

Speaking Notes for

General Raymond Henault

**Chief of the Defence Staff**

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Conference of Defence Associations

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*Please Check Against Delivery*

Distinguished Guests,

Ladies and Gentlemen:

As you may know, I believe in taking every opportunity to talk about the Canadian Forces and the terrific work our men and women do around the globe each and every day.

So it is a particular pleasure to address the Conference of Defence Associations and to speak to an audience that takes such an active interest in our work.

I am also glad to speak to the topic you have chosen for today's seminar: combat capability.

Although the term "combat capability" is a simple one, achieving and maintaining that capability is less so.

Still, I am confident in stating that the Canadian Forces are combat capable, relative to the security environment and as we have demonstrated many times in the last several years.

And I have made it clear that I intend to ensure we remain combat capable well into the future.

Cela n'est pas une tâche facile. Nous devons relever un grand nombre de défis, et aujourd'hui, je voudrais parler de trois d'entre eux : premièrement, les effets de notre cadence opérationnelle, en particulier sur nos effectifs; deuxièmement, certaines de nos contraintes financières; et troisièmement, l'évolution du contexte de la sécurité. J'expliquerai ensuite comment, à mon avis, nous devrions relever ces défis et nous préparer pour l'avenir.

Let me begin the discussion of our operational tempo with an overview of some of our activities over the last year.

We currently have some 4,600 Canadian soldiers, sailors and air personnel deployed on overseas operations. We also have nearly 200 civilian personnel supporting our operations in Bosnia, including CSP personnel from ATCO Frontec and CFPSA.

Our most significant commitment of troops, at the moment, is to the campaign against terrorism. The arrival of the PPCLI in Afghanistan this month brings our contribution to over 2,400

personnel.

We were also busy on missions around the globe, in concert with our UN and NATO allies. Last year, our troops returned from successful UN missions in East Timor, Ethiopia and Eritrea, and the former Yugoslav Republic of Macedonia. At the same time, we are maintaining a significant presence in Bosnia, and the Golan Heights/ ME as mentioned earlier, working with our NATO allies to ensure a secure environment for the local population.

In addition to these responsibilities, we continue to work effectively within the NORAD agreements; and, since the fall, we have assigned additional CF-18s to enhance the protection of continental airspace, along with our American partners south of the 49<sup>th</sup> parallel and in Alaska. There are also several Canadians flying aboard the NATO AWACS, deployed from Germany to the United States, and others aboard US AWACS deployed worldwide.

Toutes ces opérations que nous avons conduites se sont ajoutées à nos activités régulières au Canada. Et bien sûr, nous avons effectué ces opérations tout en menant nos activités d'entraînement et en maintenant notre disponibilité opérationnelle!

Il y a cependant un coût à payer pour ces réalisations. Pour répondre à ce premier défi, nous devons prendre des mesures pour réduire le stress associé au rythme élevé des opérations sur nos militaires et leurs familles.

A second challenge we face in maintaining our combat capability is simply one of resources.

The last Budget provided new funding for national security and counter-terrorism, but it did not fully address the program funding needed to sustain our current capabilities and levels of activity over the long term. Responding to numerous financial demands will require that we continue maximizing the return on any defence investments.

All that being said, I think we have done well in apportioning the defence budget sensibly across the spectrum of needs. I have to say, though, that we are stretched pretty tight at the moment and that we need to work diligently to ensure we can sustain the essential capabilities that we provide and are required.

Le troisième et dernier défi que je voudrais aborder est celui de l'évolution du contexte de sécurité.

Notre expérience au cours des dernières années confirme; de façon générale, que les conflits d'envergure entre États ne constituent plus la principale menace contre la paix et la sécurité internationales. Nous sommes plutôt témoins d'une multiplication des conflits ethniques et intra-étatiques. That is, there is a high number of ethnic and intra-state conflicts.

As I hardly need to say to this audience, in the event that the Government decides to make the Canadian Forces available to help, those inherently complex situations make for some equally complex and dangerous missions.

You only have to think of Bosnia, Kosovo and Eritrea to appreciate that in addition to traditional peacekeeping, we have been extensively involved in a range of very different operations involving both peace enforcement and combat.

We already have several years' experience with this type of change. But the security environment we work in has also been enormously affected by the shocking events of September 11<sup>th</sup>. Our Government, as well as those of most other nations, will be addressing the questions raised by those events for some time to come.

De notre côté, les Forces canadiennes apportent une contribution importante à la campagne contre le terrorisme. Nous pouvons également nous attendre à ce que les missions que nous conduisons, dans une grande variété de théâtres, soient influencées par le nouvel environnement de sécurité, à mesure qu'il évoluera. \_

Notre cadence opérationnelle élevée et ses répercussions sur nos effectifs, nos contraintes budgétaires et l'évolution du contexte de la sécurité -- voilà certains des problèmes auxquels nous devons affronter pour faire en sorte que nous demeurions aptes au combat.

#### Way Ahead

At this point, I'd like to change direction slightly and talk about the way ahead. Now, I am not a magician and don't have any magic tricks tucked up my sleeve. While a little magic might come in handy sometimes, common sense and vigilance will undoubtedly provide a more lasting solution to the challenges ahead.

It is my personal view that we can best prepare ourselves for the future by balancing our investments in people; equipment and training. I would like to focus on two of those key areas: people and, the modernization of our equipment and to a degree, force structure.

And we need to do this while continuing to be active operationally, on a global scale.

We cannot afford to neglect either of the areas that I just mentioned. The balance is a fine one -- not as fine as walking a tightrope, more like balancing a canoe.

In fact, modernizing the Forces will be ineffective if we do not invest concurrently in our people. And having the right people won't matter unless they are supported by a modern force structure. Take either one out of the equation and our canoe will tip.

#### Investing in People

Now let me also focus on people for a moment.

No one can deny that we have devoted significant attention to the quality of life of our members in the last few years. And, I intend to make sure that we continue to do so.

A related issue that we are addressing vigorously is personnel tempo, or PERSTEMPO -- the time members have to spend away from home, whether on deployed operations, training at home or elsewhere, and other activities.

Last March, we issued interim guidelines on PERSTEMPO.

In general terms, these guidelines reiterate that members returning from overseas deployments or isolated postings should not be subject to another such deployment or posting for at least a one-year period.

Even so, because operational requirements may conflict with the interim policy, the guidelines allow for exceptions where service requirements demand it. But we do our utmost to keep these exceptions to a minimum.

Entre-temps, nous sommes sur le point de compléter une étude à long terme sur le rythme des affectations du personnel hors du foyer (PERSTEMPO). Les résultats de l'étude serviront à l'élaboration d'une politique, qui trouvera le juste équilibre entre les exigences des Forces canadiennes et les besoins des militaires et de leurs familles.\_

Néanmoins, même la meilleure des politiques a ses limites. Lorsque nos militaires sont appelés au service, ils ont l'obligation de servir.

Conscients de cet engagement, nous devons continuer d'appuyer nos militaires en nous occupant d'eux du mieux que nous le pouvons, et en veillant à leur bien-être.

In fact, it is no secret that military operations can expose members and their families to extraordinary stresses. These stresses can manifest themselves in minor ailments or more serious problems.

For that reason, several years ago, we established five Operational Trauma and Stress Support Units across the country. These units help service members and their families to deal with stress-related problems and illnesses.

In particular, we have taken significant steps to address the medical aspects of stress-related disorders.

But, as the Ombudsman pointed out in his recent report on the treatment of members with PTSD, we need to keep improving the services that are currently in place.

This is very important, as there is still some stigma attached to admitting to a stress-related injury like Post Traumatic Stress Disorder.

In fact, members and their families are often afraid to seek help for fear of being ostracized.

Il est clair qu'il faut remédier à cette situation. Et nous avons déjà pris des dispositions afin d'y voir.

À titre d'exemple, le projet de soutien social aux victimes de stress opérationnel a été mis sur pied au mois de mai 2001, et il a été annoncé officiellement dans un message adressé à notre personnel le mois dernier.

In support of the victims of operational stress injuries, the project has a three-fold mandate:

- First, to create a national peer support network for injured members and veterans, which includes their families;
- Second, to validate the development of education packages and pre-deployment training modules, in partnership with CF and civilian health care professionals; and
- Third, to take the lead in developing the methodology required to effect an institutional cultural change regarding the realities of operational stress injuries.

It is a basic tenet of the project that personnel with operational stress injuries be treated with respect and dignity. Our people give their very best to us every day, and we must stand by them when they are sick or injured, just as we do when they are well.

#### **Modernization**

Now, I said earlier that we have to balance the investments in our personnel with investments to modernize our equipment and its force structure.

An important part of modernization is ensuring our personnel have modern, effective equipment and that we are interoperable with our allies.

We have been provided with some impressive new equipment in the last few years, but today, I'd like to talk about some of our longer-range plans.

Si nous voulons des forces modernes, nous devons absolument nous doter d'équipements à la fine pointe de la technologie. Grâce à nos collaborations avec l'industrie canadienne et nos alliés, nous jouissons déjà d'un accès aux technologies de pointe qui redéfinissent les opérations militaires.

Par exemple, lorsqu'il sera achevé, le Système militaire canadien de télécommunications par satellite offrira aux Forces canadiennes une capacité de communication longue distance efficace et interopérable, pour appuyer le commandement et le contrôle de nos forces en déploiement.

Another important project currently underway is the Joint Strike Fighter, an international program aimed at creating an affordable, stealthy, multi-role strike fighter.

We have received a number of benefits from Canada's investment in the first phase of the project, and on February 7<sup>th</sup>, we formally committed to participating in the second phase.

Among other things, our participation in the ten-year System Development and Demonstration Phase will assist our efforts to enhance interoperability with the U.S. and other allies.

It will also give Canadian industry the opportunity to make a value-added contribution to the program, and put industry in a position to gain from Joint Strike Fighter-related contracts.

Operating effectively in an increasingly high tech environment is one thing, but we also need to continue looking closely at options to enhance our ability to deploy rapidly -- including, airlift, sealift and air-to-air refueling.

We are making good progress in acquiring strategic air-to-air refueling capabilities. Plans are now in the works to modify two of our Airbus aircraft to provide them with this capability. And we are enjoying cost savings by joining with the German military as they refit a number of their aircraft of the same type.

Tout en modernisant notre équipement et en investissant dans la technologie, nous devons faire en sorte que la structure de nos forces soit souple et légère, et qu'elle puisse s'adapter aux changements.

Les trois composantes des Forces canadiennes sont actuellement engagées dans un vaste processus visant à déterminer les capacités requises aujourd'hui, et celles dont elles devront se doter dans l'avenir.

From the Navy's Leadmark document, to the Army Strategy and its future work, to the Aerospace Capability Framework, the three commands are mapping the path to continued combat capability on the seas, on land and in the air. You will hear more on these subjects from the Environmental Chiefs of Staff, so I won't dwell on them. But I think you will be impressed by the modern and long range thinking that has gone into their individual strategies, which are complementary and consistent with Defence Policy and departmental level Strategy 2020.

We also recognize the importance of ensuring these plans mesh seamlessly to allow for smooth joint operations.

Our experience over the last decade has clearly demonstrated the benefits of different commands operating under a joint umbrella. We are therefore dedicating significant resources to the improvement of our ability to carry out joint operations.

With the creation of the Canadian Forces Joint Operations Group in Kingston, we now have the modern, rapidly deployable, and robust command and control and signals capability that we need for the changing security environment. And we are also doing considerable work at the national level to increase our conductivity and situational awareness, and develop the common operating picture required for both domestic and global operations.

Il est primordial que les trois commandements collaborent de façon harmonieuse, et il est tout aussi important que nous soyons interopérables avec nos alliés.

Je puis vous dire que nous avons fait des progrès réels en ce qui concerne l'amélioration de notre interopérabilité au cours des dernières années.

Notre marine, par exemple, a atteint un niveau d'interopérabilité sans précédent avec la marine américaine.

Our significant role in the campaign against terrorism is evidence of the high level of interoperability we have achieved thus far. In fact, all of our Forces deployed to Operation APOLLO are able to work in lock-step with the US-led coalition force. In the process, it is important to note that I retain command of deployed forces, while the US Commander -- or any other coalition commander, for that matter -- only has operational control.

Incidentally, I think our involvement in the campaign speaks volumes about our combat capability.

And it bears repeating that the United States specifically requested the participation of Canadian troops on the ground in Kandahar. They also requested our Coyote reconnaissance vehicles.

To summarize our long-term force modernization strategy, we will continue to focus on leading-edge equipment and technology, jointness, and interoperability.

## **Conclusion**

*As I said at the outset, we don't lack challenges in sustaining our combat capability. But challenges can inspire us to take a fresh look at what we do and how we do it. And that is where you come in. Providing inspiration is one of several ways that you, as members of the CDA, can help us.*

*You have a wealth of knowledge and experience that you can bring to bear on the challenges facing the Forces. I invite all of you to come forward with realistic solutions and innovative ideas. Vous pouvez également nous aider sur d'autres plans. Par exemple, en veillant à ce que le public reçoive des renseignements exacts sur l'Équipe de la Défense. Je vous inviterais même à aller plus loin encore en étant prêts à faire des mises au point lorsque des renseignements erronés seront communiqués au public.*

Enfin, je vous invite à faire des critiques constructives. J'insiste sur le mot constructives parce que les critiques peuvent aussi bien être destructives. Nous savons que lorsque les critiques à l'endroit des Forces canadiennes sont destructives ou mal renseignées, elles risquent de diminuer le soutien du public à l'égard de la Défense et de saper le moral de nos hommes et de nos femmes en service actif, de même que celui de leurs familles -- les gens que nous souhaitons épauler le plus.

When I consider the future of the Canadian Forces, I am very optimistic. The British politician and former Prime Minister Harold Wilson once said, "I am an optimist, but I am an optimist who carries a raincoat."

Like Mr. Wilson, I carry a raincoat and I recognize there will be showers along the way. Still, I am optimistic because we have dedicated and professional men and women in the Canadian Forces, and are working diligently to maintain our combat capability today, and well into the future.

And I am optimistic because I know we are gradually identifying the right balance in our investments, to ensure that we can fulfil our mandate today and tomorrow.

Will it be easy? No. Can we do it alone? Undoubtedly not.

That is why I hope we can continue to benefit from your expertise, your ideas and your enthusiasm.

Working together, we will succeed.