

MGen Herb Petras

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Thank you very much General. I'm very cognizant of the fact that I'm the last speaker on a Friday afternoon. I recognize very much also that for those of you that are students of anatomy after sitting all day the glutius maximus tends to get numb and I think the secret is to speak only long enough until the numbness spreads from the glutius maximus up to the brain (laughter) so I intend to make sure that I keep my remarks short and sharp. The second thing is that recognizing the time of the day that it is and being an infantry officer I've got background slides. The background slides have lots of pictures in them and so that hopefully will help keep people awake as well. Thank you very much for the invitation to speak. It's been a number of years I understand since the Chief of Reserves has addressed the CDA and I'm pleased to be able to take advantage of that opportunity. En français un grand plaisir pour moi d'être ici. I'm going to give the presentation in English, I do have backup slides for those of you francophones, en français over there and the English slides are off to my right. You'll all have an opportunity to read the little blurb in my cv but you should kind of know where I'm coming from and who the Chief of Reserves is in terms of speaking so that you get a sense because of where you sit, where you stand or vice versa. But I'm a class A reserve officer, lots of years in that capacity.

About 18 months ago General Rick Hillier asked me to come on full-time to become Director General of Combat Development for the army, a new position. He gave me my marching orders and then he immediately took off for Afghanistan. Tremendous experience for me. I don't think it's been 15 years ago, 10 years ago, a reserve general officer would not have been able to fill that kind of position. When he asked me to come in and take the job, I said you know General I'm giving up a real high priced civilian consulting practice to come and do this and he said to me look Herb, he said you want to be a soldier not a wussy consultant (laughter) and that's apologies to any consultants in the audience here. The first time I used that expression General Hillier acknowledged the fact that he would now have to go around and apologizing to all of these consultants that out there also. But it was a tremendous opportunity for me and I have to tell you that we've come a long in the Canadian Forces. Back in the 70's, Gagetown as a Lieutenant walking into the QM stores a huge crudely marker sign that said Militia keep out/. That was in the 70's.

Today, senior reservists everywhere are commanding operations. General Tabinar was down commanding Taskforce Southwest Asia in Tampa. We've had Colonels command in Bosnia. We've had Colonels command in Afghanistan. The CF a total integrated team. The fact that I

got to be Director General of Combat Development is not a reflection of me as an individual but it's a reflection of the kind of mutual respect that has developed between the reserve and regular components over the last few years because senior leaders were willing to take the risks and as reserves have stepped up to the plate and delivered and I guess I should get that, the little clicker so we can move this presentation along. If you listened carefully to the CDS yesterday, two things that he said were significant from the point of view of the reserves. The first one, he talked about the 5,000 and the 3,000 coming into the CF. He said, I think of this as 8,000 folks coming into the CF capability, pretty strong signal. He also talked about the fact that he's got a group of general officers that are in place who are going to move Canadian Forces transformation along. The reserves are very much a part of those general officers who are going to move transformation along. So here's what I'm going to talk about today very briefly.

I'm going to give you a primer on the Chief of Reserves and this is really Chief of Reserves and Cadets. The reason I'm doing that is that in case like Don Macnamara's experience with his students where nobody passed the citizenship test, if you ever get a question about what the Chief of Reserves does you should be able to pass by the time I've finished, at least the central elements of it. I'm going to tell you a little bit about what are we getting for our money out of our reserve components in the CF and particularly focus on support to operations. I'm going to talk a little bit about the current roles, missions and tasks of each of the elements in the reserve and I deliberately put some photos up there of the senior reserve generals and flag officers and colonels who are in the chair today carrying the bag for the reserve component and then finally I was asked to speak about the future of reserves and I'll be able to focus a little bit on that in light of the CDS' comments yesterday. The Chief of Reserves has a mission, there it is, there's also a vision I didn't bother producing it.

There's really two simple parts to my job. I'm the chief advisor on reserve matters to the CDS. So in that capacity I work for General Hillier. We also run a wonderful cadet and junior ranger program and in that capacity I work for the Vice-Chief of the Defence Staff. Let's take a look at the areas that I'm responsible for. I don't command any of that as the Chief of Reserves. The reserves belong to the environments, the reserves belong to NDHQ. There they are there, there are six of them listed and in effect there are actually seven components. I didn't put Public Affairs up there at this point. The numbers I'm using are for scope only, they're rounded off so I don't want to get into a bun fight with somebody over you're two or three numbers out but that gives you a sense of the scope of the number of people that are involved in each of the components. Supporting the reserves, support to operations, the thing called the Canadian Forces Liaison Council, really run by John Eaton who many of you know, some very distinguished Canadians from each of the provinces, there's a provincial committee. Their job is to provide employer support for the reserves to make sure that they get released to go off on operations and/or take courses and you can see signed up 4,500 employees, 3,800 are going to grant two weeks' leave and you can see what they do as well in terms of topping up pay and so on. 51% up to 12 months of operational leave that's allowed to sustain operations that we've been on. Canadian rangers, we're responsible for the Canadian rangers.

We're in discussions about where they're going to go in terms of the new command and control arrangement but for now we're responsible for the rangers, 4,000 of them. Most are

aboriginal Inuit peoples. I was up in Uqulivik last year, it's up at the northern tip of the Quebec Peninsula in Hudson's Bay and the former Chief of Reserves and I went up there to hand out some medals, jubilee medals and CDs to rangers. 850 people in the little town of Iqulivik, they gathered in the community centre. The rangers on parade, the junior rangers on parade, the entire town turns out. The pride that these rangers had and the juniors rangers had in wearing the simple uniform they have and the place that they have in that particular community is just tremendous. The impact that the rangers and the juniors rangers have on the community and throughout the north is wonderful and they deserve all the support that we can give them.

My presentation today will be about reserves but I don't want to forget the CIC. As a matter of fact, the young Lieutenant who asked the question today, that fine question at the end, is a CIC officer and I was amazed to discover that. I knew cadets were big, it's part of my learning curve. As the new Chief of Reserves I find out 55,000 cadets around the country, over 6,000 instructors, CIC instructors, a whole bunch of other extended family volunteers and I know that many of you are involved in here, one of the largest youth programs in the country, highly successful, every one of those kids terribly proud about wearing a uniform that reflects one of the environments in the Canadian Forces. So, proud to have this as part of my responsibility. Here's a map that we borrowed from the army that I've re-shaped into CF and it shows the presence around the country. There's the regular force, there's all the reserves, navy, army, air force, all those components that I showed you. There's all the rangers. Okay? One Canadian Forces. We talk about presence throughout the country and the only purpose of that slide is to show presence.

So let's get into each of the components very quickly. The navy, about 4,000 reservists. Commodore Bob Blaikely is the Commodore who commands it. He's a labour lawyer as a civy. 24 divisions across the country, Quebec City is the headquarters and their fleet school is in Quebec City. Here's what they do, they've put in on pictures, naval cooperation and guidance, coastal operations, port security, diving. Their main function is that middle picture on the right hand side, they run 12 MCDVs coastal defence vessels that are increasingly becoming more important as a result of the requirement for enhanced coastal security. They do a great job.

Army reserve, General Denis Tabenor (ph) is the Director General of the army reserve. He doesn't command the army reserve either. They're commanded by the areas and there are reserve Colonels as Brigade Commanders and reserve Generals as Deputy Commanders. When LFRR is complete, land force reserve re-structure and you see General Fitch's name and he's provided some of that information to me from the army although I've been intimately involved in the last few years. If you have any particular questions about LFRR he's happy to respond to those after we're finished and you'll see why I say 17,300 army reservists by the time we're finished the LFRR phase 2 project because the targeted number has really been 18,500 and you'll see why in a few minutes. There are 10 army reserve brigades and 4 land force areas and again a collage of pictures of what these folks do.

Director General air reserve, General Rob Clark is an ex-regular. The unique thing about the air reserve, about 2,500 of them, they're probably the most integrated of all of the reserves in the Canadian Forces. Virtual single chain of command, reservists serve in all units and there's some of the capabilities that they've got. Specifically involved in flying the Dash-8

and flying Griffin helicopters. There's a number of other things that they do. Communication reserve, General Art Dunphy is their senior reserve advisor and Colonel Chris Piker is a regular force Colonel who commands the communication reserve. Roughly 2,000 communication reservists. The significant thing there is that 35, to 50 are continually employed on operations. The type of people that they produce are capabilities that are in real demand in the Canadian Forces that we're short of and so they're filling a big bill with the specialties that the communication reserve bring and an example of the kind of things that they are into.

The medical reserve used to belong to the army at one point have now split to become a separate reserve along with, integrated with the CF medical system. John Hillier talked about the requirement to fix the medical system in the Canadian Forces. The medical reserve have done a significant amount in increasing their capability and one of the things that they're doing and continue to expand is this first thing, there's a primary reserve list that they have just started but they've got a whole bunch of specialists out there who are willing to not join the Canadian Forces but willing to commit some time to these people, to the health services to be able to provide those capabilities. So, real specialists and this is their commercial pitch, understanding and caring anywhere anytime. They do a great job. We also have a JAG reserve, about 70 folks there. Totally integrated, all civilian lawyers who provide services as is listed on the bottom of the slide there, military law, justice, military personnel and administrative leave. So they provide a surge capability. There's even consideration to have some of these reserve JAGs become judges.

You may not be able to see this slide very well but what that is is we keep track of reserves in operations and current this year, now as of February I believe, 15% of the reserves that are out on operations overseas are currently reservists. All of the operations listed on the left side and of course the major one is still in Kabul. We've got a surprising number in the Middle East and there's still a significant number in Bosnia and this is during the draw down phase. I pulled out numbers for the last five years just to give you a sense of where the reserves have been. 3,315 of them over the last 5 years have been off on operations and some of these have been people going on more than one tour but that's a significant number. This is where they've been, Afghanistan, the Arabian Gulf, Bosnia was a huge undertaking for our reservists. There was even a reservist in the DART team over in the recent tsunami event. And then domestic operations. God was good to the reserves and to the Canadian Forces with all of the floods and ice storms and fires and everything else that were sent particularly during the 90's and recently because it allowed, and I'm obviously kidding, but it's allowed us to demonstrate the value of the CF and particularly the value of the reserve forces in domestic operations. I've got some examples there, the big one that's missing, that's not up there is the, is Y2K. Over 11,000 were ready to go, it became a non-event but they were ready to go at that particular point.

So the ice storm in particular, the Manitoba floods in particular and last summer the B.C. fires where reservists from all of the CF end of the side of the house stepped forward and really made this thing work. Let's talk very briefly about the future of the reserves. There's going to be a Defence policy statement. Hi Marsh did a very good job in terms of analysing the potential of what's in there. You saw the statement from the CDS yesterday. He's got a vision for the Canadian Forces. He's managed to get all of us general officers and flag

officers, you know, cats herded into a room and adopting the vision and we're currently in the process of operationalizing that vision. There are three CF transformation teams that have started worked, intensive work for the next 4 months. We have senior reservists involved in that process.

I as the Chief of Reserves and the people that work with me are involved in that process as well. One of my main functions is to provide credible advice to the CDS and to the members of Armed Forces Council. So I sit at the Armed Forces Council table, that's those people who were sitting in the front row yesterday with the CDS, the heads of all the environments. The way I get credible advice is dealing through the senior leaders in each of the environments. We have a little council that meets, they have their finger on the pulse on what's happening in their environments and when I need to know it it comes from them and then through me to the CDS. So there are going to be challenges and opportunities for the reserves in the CDS' vision and in our Defence policy and I think two questions that were asked of me before we came to deliver this presentation was that, what about the additional 3,000? What's going to happen with that? So, I'll be able to tell you and then there's been a lot of preoccupation about reserves more involved in domestic operations particularly homeland defence, what's going to happen there. Oops. There's the breakdown of 3,000. It may be a little bit hard for you to read. The 3,000 soldiers that were allocated or were promised from the government were primarily directed at the army as part of the land force reserve re-structure process.

There was a phase 1 where the army reserve grew to 15,500 and then there's a phase 2 promise to have them grow to 18,500. Since that time the medical reserve has split away from the army and that's why we're talking 17,300 but in effect all of the positions, except for about 473, have been allocated already, allocated to the areas to use. You'll notice that there are two things that are, the communication reserve and the medical reserve are each given 100 PY's or persons each to bolster their side of the house because there's recognition that there's a requirement for more signal and medical support. So if you have in-depth questions about that, General Ed Fitch is sitting right there in row three and you can certainly hit him up afterwards to get a little bit more detailed answer there. Domestic operations, here's the way we view it. Based on the experience in the late 90's and recently on current domestic ops, we're talking natural disasters, based on Y2K planning that we did, the reserves are viewed now as a key part of the CF capability mix. CF has a whole bunch of capabilities, the reserves are a key portion of that.

In domestic ops we're looking at support to first responders and also responding to things like consequence management. To use an example, something happens in the Windsor-Detroit Tunnel, there's a reserve brigade plus air assets plus navy assets in the lakes that can support any CF commitment that we have to provide to that area as a reserve brigade in that part of Ontario. They can muster 2,500 folks fairly quickly in that kind of an emergency. So there are opportunities to use reservists there. The other thing that came out of LFRR was a thing called contingency planning officers. These are folks, these are officers in each city in the country, the major city who have plugged into the local emergency planning organization to be the CF designated rep there. That doesn't mean that reservists are going to be first responders but if something happens and the CF has to be called then they're going to be the conduit up through the ops chain to make sure that CF support shows up. There are going to be opportunities for reservists to get involved in northern sovereignty. I talked about it when

I talked about it to the rangers, you know, they were important in the Cold War, they're going to be more important now.

Global warming, economic activity up in the north, increased requirement for the CF to focus on that particular area. The reserves have a potential to play a role there. So we're exploring that. The Canada-US military interface, despite everything that's been said about NORAD and BMD and all of those sorts of things, for the last three years we've been working very hard on the reserve end of things to establish relationships with the National Guard, the army reserve, particularly the northern border states to allow us to train together, to set up a mechanism to make sure that that happens properly but also to establish relationships that should be get into a situation where consequence management is required on the border, we know who the folks are immediately to the south and that's a well established relationship. International ops, a couple of key messages here for those who watch what's happening to the reserves. We're going to continue to provide focus support and I'm using the term traditional capabilities because I'm going to get into a bunch of new capabilities. The bulk of what we do is going to be support through traditional capabilities, infantry and so on, going to be through individual augmentation and form groups.

We're also going to provide new and enhanced capabilities. I have to tell you that, and I'll mention it at the end, that the reserves have, they're all sceptics like all of us have been and I've been around for a long time as well, have enthusiastically embraced the new capability approach and I'll be able to tell you why in my wrap up in a couple of minutes. There's a list of new capabilities and why are we doing that, because these are capabilities that have been identified by the Canadian Forces as gaps in our capability. These are capabilities that we've gone to the reserves with and said can you do this. Many of these are in the planning stages through LFRR and through the other environments, I'm not just speaking about the army and I'll just use three simple examples here because of the interest of time but let me run through the list. Civil military cooperation, I want to speak about that a little bit more. Psy ops, psychological operations, we use them in theatre. International ops only, we don't do psy ops in our own country even though General Hillier said yesterday we're going to treat Canada as a theatre of operations in terms of the way we look at doing domestic ops.

CBRN is really for those of you that aren't into the new lingo, the old MBCW in terms of rekkie decontamination. Geomatics is a mapping support organization. The air force has lots of success with air field engineers, that the few that they've stood up tremendous capability that they bring. Information operations is a pretty broad spectre of things but it's an area where the communication reserve can be involved as well. The navy has gone from naval control of shipping to naval intelligence where they do intelligence analysis. Naval intelligence is going to be a tremendous asset for domestic operations as well as offshore. I already mentioned the health service specialists and the kind of things they do. We've been quietly rebuilding the military police over the last three years to the point where each army area in the country has a company of military police from where at one point they were just small pockets of sections and platoons. Tremendous asset for domestic operations for potential homeland defence issues and then why is public affairs up there. They're the domestic version of the psy ops group and they don't do psy ops what they do is they provide information to the public when you're on a domestic operation, you can't, you can't do that.

Let me talk about CMC, civil military cooperation we stood it up three years ago and went

into Bosnia. It took one tour for the CO's there to say huge force multiplier, this is what we need in theatre because that's the kind of things that we're dealing with. It took a very short period of time and prior to that happening reserves were very seldom factored into what we call roto zero or the first operation that goes into a theatre. They're now very much a part of it. The CMC people are there. Fast forward to Kabul, Afghanistan. Just last year we moved into the theatre of operations around Kabul. When our soldiers first went out to talk to the locals, guess what, they weren't very happy. Even though, you know, the friendly Canadians were there they were very happy. When the cmic people went out and said what's the problem, well our wells are all contaminated and so all it took was 5,000 bucks a well from CIDA. They dug a bunch of wells and guess what, when the Canadians came into their little village, open arms.

I was over there last April and I can attest to that. The little kids over in Afghanistan surround us when we're there. Afghanistan has turned around to the point where you know what the little kids ask for when they run around you? Candy? Chocolates? No, they ask for pencils, have you got a notebook, have you got something to read because they're all learning English. What a tremendous, tremendous turnabout. CMC hasn't done all that but CMC sure has made a big difference in terms of connecting with the people that are over there. So more to follow on this. Here are some of the basic principles we're using. I'm almost at the end here. When we build a capability it's got to be dual use, both international and domestic ops with the exception of psy ops as I said because we split it between psy ops and public affairs. Where it's appropriate we want to use civilian skills and that's why reservists make such great CMC operators because they're used to dealing with the civil government, dealing with people in their own community. We've learned from our American cousins and others that you've got to have a critical mass to sustain operations. You've got to be careful about what kind of capabilities you put into the reserve to make sure we can sustain these. People in the reserve support both current ops, we're not shifting the reserves that that's all they're going to do. They're also going to form a base for expansion or mobilization as we've talked about in the past. We've got to manage expectations very carefully here. I put 70%, 30% there.

I was at NATO last week at a NATO reserves forces committee meeting. They had done a study on reserves over the last 10 years. I was very surprised to find that on NATO operations next to the Americans guess who was second in terms of use of reserves, Canadians, 24% over the last years in NATO operations. So we use our reserves a lot but the problem there is that we've got to manage expectations. Our average has been anywhere from about 15 to maximum 20%, sometimes in the past 10 years we've gone over it. I think with carefully managed expectations depending on the theatre and the risk we can sustain up to 30%. On the other 70%, I use that figure because that's the crew that you need to sustain it, that's the crew that should stay at home and be prepared for expansion but that's also the 70% that will come out when there's a domestic operation and your home is threatened and they showed that in spades in the domestic ops we've been involved in. That's not based on any science by the way, that's just based on experience a gut feel. And the last thing is that the demands have to respect the time available. Let's not ask reservists to do things that they cannot do. They stepped up to the plate and delivered but only because what we've asked them to do has been realistic.

So, here's the conclusion. If anybody ever asks me what are you getting for that money you're spending on reserves, I hope I've demonstrated a little bit of that in terms of the kind of support that we've provided to operations. They've been relevant, they've been successful, they've delivered when they've been asked to deliver. Senior reserve leadership is fully engaged in the transformation and it isn't just us. At this particular point we're building on the foundations of the things that came before. We learned a lot of lessons from LFRR and how to engage with stakeholders but there have been lessons learned prior to that too, special commission on reserve restructure and a whole bunch of things that have happened in the last number of years, lessons learned on how to engage stakeholders outside the forces. And General Mike Jeffrey is responsible for that last bullet. He was hugely successful in finally making reserve restructure army phase 1 work and the reason that he did is he used this approach. He said here's the capability requirement, don't tell the reserves what they're going to do, ask them what they can do and it's a basis for success. We intend to continue on doing that.

Before I get into questions, just a wrap up comment. I was careful to point out, you know, I deliberately showed you the pictures of the senior reserve leadership involved in this process. We're the people wearing the uniform at this point and we're the people that have the responsibility for the reserve dimension of the Canadian Forces. It's our turn. A whole bunch of people in here have had their turn as well and I think the important thing to keep in mind is that even though we're in the chair at this point, we can't do it without support. We can't do it without the support of CDA, we can't do it without the support of our honorary Colonels and our extended family and the support has been tremendous and as we go through CF transformation here, as the reserve leadership works with the regular component leadership to try and produce a more effective Canadian Forces, then that support's going to continue to have to come and I think what you're going to see even though the CDS is trying to move this along quickly in the next 3 to 4 months, it's going to take longer than 3 to 4 months and there will be ample opportunity for input, discussion and analysis which I know the CDA will do in fine fashion.

So thank you very much. A final comment. I talked about those of us in uniform serving our country right now. I've got to tell you that those of you that are retired, those of you that are part of CDA are still serving your country. I'll give you an example. Colonel Wolfe here sitting in the front row, there's debate about whether he's actually 87 or 88. (Laughter) I met with him a couple of days ago, very thoughtful paper on the army reserve which we redirected to General Fitch. But I was pleased to be able to listen because we have somebody that's 87 or 88 who still cares enough about their country to put something like that together then hope springs eternal for all of us. So I do want to compliment you for that as well and thank you and compliment you for the continued involvement you have with the Canadian Forces. Thanks very much everyone. (Applause)

Moderator: Ladies and gentlemen we have 10 minutes for questions. Please make your way to the microphones. Number one?

Question: My name is Win G., I'm representing Reserve 2000 which and I would like to comment first of all. I hope the level of interest in NDHQ is not indicated by the number of uniforms that are here this afternoon. I hope rather that it's that they want to get home on a

Friday afternoon.

Moderator: Or get back to their in-baskets.

Question: Or get back to their in-baskets. By way of introduction I would like to publicly thank General Ed Fitch and his crew for the work that they've done in the past few years to move reserve transformation along. I think they've done a marvellous job and they've approached it very sensitively and it's working but there are problems and I will address one of those problems in the form of a question rather than a criticism and that problem is that the training that is provided to reservists still does not seem to be geared towards the reservists. Rather they reservist has to adapt to the training system and there are several indications or several examples that I'll use that will illustrate what I'm talking about. The first is in the area of officer training or call it leadership training, senior NCO training as well, where we can't seem to be able to fit, in spite of the new system, be able to fit NCO and officer training into the time that the candidates have available and the second one is in trades training. The example that I like to look at is the vehicle mech training that takes God knows how many weeks in the forces if we can get it at all but we just can't seem to find enough candidates who are willing to subject themselves to the kind of vehicle mech training in a period of time that is meaningful. What I'm trying to say here is that you can break it up in little blocks and it takes 6 years to produce a Corporal vehicle mech. Now maybe I'm exaggerating a bit but my point is, my question is are you looking at ways to adapt training for the reservist so that it meets his schedule rather than the way it's done in the regular force where it meets a training system schedule.

Major Gen. Herb Petras: I'd be pleased to answer that. It would be pretty easy for me as the Chief of Reserves to say I'm just an advisor and, you know, this is really the responsibility of the training system or HR Mil and so on but I have an opinion here and I've been pretty closely involved. So I can answer that question. Lots of work to be done. I think you saw in my basic principles it said we've got to respect the time available, we've got to manage expectations. Currently the navy and the air force tell me that, reservists tell me that they can by sending their people on the same courses as the regular component they can maintain the critical mass of people that they've got there and it seems to work for them.

The army on the other hand has adopted what they call a delta training system and what they do is they train to the same standards as the regular force but they use what they call an essential level of capability and then what they do is they track the delta between the essential level, same standard as delta between what a regular would get who has more time available. There are still areas in that neck of the woods that need a fair amount of work. What the regular force is doing has taken a look at the reserve approach using modularity and we've gone down to modularizing all of the courses that we run into two week blocks including the officer training. There's a pattern for people who are available for 4 months in the summer and there are people who have jobs that can only devote 2, 4, 5 weeks in the summer time. Modularization I think is going to be the way to go. The problem that you focussed on had to do with the trades training. There's an area that is owned by the Canadian Forces trade group in Camp Borden. There's now a movement afoot to modularize that. The problem of course is that even modularizing it, if you expect them to do all of the equivalent of what a regular force trades person does, you're still taking 6 to 8 years to produce a

technician.

So the next thing they're looking at is reducing the scope of what they're going to expect a reserve technician to produce and I use an example as a boy soldier when I joined I was an engineer weapons technician group 3. I was trained only to the point of the weapons that I would handle either in the reserve unit or if I went off on an operation it was specifically focussed on the weapons that we would see there. Right now we're training a QL5 weapons technician onto weapons that they'll never see in their lifetime and it's throwing up a whole bunch of road blocks. So, we virtually killed the service battalions as a result of this demand and it's the same pressure on the other part of the environment. So, duly recognized and I think modularization and a reduce in scope is really the focus in terms of where they want to go with this. I hope that's answered your question.

Question: ..inaudible..?

Major Gen. Herb Petras: Yes, happening, happening, okay?

Moderator: A comment?

Question: Can I just make a comment on that? At our meeting last fall ..inaudible..?

Major Gen. Herb Petras: Thank you for that.

Moderator: Number two?

Question: Leo M.. from the Armour Corps Association. Colonel Jeff Dorfman who you must know General Petras was planning on attending this week our conference but broke his leg on Saturday night but he did ask me to ask a question and I was going to ask the Minister but I guess you're the last guy on the totem poll here to get before we finish off. But his concern is the reserve pension plan and his question was when, you know, are you going to establish a vested date for anybody retiring or when is it coming in and what will be the effective date. If I could take that answer back to him I think he would appreciate it since he's coming up to retirement very shortly.

Major Gen. Herb Petras: Yes, Jeffrey Dorfman is coming close to retirement and I can see why the concern is there. Unfortunately we've done a terrible job in communicating what we're doing with the pension. The reserve pension is coming in. You can't quote me because I don't have the definitive answer as to exactly when, December of 05 is what was the last that I've heard. I've asked shortly after coming into this job that because many of us are getting close to the end and are looking at that dimension, you know, what's going to happen to the retirement gratuity, what's going to happen with the pension when it comes in and what does it actually mean for people once you start to draw a pension. We know that most people didn't join for pension or retirement gratuities but the fact that it's there people would like the right information. So, all that I can say to you at this point Leo is to tell Jeff that I will absolutely get back to him as soon as I have the exact answer as to where we're going but it certainly is ready to go. It's been passed into law, it was another one of those things that they worked at it, they've been working on it since, God I'm trying to think, early 90's, like 8 or 9 years. It took forever. I kept wondering what they were doing. Was it 88 or somebody said. I mean it seems like it's been around for a long time.

Question: ..inaudible..?

Major Gen. Herb Petras: Well in terms of it being, working through the process is part of the whole pension process and aligning it with the, and this is where the difficulties were, was aligning it with what the CF was getting, aligning it with the concerns about annuitance coming out of regular force and so on. So, it's hugely more complicated than I thought it was initially but all that to say is I'm skating around in circles here because I really don't know the answer. The best information I have is this year and you'll get some clear information as to what's going to happen. We've asked for that to come out from HR Mil people. Okay?

Moderator: Thank you. Major Bob Mayer.

Question: Yes, Bob Mayer, Director General Strategic Planning. I began my military career actually in the Governor General's Foot Guards many years back and have a deep and abiding interest in the reserve forces and I thank you sir for a very clear presentation about the future of the reserve forces and it's gratifying to see what the LF land force reserve restructure, the specific new capabilities that we want to fill as regard to CMC and psy ops and so on. I think that's really the way to go ahead. One of the things I was waiting to see though in your presentation and it was alluded to a little bit in the previous question here was what particular challenges and difficulties do you see within the reserve looking out in the next 5 to 10 years and what ways can the department at large and perhaps regular force do to help overcome these challenges and difficulties because I imagine there are some. We always think in mind of the recruiting and retention problems, the high turnover of personnel and so on and so forth. I wonder if you might enlighten those regulars of us in the audience what these challenges and difficulties might be and how perhaps the department at large might assist you in overcoming them? Thank you.

Major Gen. Herb Petras: Right, great. I have to tell you that one of the things that was missing when each of the environments produced their strategies was a clear cut Canadian Forces operating concept and so there was not clear direction from, and this is not a criticism this is the reality of what was happening, that as LFRR started looking at new capabilities that the reserves could potentially get involved in, it was viewed as an LFRR initiative⁴ as opposed to a CF directed initiative and so there wasn't a tremendous amount of support there at times for CMC. I was the person involved in driving CMC into making it happen. I was told to go away several times. It's not our mandate, it's not our mission. We knew at the time that if we didn't put CMC out in the street it wasn't going to demonstrate that LFRR was actually going to make some changes and we knew there was some real potential there. So there was a lack of overall coherence and direction and support. I think that's going to change with the vision that the CDS has. There will be an operating concept, there will be a specific allocation of who's going to provide capabilities. These very well happen so I think that was a challenge, I think that's going to change. It continues to be at this point but we're going to have lots of support for that list of new capabilities that are there but the problem is is the institutional support, getting support from the training system and from NDHQ proper to make sure that the money and all of the assets that are required to make this thing happen are there. That's one.

The second thing has to do with training capacity. It's always going to be a problem but there are creative ways of going about it. We became quite anal about standards at one point,

everything had to be done in a major training centre. Well no more, we're looking at farming things out and creative ways of delivery training. So training capacity though is still going to be an obstacle. Fortunately with the 3,000 coming in, since all of them have been already allocated and most have been trained, I think for us it's not going to be much of a problem. The last one I guess in terms of challenges has to do with we're bringing 3,000 folks into the reserve component. How many of them are going to component transfer to the regular force as the regular force starts to pick up the 5,000 people? Well, am I unhappy about that as the Chief of Reserves? No way because to me if we can, the purpose of the reserve is to be there as a farm team for the regulars quite frankly and if we can encourage them to go to that half of our team fill our boots then it's our job to go out and recruit but it will be a challenge for us because there are expectations for us to meet particular targets. I think the targets are well on their way if you talk to General Fitch, well on their way to being met but explaining to people that there's a serious effort from both the regular and the reserve side of the house to make this work is another challenge that we're going to face. We've got to continue to communicate and get the word out including things like pensions and others that people are interested in. Rob I hope that's answered your question.

Moderator: Thank you very much indeed and thank you for concluding our AGM today, the presentation part at least on a very positive note in regard to the reserves.