

Conference Of Defence Association

Remarks of MGen. H. Petras at the CDA AGM held at the Chateau Laurier Ottawa, Ontario 24 February 2006

Herb Petras: I want to do a sound check as well. Are we okay back left there? Is everything okay on the right hand side? Good, thank you very much. Yesterday, one of our academics talked about using a military format for his presentation. I'm going to use that format he talked about, the military one, you know, where I tell you what I'm going to say and then I'm going to say it and then I'm going to say what I said at the end kind of thing to make sure everybody got it. I'm going to begin though with some summarizing the key messages in my brief presentation in case numbness, (Friday afternoon after lunch) has started to set in. If you pick up the second slide you'll get the key messages of what I've got as well. (See Slide #2)

It is a pleasure for me to be here. C'est un honneur pour moi d'être ici avec mes collègues. For those who speak French I've got a présentation en français à gauche, your gauche not mine and English over on this side. At lunchtime today one of the members in the audience made a comment about the CDS' remarks this morning and said how terrific they were and how they have generated so much enthusiasm and have created so much momentum. Well, I would like to add that the team doing the presentation today is part of the team that's caught up in that enthusiasm and helping to deliver that momentum. I also have to tell you that as Reservists we're very much a part of the same team that is helping to deliver on that momentum.

The CDS also talked about how important it was to get the message out to Canadians and the messages have to be correct. There are some optics here this afternoon that perhaps are evident or not self-evident. What is the Chief of Reserves and Cadets doing sitting on a panel with two operational commanders? We do not want to get the message out that I have now become the operational commander of all Reserves. That is not the case but the optics are important because it demonstrates the increasing importance that Reservists have played in the last dozen years but particularly in the last five in support of day to day operations. I'll be able to tell you that because of my involvement with NATO, that NATO is going down that same road. All nations who have Reserves similar to our structure, those coming out of the conscript model and moving to our structure, realize that Reservists cannot act solely as a mobilization base, have lots to contribute to immediate operations, but there needs to be a balance. And so, I'm not an operational commander. As a matter of fact, I really don't command anything except a small staff. We deliver a world-class youth program with cadets on behalf of the Vice-Chief of the Defence Staff. I work for the CDS as his reserve advisor and with members of Armed Forces Council and I'm supported by advice from the reserve generals and flag officers as a way of ensuring that anything that we do at the CF level, policies and procedures, are put into place to set Reserves up for success.

So, here are the key messages:

The reserve role, even though the roles as articulated in the environments are confirmed, note there has been a shift from purely a strategic role to one that is both strategic and operational. I'm going to talk a little bit about that in terms of how the Reserves will support Canada Command and CEFCom.

The other thing we are involved in is Canadian Forces Transformation. You heard General Natynczk and General Leslie this morning talk about that and General Natynczk particularly talked about the "enablers" of CF Transformation. That was the term that General Natynczk used. The Reserve Vision paper that we are going to be responsible for producing, which will be issued as a CDS directive is considered a key enabler and, is a significant part of my job. The last part of the key messages that I want everybody to understand is that we are not turning over the

applecart or starting from a clean sheet of paper. We're going to build on the successes that have been so hard earned over the last years in each of the environments.

The only thing that we're going to try and do is to bring more of a CF focus to what has been an environmentally driven process to date.

I like using this slide because it always has an impact and I'll begin by telling you a little about where we are and who we are. Some of you heard this last year but if you're new, a little reminder is probably not such a bad thing. There are the regular full-time folks across the country. We did a better job with the slide this year. Last year I think we had Gagetown sitting out in the middle of the Atlantic Ocean and somebody objected to that. Why, exactly. (Laughter) Here's where the primary Reserves are across the country and here's a group that General Natynczk said that we're very interested in as well, the Canadian Rangers spread throughout our north. So, some pretty terrific capabilities covering this vast country, small but very capable. (See Slide # 3).

I'm going to bring up each of the reserve entities in the Canadian forces, (see slide # 4). I've rounded off the numbers for context. If you can see a little difference between the numbers that I have here and the ones that General Leslie used this morning, they're really only minor and it's purely for context. Approximately 25,000 Canadians are serving in the primary reserve at this point and you can see the way they're broken down there. The NDHQ PRL, the primary reserve list at NDHQ, those are Reservists who are working largely on a full-time basis but also part-time basis at National Defence Headquarters and now equally important in the headquarters supporting Canada Command and CEFCom. And then the Rangers, (See slide # 5), I'm proud of that group who so proudly are members of the Canadian Forces in the north, not the same terms of service as Reservists and regulars have. As a matter of fact there's no compulsory retirement age up there and one of the rangers is in his 80's and is still providing valuable advice and guidance as an elder to one of the Ranger patrol groups.

All right, let's talk a little bit about force employment. (See slide # 6). I think from the presentations you've had so far, everyone understands the term force employment really is how we use our capabilities, use our troops.

I used this slide last year with respect to domestic operations. (See slide # 7). This is just a way of demonstrating that through the 90's and into early 2000, Reservists were used frequently. I use the ice storm as a pretty good example and I know the CDS used that many times in the past as a wonderful example of CF capability responding to a civil emergency, integrated regular reserve, at that particular time, it didn't really matter who was who. They were out and did a wonderful job and so what those things really demonstrate is that as part of CF capability, Reservists play a key role and have been successful in the past and will be in the future.

Here are some of the principles that are tied into domestic operations, that the primary Reserve are a key part of Canadian forces capability and they'll be employed by the Commander of Canada Command. That's the approach we're taking even though they're generated by each of the environments, Army, Navy and Air Force. (See slide # 8).

The CF essentially provides support to first responders and often is involved in what we call consequence management, something that happens after an event. Now with the kind of work that Canada Command is doing in contingency planning, we're certainly going to be able to respond even better. We have started to put a model into place called Contingency Planning Officers who are real community linked. Their job is to plug into the local emergency measures organization, not to run it, not to direct it, but to be the face of the Canadian Forces locally and to be an extension of the operational headquarters that Canada Command has here in Ottawa and also in each of the six Joint Task Force regions. Northern sovereignty is a huge focus. There's potential for Reservists to do a number of things up there. There's potential for the Rangers to perhaps do a bit more and we're looking at the roles, missions and tasks of the Rangers to see what's appropriate. There's a strong interface between Canada and the US and I meet regularly in the US with my American counterparts.

I think I may have mentioned last year that when I went down to Washington, when the Armed Forces Council of which I'm a member, goes to Washington, I stay at home because there's no equivalent in the US Joint Chiefs of Staff as a reservist. They have a Major General on staff, he does not have the same level of participation as I do here in Canada and so what we have is kind of unique and is something that's not lost on the reserve senior leadership in the US.

International operations. (See slide # 9). I didn't use General Leslie's slide about "invading Africa". I've just borrowed one of the slides that have been used by CEFCom and really have nothing to do with this slide other than to lead into how Reserves contribute to international operations. Just because of an increased interest in using reservists for domestic ops where it makes sense, does not detract from the kind of contributions they are going to make internationally.

I'll show you in a minute where we are. How are we going to do it? (See slide # 10). We do it individually and in formed groups. Which is better? This morning somebody asked that question of Jay Seagle. Well, we do both where it makes sense. When we were in Bosnia in a major way and if we had stayed until 2008, we were prepared to put a reserve heavy battle group into Bosnia. You know, where 80, 90% of the battle group would have been Reservists, was being planned by the army in a serious way. (See slide # 11). When you get into a more mature theatre or you want to give rest to regular formations and units, if the risk is appropriate, Reservists can absolutely do a job of that magnitude.

We are also going to provide new and enhanced capabilities, two of which are already producing tremendous results. You hear an awful lot about CIMC, civil military cooperation, that capability is virtually resident 100% in the reserve side of the house. They're the folks that are over in Kandahar right now as members of the provincial reconstruction team. They link with the locals, and with non-government agencies. We have about 300 of those officers and NCO's currently involved in that program and are a huge force multiplier. The caution we always save when we're putting capabilities like CIMC into the Reserves only, there has to be sufficient critical mass to be able to sustain that and so we're careful about what we put into the reserve component. We've learned lessons from our American friends across the border, who have taken major capabilities, generated primarily by their Reserves (for very good reasons), and admit there are some difficulties associated with having done that.

There are the mandatory Reserves on Operations slide, (see slide # 12). I've updated it from last year. The last five years, 3,720 Reservists have been involved in overseas operations in all of the ones that CEFCom now has responsibility. That's really hard to read but the bottom line on that slide is that it shows operations all across where the Canadian forces operations are and the percentage of Regulars and Reserves. I have an email here, sent today, from an officer on our staff who tracks these statistics regularly through CEF Com. You may be interested to know this is as of yesterday, that ROTO 1, the brigade headquarters and the PRT in place in Kandahar 23% of the personnel employed in this operation are Reserves. 23% in Kandahar and that percentage of reserve personnel deployed on all international operations is now 19%. You notice that the Commander of Canada Command and CEFCom didn't mention reserve, didn't mention regular. We don't think about it that way but I certainly do in a big way because when we send these folks out the door we want to make sure that they're successful and contributing to Canadian forces operations.

I put this list up, (see slide # 13). As we go on force developing the Canadian Forces, as we start to look at capabilities that the Canadian Forces need for operations, there's a list of the number ones that are either already in place, that we're going to enhance or we're going to build. For those of you who were here last year you'll know that I said that we're building it not necessarily by re-rolling people but by using existing units and giving them cross training in kind of secondary military occupation. So if somebody who does CIMIC may do CIMIC for 3 or 4 years and then go back into their unit and to the normal trade. Although, we're beginning to find that CIMIC has created such a great degree of interest that people may not want to leave. It doesn't mean they have to change their hat badge to build that capability and so 300 CIMC operators is a pretty nice

contribution. I won't run through all of the examples but Psychological operations or PhyOps is becoming increasingly more important from a reserve perspective. You'll notice in the new capabilities in the other environments as well. Airfield engineers, the air force airfield engineers are a huge potential capability.

There aren't a lot of them, but they are highly effective where they are - particular in domestic ops but also in international ops. The navy has shifted its capability of navy intelligence virtually exclusively into the Reserves. They used to be naval control of shipping folks, while they still do that kind of thing now the navy's intelligence arm is primarily generated by Reserves. The health services specialists, what a great thing they've done in terms of bringing in specialists who may not normally want to join the permanent force but wouldn't mind going out on operations for a few months or a few weeks. So they have enrolled anaesthetist special capability surgeons, there's a long list. They have them on a health reserve list and it is already having a major impact. Military police particularly in the army, we've now stood up four military police companies. Even before 2001 we were starting to move down that road because of the additional requirement for military police. Prior to that our Reserve MP's were very small and not well supported. They now have a life, they now have progression, they have some equipment, and have regular support. I'll tell you, in security and intelligence, Reservists are making a significant contribution.

I won't mention the others at this particular point. I am just briefly going to mention NATO because of the context of the CDAI seminar yesterday, (see slide # 14). There's a committee in NATO called the National Reserve Forces Committee. It's a two-star level equivalent committee and 19 nations belong. Canada is going to assume chairmanship of that committee in 2006-2008. It's kind of a nice time to do that with General Henault over there as the chairman of the military committee. We know very well that this committee is one of 80 committees in NATO. Reserves are often fairly small on the radar screen, and in the grand scheme of things, but the one thing I've discovered in this committee is that there are only 3 two-stars who are Reservists. The rest are all regulars, many quite well connected within their MODs.

The reason most of them are regulars is because a lot of the new NATO countries still use conscripts, which they call reservists.

The most important thing that NRFC does is to exchange information. (See slide # 15, 16). Those of us who have well established reserve programs, are able to share with new countries who are particularly interested in finding out about how we do things as they transition from a conscript to a volunteer.

You may be interested in knowing who the Reservists are beside myself: One is from Australia, MGen Neil Wilson who runs his own firm as a civilian. Is Australia part of NATO? No, but they're an associate member of this organization because they want to be plugged in. The other gentleman is the Duke of Westminster who is my counterpart in the UK. Most of you know that the Duke is quite a wealthy well-connected individual. I discovered that he's the 6th Duke and I won't go into any more detail but if anyone wants to hear some Duke stories on the side I've got a few. He's a great fellow and he's terribly interested in what the Reserves do in the UK, devotes a great deal of time and is very effective as is his Australian colleague. A staff officer at NATO did a study about how many soldiers have supported recent NATO operations. In IFOR and SFOR in the Balkans, there we are almost 3,000. As a matter of fact, in his presentation to NRFC, said Canada is second only to the United States in terms of percentage use of Reservists in NATO operations. This number does not include countries that use conscripts, of course, because many countries use conscripts as their soldiers on operations.

That's quite telling and significant as well. So we're really looking forward to getting more involved in NRFC and NATO Reserves over the next couple of years.

All right. You've heard about CF transformation from a number of people today and you heard that terrific address from the CDS this morning. As you would expect from General Hillier, his direction is always clear and concise, based on a series of principles that serve as left and right

arcs for our work. This is the CDS' 6th of 6 principles and for those who can't read it from back there it says "regular reserve and civilian personnel will be more closely integrated into virtually every CF structure in order to ensure the best utilization of appropriate skills and experience at every level." So it doesn't matter what component you're in, what you bring to the job is what counts. (See slide # 17).

There's a second direction from the CDS and one of the responsibilities that I've got along with the reserve general and flag officers and the wider community here is to produce a Reserve Vision subordinate to the CF Vision that articulates the role reserve forces will fulfill in support of CF transformation. This vision will speak to reserve force generation, force development, directly aligned to domestic, continental and international force employment requirements of the operational level headquarters. (See slide # 18).

This is something that we've been working at and I'll give you a quick example. The way we're approaching it is we're taking the principles that have led to success in each of the environments and building on them. We're going to put them into a framework that talks about principles of reserve service, talks about what kind of Reserves there are in the country and then talks about principles under force development, force generation and force employment. Here are a couple of examples: We want to reaffirm the overall role of augmenting the Regular Force by adding depth and breadth as well as maintaining the vital link to communities. So the roles that are generally articulated in the environments are really something that we want to confirm. We want to confirm that the hallmark of reserve service is its voluntary nature. Under force development this is one of the things we are looking at- saying while there must be an overall CF focus, role requirements and the structure of each environment will lead to recommendations and to unique solutions for the integration and use of Reserves. Consultation is the key to success.

Under force generation, some of these are motherhood, demands for training and operations must respect the time available and under force employment, Reservists will normally provide depth to fill existing formations but they can also do specific tasks and missions. So there's a series of principles under each one of these headings that we're hoping to be able to bring to the CDS shortly. He will then issue that direction, as I said earlier, as one of the enablers in CF transformation. This next slide is the mandatory wiring diagram, (see slide # 19). This shows the Chief of Reserves as the center of the universe in the Canadian forces (laughter) if you look very carefully what it's intended to do is show you where the role fits. You remember I said earlier that we run a youth program for the Vice-Chief and we provide advice to the CDS and Armed Forces Council? I'd like to add that I'm also at times able to provide advice to the operational commanders when it has to do with employment of Reserves.

We've also got Chief of Transformation up there. Walt Natynczk and I have been working very closely to make sure that anything that impacts on Reserves are carefully thought out before we get into it. There's a thing called the Chief of Reserves Council. There are 12 general officers and flag officers in the reserve. A number of them are part of my advisory council, so when I speak to the CDS or speak at Armed Forces Council, I can speak credibly because I'm representing the folks that are out there. Nobody is shy about giving me advice about the kinds of things I should bring forward. We also have a transformation steering group that is really part of General Natynczk's organization and we have a reserve-working group that's sponsored by HR(MIL), Human Resources Military, and ourselves to make sure that the reserve policies that are going to allow Reservists to be more effective and available for operations actually happen. And I know the cynics out there are saying "you've been talking about this for 10 years," right? Well, there's nothing like a little bit of impetus like the momentum that CF transformation has created. That's going to ensure we fix some of those irritants that you've all talked about. Unfortunately, for the Reserves we've got a number of policies that are caught up in the Cold War. We have a number of policies that were developed and adjusted using band-aids during the 90's as a result of Somalia and what came after that. So the policies are hugely complex. You try and mess with one; you mess up a whole bunch of other things so we're really starting to talk about a new personnel paradigm for the Canadian Forces.

Maybe we've got to look at a full-time/ part-time construct and how the Reserves play into that game. So, important to note is that the purpose of this slide really is to say that Reserves are fully engaged in CF transformation and consultation is key to making sure that what it is that we're saying.

There's the conclusion, indication of what I said at the beginning, (see slide # 20). Reserves are going to be fully integrated as a key part of the Canadian Forces. It will be a challenge to figure out how to do that. Policies that apply to a full-timer don't always apply to a part-timer. How do you find the right balance? Support for domestic and international ops is going to become increasingly more important. What lessons have we learned from our allies and our own experiences, how do we find the right balance between how much we invest in the strategic reserve, how much we invest in sending folks off to support operations. There's no doubt that the Reserves willingly step up to the plate and deliver when required. We have more volunteers than we need at this particular point, quite frankly, for the positions available and that's a good thing. The question always is how long can you sustain it?

I mentioned NATO leadership role, it's an opportunity for Canada. It's a small thing but you know what? It is an opportunity for us to project the way we do things, our values, the way we approach our reserve model and that's a very good thing. And finally, the last one, reaffirm CF transformation, we're build on the success of the environments to come up with a more CF focused model about where the Reserves are at.

That's it. Thank you very much. (Applause)