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Edward Fitch of the Land Force Reserve speaks at the Conference of Defence Associations

Edward Fitch: There are copies of the slides I'm about to use on the corner of the table over here. If you're interested take notes. That may be a convenient way to do it. On the long table down to General Belzile's right are copies of the 21 December letter that initiates the discussion. Copies of the strategic plan for land force reserve restructure as well as the governments policy statement on reserve restructure, the last two documents having been issued October 2000.

If you look at this aim slide it's a very non military sounding aim that I have with you this afternoon. I'm soliciting your advice. The other part of the slide is to show you, give you some time context. There's only one army in Canada but we think of three armies at any given time. The army of today, the army of tomorrow and the army of the future. Similarly land force reserve restructure is divided by time. My colleague who's with us here, Brigadier General Herb Petrus(sp) manages the staff management of land force reserve in the army of today. And then my office is responsible for the planning and indeed you'll see a little more then that of the army reserve in the army of the future and the army of tomorrow.

Here's another way to show the time lines. A couple of things, the strategic plan divides the operation into two phases. Any good operations have at least two phases. So my work is out here and Herb is working the current or the ongoing business planning period. A couple of things I'd like to point out in this period now. And that carries on down here. Picture the defence policy review or defence policy update that we've heard about. And somewhere around here there needs to be a federal election. And those are two events that are very important in my planning.

What I'm bringing to you this afternoon then is the tools that anyone needs to take part in the discussion. And it's a consultative process. Consultation this slide is trying to show you that consultation occurs on many different planes. And the planes interconnect. I'm going to now zero in on one plane in particular. The Canadian Forces one.

And we'll trace how consultation can take place. These arrows, these arrows are meant to represent good ideas. And they come in to these two people, that's Brigadier General Petrus or myself leading the project management office depending on what time period the idea would be played out in. The first thing we do is we check with CLS. We check with the Commander of the Army saying we think this might be a good idea but we want to make sure it's within the boundaries you're setting for us. Generally says yes. And then it enters the

consultation box.

Now the little boxes inside and the dates are tied specifically to this round of consultation that we're in which is to renew, refresh, reestablish a clear simple statement of the roles, missions and tasks for the Army Reserve. Now I know this slide is full at acronyms. We looked at taking them out but then you wouldn't have been able to see anything else. So I'll go through them quickly. Director General land reserve, that's Brigadier General Petrus. Project management office land force reserve restructure. This is the Army Reserve Advisory Group. Is that right Herb? And as you can see meeting this weekend in fact in Calgary this is the area Deputy Commanders. And some staff. Next. Go on right through.

There are different consultative bodies. This is the area Chiefs of Staff that meet in another body that feeds this one. This is Army Council. Army Council will be briefed on the emerging consensus on the 26th of March. The white boxes they're special people because that's the chain of command, they're running all this process. Chief of Land Staff and the four land force Area Commanders. And they have other consultative bodies within the area that meet from time to time. I was out in Vancouver two weeks ago and met a few of these gentlemen here at a meeting of Honorary Colonels of western areas. That's an example of what happens in here.

Ultimately and I mean we're keeping the Army Commander up to date at all times of course, the ultimate meeting and for this round of consultation 21 April takes place. This is where the Army Commander sits down with the representatives of Reserves 2000 and the Council of Honorary Colonels as well as his own Area Commanders and Deputy Commanders. And they will a report for me and hopefully I'll be able to report that indeed consensus has been reached on the statement of roles, missions and tasks. At which point we hope CLS will then publish it in the next sword which is the strategic operating resource directive. Which is a document that instructs the Army to do detailed planning for the coming business planning year.

It's a complex side. I don't expect you to absorb it all. The message I'm trying to transmit is that consultation takes place on many different planes. We're trying to reach ultimately the 35 million stakeholders in Canada's army and Canada's army reserve. And these are the people that are active in it.

Here's the what I'm hoping to achieve. A clear statement of roles leading to missions and tasks. You notice words in there like relevant, capable, sustainable. Okay to get into the discussion first of all we've got to be using language the same way. We've got to agree on the definition of the terms. So these are three key words and we felt this was a natural sort of hierarchy that came out. It looks like the role will be a few sentences. There, we're talking about three or four roles. I'm going to state them roughly and without order of priority.

Mobilization clearly is a role for the army reserve. Another one is the presence in the communities of Canada of the army because the professional army is by and large remote from the population centres. Another role is augmentation of the regular force. And you can break that down into adding depth to the regular force or adding breadth to the regular force.

And you'll see more on that in a moment.

Tasks I think are going to be quite generic. Infantry tasks, armoured tasks, we'll have them in more detail. There'll be a catalogue. Much of this has already been build in the Canadian joint task list. And then missions will be things that fit the role, fit the tasks. And we'll usually have a time or a place qualifier so a mission may be at 90 days notice to move be prepared to, or it may be at stage X of mobilization be prepared to, that would be perhaps a typical mission statement.

I mentioned supplementary, or I said depth and breadth, talking about supplementary and complimentary support to the reg force. This is really a wonderful diagram. I don't know who invented it but it is very full, very expressive. On the right the key here is the stages of mobilization. And you can see how it grows from there's your regular force at stage one which is the normal day to day state we're at. And you can see how the reserves add breadth and depth and then more and more depth as you get into the higher stages of mobilization.

Okay. So if we're unclear as to what the roles are there are a few fundamental questions. There are really three questions. I'm going to ask the first one at least will be quite obvious to you. But remember to the wider audience it's something that they wonder about. To fast there, go back there. Now you know maybe that's the answer to the question right there. You know we went into a little more detail then that. Go ahead.

I don't expect you to read the next series of slides. We don't have time. It's all in the letter of 21 December, copies available to you here. These are largely extracts of extent policy documents that give us part of the answer. We talk about the two views of warfare, symmetrical or asymmetric war. Here's another way to demonstrate that. View one, view two. And here are operations from the recent and not so recent past that would key you as to what sort of intensity we're looking at.

So why does Canada need an army. As I say extracts, this is from the white paper '94. From a Canadian Forces publication called The Army. And then once you have satisfied yourself or come to an understanding about why a country, why Canada needs an army the next logical question is again we go back to the documents. A very difficult one particularly you understand it but when you're talking to your civilian neighbours who maybe haven't experienced the army that element of connecting the people in a liberal democracy, small L liberal, to the army of that country is an extremely important function. And it's only the reserves that can do that for us because they are present in the communities.

Okay once you understand why there's an army reserve what should it do for you. Again this all in the documentation. Next one. So I turn the question to you now and this is what I hope your syndicate will do. And there's an (Inaudible) who's going to take notes of the views that come out. Many people have given me feedback already. I think I have a little, yeah there's a little chart coming up that illustrates that. And I hope to get more this afternoon. Just while I have your attention there are a few complimentary thoughts I'll put before you.

One of the things we talk about with regard to the reserves is new capabilities. I haven't got a

nice generic for them yet and certainly no acronym. But when you create these new capabilities and there's about 14 of them that we're studying right now as potentially to add to the reserves quiver of arrows the question becomes how would you implement this. Are you going to perhaps close down old line units to create new units with these specialties. Well that was tried in the last round of land force reserve restructure and met with resounding lack of enthusiasm from the reserve community.

So there's another model that's emerged and I'm you know this has already garnered quite a bit of support when I go around showing this to reservists and indeed to serving Army where you could take some of these specialties, civil military cooperation, CBRN, this would be a team that could handle chemical, biological, radiological and nuclear, did I get that right George, incidents. And on and one. We're saying that in this model units could bid to have one or two or three of these specialties which have a property in common that there might be quite different disciplines. But one of the things about them is we tend to employ them in very small teams. In teams of two people to maybe six people.

So if you're going to employ them in small teams maybe you can generate them in small teams. Maybe you don't need a whole battalion of them in one place. So these detachments can be farmed out to units. The relationship with the regiment or battalion that they're living with would be something like under command for administration, in location. The flow would be young Canadian citizen comes to join the Army Reserve would enter here. Would enter the classic sub unit of that battalion or regiment. And in that company squadron battery would learn soldiering, would learn a basic soldier skill.

But some years later that individual is now perhaps the company Sergeant Major, perhaps the Captain 2IC of the company. And they've done that for a couple of years, they're looking for something else to do. But they're not needed in the battalion headquarters yet. Well in many cases right now we lose those people. In this case we can say to them how'd you like to learn a new skill. By the way you stay in the same uniform, same cap badge, same mess but we're going to send you on some courses. You will receive technical and functional command information from a remote place. There may be a simic(sp) battalion headquarters somewhere that will communicate with these detachments across the country. And you'll learn the new skills, maybe do that for two or three years.

And then they need a Captain here, a Major, or they need the, they need you back in the company level unit. Whichever. You're already there. You've been retained. You're up to speed. You know what the unit is doing. So you might leave this specialty skill behind and go back into the mainstream of the regiment. So the requirement to produce these new capabilities in small teams is met. And the requirements to sustain the regimental structures that we're familiar with is also met. Next slide please.

The next step God willing that consensus is achieved in time for 21 April then at that time as well we'll have a nice clear statement of roles, missions and tasks. We will also be able to table the mobilization plan. And there's a separate staff for mine that has been working on this for well over a year. And they will put the plan up for us in a very simple form that will say stage one, stage two, stage three of mobilization. How many of each type unit or sub unit

are required. I call it the job list. So it will say we need so many infantry companies, so many armoured squadrons, so many recki(sp) engineer and so on.

And from that we can because it's mobilization plan we can deduct right off the top the regular force. We have a pretty good idea of what's there. And we'll see what's left. And then units can then bid, have their name put beside one of these jobs on the mobilization job list. I'm using very informal language there. Now we can expose this, the job list and the requirements on a national level but we can't resolve it on a national level. It's due to the territorial, the geographic nature of reserves.

So after the 21 April meeting, everyone having had a look at the problem we'll then work it down through the areas, down through the brigades to the units. And ultimately I or a member of my staff should meet with each unit in turn with area and brigade representatives, with representatives of the units and then ladies and gentlemen representatives of the community that that unit is in.

And what we need is we'll put the information in front of them. Can that community, the community probably wants the unit. Can that community support the unit. And some of the data we have to bring to the table is what is the fifteen year old to forty five year old demographic in the area, the catchment area of that town for the next fifty years. And some towns, some communities will have it. And some won't. And I trust that communities and units will make logical and reasonable deductions and decisions from that. Next.

Part of my task also is to raise, to mobilize the resources to pay for this. And so I've been gathering some information to demonstrate the value of the reserves. If Parliament is going to give money they want to see return on their investment. So here obviously a view of Canada. The shaded areas that were the population of the country is. The lightest is the least dense to the darkest colour being the most dense. And that's where your more or less nineteen thousand regular force soldiers are. You can see in very few locations. Edmonton, Shiloh, Petawawa, Val Cartier, Gagetown.

And there's where your now approximately fifteen thousand part-time soldiers are. And there's a remarkable match between where reserve units are and where the population of Canada is. A couple of anomalies. I note in particular Prince George, now the third largest agglomeration in British Columbia after Vancouver and Victoria. There are no reserve units there. Maybe that's something we can fix.

Another way to show value for investment is what have you done for us recently. Well there's a few events that occurred. And it's just a small selection but events that for which Canadian citizens would have been a lot more miserable and less happy if the reserves hadn't been there.

Looking into the future, G8 meeting in Kananaskis. The composite infantry company coming out of the reserve units of western area going into roto 11. Similarly roto 13 coming out of LSCA. And so on. Some interesting facts and figures. I'll draw your attention in particular to this number here. We've been aware for some time that we were depending on the reserves

for an amount approaching twenty percent of deployed operations. What we didn't realize until we compiled this figure that indeed the reserves are backing us for twenty percent for day to day domestic operations as well. Next slide.

I just want to put this in context. So this, there's one army. We're moving in coordinated, it's a coordinated advance. Reserve restructure had to get across this obstacle. General Jeffrey fought through and got us that bridge head on the 6th of October. It's now being expanded by Herb Petrus and his team looking after the Army Reserve and the army of today. And my team is investing this bridge head. We're preparing to break out to the next objective.

At the same time General Jeffrey is bringing the regular force through a transformation process. We want to be careful that one doesn't get out too far in front of the other. We'd expose a flank. That's a nasty thing to do. Eventually to come together on our distance objective there which coincides with Canadian Forces objective, the Army, Navy and Air Force moving in coordinated fashion on Canadian Forces 2020 which is described in the strategy 2020 document that I'm sure you're all familiar with.

Another topic that gets a lot of attention, I've mentioned is mobilization planning. Stage one, two and three of mobilization as I said earlier are nearing final stages of planning. Let me go back on that, because you never have a final mobilization plan. It's a living document. What we have is the mobilization planning process which is just completing it's first cycle. And this is what we're using to design as the basis to give us the quantity, the quantities we need of each component, each part of the Army Reserve.

We're not including in the equation stage four. The white paper tells us that we're to plan for stage four but not to fund it. So you can't have anything, we're told we can't have anything that only exists for stage four. So we're concentrating our efforts stage one to three. And I'm looking for ways and ideas for how to get started on stage four planning. It's a tough problem because you know planning stage four mobilization is like saying how long is the rope?

Well General Kirby told me how long it is actually. He said we put one point one million men and women in uniform by 1945 out of a population of eleven million. We now have three times the population therefore your mobilization plan should be three and a half million big. Which is something in the order of six army groups. I don't get very far out of my office with that kind of numbering.

So the purpose of this slide is to show you that we're concentrating on stages one to three of mobilization for which we have reason to believe there will be funds and stage four mobilization we will do later.

I mention new capabilities. This it's just a listing, again it's in your handout. These are some of the things that we're looking at. It's skills, most often which are not or only in very small quantity in the regular force. Computer incident response would help you react if somebody was attacking your internet infrastructure. That's about all I know about it. Heavy urban search and rescue. The Marines in Lebanon when that apartment building was blown up and two hundred and some of them perished. That's the kind of skill you need in a situation like

that. It would also applicable God forbid when the big, the big one hits the lower mainland of BC.

Talked about (Inaudible) CBRN. Geomatics is the marriage of cartography and computers. And we have the mapping and charting establishment out at Dow's Lake. It's a very small unit. And we need depth added to that. Long range reconnaissance patrols and surveillance. Some of you may be familiar with the Honourable Artillery Company in the UK.

And we're certainly open to other ideas. We're looking for things that in the type of warfare we're likely to encounter in the future skill sets that are needed and are suitable for the reserves but are also dual purpose in nature in that they can equally be applied to homeland defence.

Okay I mentioned feedback from this letter so far. There have been thirty seven formal responses. There's actually more. I'm carrying a couple around in my briefcase that I haven't managed to give to the staff yet. I'm told that that is a significant response. And the next slide shows you some of the ideas that are coming out. So there is not a singular clear consensus yet. But this is the biggest one. Something above very low readiness and weighted more towards domestic than international operations. But you can see the full spectrum is there.

These are some common themes that come out of the input. The last two bullets I could have repeated another four times for emphasis. Ladies and gentlemen my purpose was to inform you about the round of consultation that the land force reserve restructure project is now conducting. Leading to decision or final recommendations to CLS on the 21st of April for renewed statement of roles, missions and tasks for the Army Reserve. That's the foundation stone that we need to put in place to build on.

At that same meeting we expect to be able to expose the mobilization plan and start rationalizing the current structure against the required structure. And that's a neutral term rationalize. It may well be a growth as it could be a slimming down. The indications coming out of the mobilization plan is that growth beyond what land force reserve restructure contemplated will be required. The big question I have is what amount of growth will be funded. With that I'm prepared to take your questions if there are a few and plenary. And then I'm sure we want to get on to the syndicate discussion.

Moderator: If there are any questions keep them to something like clarification. That's what you're seeking. But those that are going to be in committee will have a chance to batter them back and forth.

Question: (Inaudible, off mike)

Edward Fitch: (Inaudible, off mike)

Question: (Inaudible, off mike) on the Canadian Forces National counterintelligence unit. Can you elaborate on that?

Edward Fitch: (Inaudible, off mike)

Moderator: Yeah. Okay. Thank you. General Fitch on behalf of everybody I'd like to thank you in the take of your time and give us that. With that we could go all day on that I'm sure. And you're going to find that if you do sit in on the syndicate that discusses it you'll certainly get into a lot more detail.