

Speaking Notes for  
Lieutenant General Jeffery  
Chief of the Land Staff

At

The Conference of Defence Associations

Ottawa

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## Outline of CLS Address to the Conference of Defence Associations

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#### *Introduction*

- Ø General Evraire, General MacNamara, members of the Conference of Defence associations, Ladies and Gentlemen. Good morning.
- Ø It is always a pleasure to speak to CDA and in a sense this annual event has become a bit of a state of the army presentation.
- Ø As always, there is also plenty going on both Nationally and Internationally to spark your interest and prompt the sort of dialogue you all enjoy.

### **The Challenges**

- Ø **Lorsque j'ai eu la chance de vous adresser la parole en 2001, je vous ai fait part de mes impressions de l'état de l'Armée. En bref, je suggerais que nous étions devant des défis de taille.**

- Ø *When I first appeared at CDA in 2001, I expressed a number of views on the state of the army. In short I suggested that we faced some significant challenges.*

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- Ø First of all, an army that was performing very well, but was unsustainable. As I expressed it, an army that was too big for its budget and too small for its tasks. An army that faced manning shortfalls and a high personnel tempo. An Army Reserve that was unhealthy and mistrustful. And an army that desperately needed to get back to collective training.
- Ø Second an army whose capability was not keeping pace. Modernization initiatives that were sub-optimal, because they focussed on equipment rather than concept and capability. An army largely focussed on traditional industrial age warfare and not forward looking.
- Ø Finally an army that lacked unity and a real sense of direction

## **Approach**

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- Ø Since that time the army leadership has been working hard to address these issues. We have followed a consistent strategic approach, working as part of the CF/DND, but taking ownership of our problems.
- Ø **Nous avons travaillé avec acharnement pour faire reconnaître nos problèmes et nous avons cherchés de l'aide pour les rectifier. De plus, nous avons pris biens des décisions difficiles nous-même afin d'avancer.**
  - Ø *We have worked hard for recognition of the problems that the army faces and have sought assistance in resolving them. But most importantly, we have made many of the tough decisions ourselves to move us forward.*
- Ø The army strategy, which was published in May of last year, later than we had hoped due to 9/11, provided the capstone piece of a body of work that will move the army forward, into a new era.
- Ø This strategy sees the army changing in two phases.

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- Ø First we will implement the Interim Model, focussed on changing how we generate force. This sees implementing a Managed Readiness approach, which will better balance the demands of training, operations and reconstitution.
- Ø It also addresses improving our training system and reducing the augmentation demand on the field force, which will help in reducing personnel tempo.
- Ø Significantly, we are simultaneously conducting a Command Support pilot which, building on the new technologies inherent in our new TCCCS and LFC2IS, will substantially improve our Tactical Command and Control.
- Ø All of this however is preparing the ground for the more fundamental change or transformation as we move to the Army of Tomorrow.
- Ø This will see us change the way we actually fight.
- Ø Transformation may be one of those overly used or abused words, so it is important that you understand what we see as the changes inherent to it.

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- Ø This rather simple figure illustrates the essence of land capability. The Command and Sense functions, the head of the organization, are essential for Command and Control. The body, our firepower, mobility and protection are the essence of our combat capabilities and the Support base contains those essential functions to sustain the force in operations.

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- Ø Transformation sees growth in Command and sense capabilities, which significantly improves situational awareness, decision making and as a consequence, agility. This same information advantage will allow us to better use our combat capabilities and, with investments in greater precision in our firepower systems, and the ability to better focus our manoeuvre, overall capability and effectiveness should go up.
- Ø This change requires considerable investment in technology and, over time, a change in how we conduct many functions. It also will result in a change in the relative proportions of the force. As we see here, the head and support base taking a greater share of the resources, while the body taking less.

Ø **Ce changement est donc difficile à lancer, il requiert un équilibre entre chacune de nos initiatives, mais ce n'est que de cette façon que nous améliorons notre capacité opérationnelle et que nous demeurons une force pertinente à l'intérieur de notre structure courante.**

Ø *This is obviously a difficult change to implement, requiring a delicate balance in all that we do, but only in this way can we improve the overall capability and remain relevant as a force within the force structure that we have.*

Ø This transformed force will not just be an updated version of the same structure. It will be a medium weight force, based on our LAV family, that is designed to be strategically deployable but also tactically decisive.

Ø It will be optimised for employment in complex terrain but will be adaptable to any environment.

Ø It will not be a force able to go head to head with any opponent. But it will be a combat capable force not dissimilar to the US army's Interim Force.

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### **An Assessment of the State of the Army**

Ø But where does all this leave us today and how realistic are the plans we have made?

Ø Well as you have heard me say before, I won't engage in simplistic debates that try to paint the situation as all black or all white.

Ø My view is that ground truth is a variety of shades of grey and I will try to provide you some sense of what I see that landscape being.

## **The Positives**

Ø First, I must say that from where I stand I do see many positives and an improving situation.

Ø Unquestionably, we continue to have great success in operations and this I attribute overwhelmingly to the quality of our soldiers and leaders and the strength of our individual training system.

Ø Whatever we change in this army, we must never allow this strength to be eroded.

Ø The overall sustainability of the army, like that of the CF, continues to be a challenge and is one of my greatest concern. However, with the most recent budget announcement, for which I am grateful, I am optimistic that it will improve significantly our resource sustainability. Of course the

details are still being worked out and I do not know what the specifics are, but the situation is a great improvement over what we were expecting.

- Ø I see the work we are doing on Army Strategy as providing much needed focus and it has already developed a greater degree of unity within the army, particularly at the senior levels.
- Ø Perhaps most important, the work has developed a professional debate, within and without the army which is producing ideas and focussing our efforts. It certainly reinforces my long held belief that our people, at all levels, can come up with tremendous solutions to problems if we only give them the chance.
- Ø The introduction of managed readiness (ATOF) is improving the sustainability equation and most importantly, disciplining the way in which the army runs, improving predictability and ensuring a focus of resources to meet the assigned tasks.
- Ø **Je dois toutefois préciser que la gestion de l'état de préparation n'a pas encore atteint la maturité et celle-ci ne résoudra pas toutes nos problèmes. Cependant, aujourd'hui cette initiative augmente notre efficacité et je crois qu'elle le fera encore plus dans l'avenir.**
- Ø *I must be clear, managed readiness is not yet mature and does not solve all of our problems. But it is and will continue to improve effectiveness and efficiency*
- Ø Building on this more disciplined foundation, we can now start to address one of our greatest risk areas, the lack of collective training. We have already seen significant improvements in collective training at unit level and in my visits to unit training this year I have seen some of the best training ever.
- Ø This year, we will also, with the support of the Department, return to collective training at the Brigade level. Starting on 7 April, and running through to 3 May, we will conduct a focussed Brigade Training Event in Wainright Alberta, that will see us undertake war-fighting training at the Battle Group and Brigade level and lay the foundation for our high readiness forces for the coming year.
- Ø This exercise will happen, indeed trains are already deploying equipment to the west for that purpose
- Ø Such an exercise takes significant resources, but by focussing training in time and space, I believe we will achieve far more than we have, following more dispersed approaches.
- Ø It is my expectation that such events will become a routine and hopefully annual activity, albeit the scope of each training period will be driven by operational demands and available resources.

- Ø In the near future, we intend to further improve the effectiveness of our training by the introduction of a force on force weapons effects simulator system at a new Canadian Maneuver Training Centre in Wainright
- Ø Not all of the change is occurring in the regular force and I see improvements within the Reserves as well
- Ø LFRR Ph 1 has seen modest growth, albeit this year resource shortages have put in jeopardy some of those successes.
- Ø But the real sign of improvement is the fact that we are seeing Reservists, in particular reserve leaders playing an active, even pivotal, role in activities and decision making at every level.
- Ø Of note, the Canadian Contingent Commander for the upcoming Rotation 12 Op Palladium in Bosnia, Colonel Greg Gillespie, from Winnipeg, is a Reservist, as is his Contingent RSM. There will be others.Ø
- Ø Most significantly from my perspective, the increased employment of reserves in operations and the deployment of formed reserve elements, currently a full Infantry Company in Bosnia, bodes well for the future. I believe this gives reservists opportunities for real experience, develops reserve leaders, relieves some of the load on the Regular Force and perhaps most importantly establishes the reserves as a credible force and value for money.
- Ø This approach is not, of course, without its risks and we must avoid the danger of treating the reserves like Regular Force units.
- Ø The fact of the matter is that we are engaged in a degree of experimentation, to see what the reserves can do and sustain, and ultimately, it must be the reserves themselves that decide what the limits are.
- Ø Much work is also ongoing to better align the reserves to the nation's needs, both domestic and deployable, and to rebuild the vital linkages in the local communities.
- Ø Much good work has been done and my expectations for the reserves of the future are high – but we still have a long way to go.

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### *The Continuing Challenges*

- Ø Now if I stopped there, many would get the sense that I thought everything was rosy. You know that is not the case and anyone who knows me knows I wouldn't take that tack.

- Ø So what do I see as the continuing challenges?
- Ø Well first, I still see long term sustainability as an issue. The budget is a welcome relief and will ensure that we can establish some stability and better manage the remaining risks.
- Ø But this does not overcome years of under-funding and it is only Army Transformation, including the inherent institutional and cultural change, that offers the hope of re-establishing a sustainable programme.
- Ø In short, as the Minister said yesterday, it is not only the money we have received but the decisions we must make that will improve the future.
- Ø **Deuxièmement, le tempo opérationnel est encore élevé – à vrai dire, cette année il pourrait être parmi les plus élevé et comme vous le savez la taille de l'Armée limite les tâches que l'on peut lui attribuer.**
- Ø *Second, the tempo is still high – indeed this year may be amongst the highest and as you know the army is small and can only do so much.*
- Ø At the end of the day this may be the biggest challenge we face. Transformation holds out the prospect of a more modern, more capable force, relying more on technology.
- Ø But size matters and still limits what any force can sustain.
- Ø None of us should have any difficulty with the requirement of the CF to surge to meet critical demand and our men and women in uniform will always respond. The danger comes from the long term erosion of continually surging and placing an unreasonable and unsustainable load on the backs of our people.
- Ø This problem is well understood within the Department and we are working hard to improve the situation. I am sure ADM HR Mil will address a number of these issues from improving our manning to maintaining quality of life.
- Ø However, the real difficulty is managing the demand.
- Ø Against that backdrop, change still has to occur and this will require us to take risks.
- Ø This may require, as we have already done, to reduce or even eliminate certain capabilities.
- Ø But we must take care not to reduce too far or to attempt to change our structures too fast.
- Ø Change takes time, energy and money, all of which are in short supply, and there is a danger of mis-appreciating the difficulty of implementing change

- Ø Finally, as we face these many demands, we must better manage the expectations and perceptions of our soldiers.
- Ø With good understanding of the situation and the need for action, our people can perform miracles. But with so much going on, it is very difficult to maintain their awareness and commitment.
- Ø This is made more difficult by the fact that many of the changes hit at the heart of our military culture, making soldiers question the direction of the institution and even their own self worth
- Ø Of all of our challenges, keeping our people with us is the greatest.
- Ø In the army strategy we have identified Credibility as the centre of gravity. That is to say that whatever we do we must maintain the army's credibility with all of our stakeholder's.
- Ø No-where is the maintenance of credibility more important than with our own soldiers.

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### *Way ahead*

- Ø What then of the future?
- Ø Well I share many of the views that Tom Axeworthy provided us yesterday and I have a profound sense that in this increasingly dangerous world, the demands on our military will only grow.
- Ø That is not new, but reflects our history and imposes on us the responsibility to prepare.
- Ø Our real challenge will be to keep the army as a viable, relevant, quality organization, that meets the defence needs of the nation and as a dynamic institution which young Canadians want to join and serve.
- Ø To get there, it is my strong view that we must stay the course as articulated in the Army strategy
- Ø We must use all of our ingenuity to maintain our multi-purpose combat capability, retain our flexibility to respond in an ever changing security environment and transform the army into a 21<sup>st</sup> century force.
- Ø If we can do that, while maintaining our balance and sustainability, then we will truly be able to serve the nation.

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### *Summary*

- ∅ In closing I would like to thank CDA for all of the support it has given the army over the past years;  
and
- ∅ On a personal note, given that I will be retiring from the CF this summer, I wish to thank all those in the Association who have provided me support and advice over the years.
- ∅ Thankyou.