance structure that can ensure the success of the strategic plan.
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Development a pragmatic and integrated architecture for Defence

- Make Enterprise Architecture a strategic asset for Defence.
- Ensuring a consistent framework and it’s application is in place
- Understanding the deliverables of the current wave and plan for the next wave.
- Reviewing and revising Architecture Governance.
- Developing the Integrated Defence Architecture that reflects the networked battle environment.
Implement a comprehensive and contemporary Information & Security Strategy

- We have multiple stand alone networks.
- Information is distributed across all these networks.
- Modern day cyber threat can cause more harm than ever before.
- Securing the information as a holistic entity spread across all our networks is key.
- Information security should detect and protect internal and external threats.
- We should be cognizant of ever evolving devices and infrastructure technologies.
Shape two speed IT services

• Strategic plan that enables quick wins.
• Not compromising larger projects that need the time.
• Using CP and other flexible service delivery mechanisms.
• Enabling innovation as part of the strategic plan.
• Iterative prototyping where it is beneficial.
• Business and Vendor engagement model to reflect the two speeds.
Drive strategic engagement with Industry through a structured approach that supports innovation

- Share the strategy and vision with our strategic industry partners.
- Encourage them to come along with us in our journey.
- Provide clarity of engagement:
  - Industry partners can be sure of opportunities; and
  - Defence can be sure of Industry support.
- Group Commercials branch has been established.
- Restructuring vendor governance.
- Establishing structured innovation with Industry.
Core View: the Business Model

Departmental Governance

Advice to Government (Force Options)

Whole of Government Services

Advice to Government (Response Options)

Strategy Development

Capability Planning

Raise, Train, Sustain

Capability Development

Preparedness (force-in-being)

Outcome 1

Conduct Operations

Outcome 2

Outcome 1

Service Integration

Corporate and Enabling Services

Financial Management

People Management

ICT

Logistics

Health Services

Defence Support (Corporate Services)

Legal Services

Security

Research & Development
Aligning the various components and managing interdependencies is critical to the success of our business and military operations.
Innovation Model

Sources of Innovation

- Internal R&D
- Service Providers
- The Market
- Bench-Marking

'Entry' Gate

Innovation Proposition Criteria

'Review Gate'

'Approval Gate'

Proof-of-concept / Prototype Measure

Operational

Unauthorised concepts
Working with Industry

What role does Industry play?

Industry is key to driving:

- Efficiencies and effectiveness
- Innovative ideas and solutions; and
- Developing current and future ICT Capability that support the business and military operations of Defence.
Questions?