



First page of this document

Vice-Chief of the Defence Staff
Situation Reports

SITREP 01-95

from Gen A.J.G.D. de Chastelain, CDS.

1. As we continue to face challenges of change I believe we must improve internal communication to ensure you have as much information as possible about what is happening, why, and what it means for each of you. It is important that senior leadership is aware of your concerns. For the longer term, an internal communications program will include a regular CF/DND-wide news bulletin to keep us all better informed. In the interim, I will issue a number of SITREPs and I would be grateful for maximum feedback through the chain of command on issues of interest/concern to you. The aim is that future SITREPs and the internal news bulletin, once underway, meet the information needs of everyone, no matter where you fit into the defence team.
2. There is much going on and it is difficult for many DND/CF members to appreciate where initiatives that affect them fit into the overall plan. My intent in this first report is to outline where we are going and to provide an update on operations and some of the major personnel initiatives and renewal activities currently underway. Subsequent reports will update the operations and activity situation as well as respond to special requests for information.
3. The mission of DND and the CF remains to protect Canada, to contribute to world peace and to project Canadian interests and values abroad. The overall vision as stated in the white paper is to maintain multi-purpose, combat-capable sea, land and air forces which will evolve in a way consistent with today's strategic and fiscal realities.
4. The change in the strategic realities of the world we live and operate in is, I think, obvious to all. As a consequence, the CF must maintain core capabilities to protect the nation's territory and approaches and to further national objectives. Given that there is no direct military threat to the continent at present, we are reducing the level of resources devoted to traditional missions in North America. We will, however, remain actively engaged in the UN, NATO, NORAD and the Organization for Security and Cooperation in Europe and will become more actively involved in security issues in Latin America and the Asia-Pacific region. In the operations update that follows, it will be clear that we are very busy and that our activities scan the globe.
5. The change in the fiscal realities facing the department should budget will be under continuing pressure as the government strives to bring the difficult under control. However, the goal is to maintain core capabilities to support the priorities of the White Paper through changing management practices, operating more efficiently, making optimum use of resources and ensuring we derive full value from the skills, experience and professionalism of all members of the defence team. Simply put, if we are to maintain our combat capability, we must find innovative ways to absorb reductions in other areas. As will be evident from the activity update, there is a lot of essential work underway in this area.
6. I do not underestimate the magnitude of the challenges we are facing. operationally we are very busy; at the same time we are committed to reduce and re-focus both the Regular and Reserve Forces,

to reorganize the command and control system, to revamp the capital acquisition program and to do this at the same time as significantly changing the way we do business. While the challenges are formidable, we have excellent people and we can get the job done.

7. Operations update. In addition to extensive operations in Canada and off our coasts, there are currently 3,591 CF personnel committed to 17 peacekeeping and other missions around the globe:

- a. **Haiti (UNMIIH II):** 495 CF personnel are deployed in Haiti to support UNMIIH II for a period of so months ending 29 Feb 96. The Canadian contingent includes a utility helicopter sqn, a transport platoon, a CE unit and supporting elements.
- b. **UN Assistance Mission for Rwanda (UNAMIR):** 122 CF personnel are deployed in Rwanda, six headquarters (HQ) personnel, ten UN military observers, a service support unit of 98 personnel based in Kigali and the force commander and staff (eight).
- c. **UN Truce Supervisory Organization (UNTSO):** Canada currently provides 13 officers as military observers in various locations in Lebanon, Syria and Israel.
- d. **UN Disengagement Observer Force (UNDOF):** currently 216 CF personnel serve on the Golan Heights between Israel and Syria, providing communications detachments and second-line logistic support to the force.
- e. **UN Force in Cyprus (UNFICYP):** Canada maintains two CF personnel at UNFICYP HQ. The UNFICYP mandate is currently extended to 31 Dec 95.
- f. **Multinational Force and Observers (MFO):** Canada provides 28 personnel who man selected staff, air traffic control and administrative positions at the MFO HQ in El Gorah, Egypt.
- g. **UN Iraq-Kuwait Observer Mission (UNIKOM):** Canada provides five personnel who act as military observers on the Iraq-Kuwait border.
- h. **UN Special Commission (UNSCOM):** Canada is currently contributing one CF member to participate in inspections of Iraq's nuclear, biological and chemical facilities.
- i. **Organization for Security and Cooperation in Europe (OSCE) Nagorny-Karabakh (Op Nylon):** Canada has agreed to provide three members to assist the OSCE in its efforts to plan, mount and maintain a possible OSCE peacekeeping mission to Nagorny-Karabakh.
- j. **UN Military Observer Group India-Pakistan (UNMOGIP):** Canada provides a CC-130 Herc to airlift the UNMOGIP HQ twice yearly, in April and October, between Rawalpindi, Pakistan and Srinagar, India.
- k. **Cambodian Mine Action Centre (CMAC):** Canada provides seven personnel to train Cambodians in de-mining techniques and safety standards, as well as management and decision making skills to support de-mining operations.
- l. **UN Command Military Armistice Commission in Korea (UNCMAC):** The CF Attaché in Seoul, Korea, acts as a member of the Commission for six months out of every two years.

Canada's most recent participation in the Commission was from 10 Nov 93 to 10 May 94.

m. UN Peace Force (UNPF) - former republic of Yugoslavia: There are approximately 2,085 CF personnel in the Balkans, based on 2 R22eR, 3 R22eR, a logistics battalion, UN military observers (15) and personnel in various staff and support positions. Canada also provides a MGen who serves as the Deputy Force Commander, UNPF. CanBat 1 (2 R22eR) is currently monitoring the situation in sector south, Croatia. CanBat 2 (3 R22eR) is providing security for the humanitarian assistance efforts and is monitoring the chase fire between the Bosnian Muslims and the Bosnian Croats in central Bosnia-Herzegovina. CanLogBat provides logistic support to both battalions from Primosten on the Dalmatian Coast.

n. Op Airbridge United Nations High Commissioner for Refugees (UNHCR) Sarajevo Airlift: Canada participates in the UNHCR airlift with one CC-130 Herc (43 personnel). The detachment is based in Ancona, Italy and normally operates 21 flights weekly (three flights per day, seven days a week). Due to warring faction activities, the airlift was suspended on 7 Apr 95. The CC-130 Herc and all but three members have been redeployed from Ancona, Italy, to Canada. Op Airbridge assets are prepared to deploy and resume operations from Ancona within a seven day period.

o. Op Deny Flight: Canada provides approximately two members for each AWACS flight operating from Geilenkirchen, Germany, in support of enforcement of the no-fly-zone over Bosnia-Herzegovina. A Canadian NATO Airborne Early Warning Ground Liaison Team of up to seven personnel operates in Hungary and in Italy.

p. Op Sharp Guard: HMCS Ville de Quebec (231 personnel) is Canada's contribution to the NATO Standing Naval Force Atlantic deployed in the Adriatic to monitor and enforce the embargo against the former Yugoslav republics. Canada also accepted a NATO request to provide maritime patrol aircraft support to Op Sharp Guard. Two CP-140 Auroras and approximately 57 personnel, including air and ground crew, have deployed to NAS Sigonella, Italy, for a four month period ending mid-Sep 95.

q. OP Tranquillity: HMCS Calgary (approx 220 personnel) deployed 10 Jul 95 for multinational interception operations in the Arabian Gulf in support of UN sanctions against Iraq (14 Aug - 2 Oct) followed by Sharp Guard duties as part of StaNavForMed (22 Oct - 26 Nov). Calgary will return to Esquimalt 23 Dec.

r. Arms Control Verification Operations - Conventional Forces in Europe Treaty: Op Reduction 4/95 is a Canadian-led multi-national team to Kuschevskaya, Russia, 2-30 Aug 95. The team will confirm the reduction of 50 T62 tanks, 36 BMPs and 15 BTR70/80 APCs.

s. Open Skies: Responding to an invitation, Germany conducted an Open Skies trial flight in Canada, 23 Jun to 2 Jul 95. The aim of the flight was to conduct training and to validate the protocol and the procedures for conducting passive overflights. In addition to observers from Germany, other state party observers included Russia, USA, France, Belgium, Italy and the Netherlands.

8. Personnel Initiatives. The personnel system is undergoing significant change as the Department continues to downsize to the targets established in the White Paper: 60,000 regulars, 23,000 reservists and 20,000 civilians by the year 1999. In order to meet these objectives as well as ongoing operational requirements, significant re-engineering is underway in the domain of personnel

management. the following is a short sample of these initiatives:

a. A special review board led by ADM(Per), with senior NDHQ and command representatives, is studying a whole range of personnel issues aimed at improving the quality of life and conditions of service of sailors, soldiers and airmen/airwomen. The board recognizes that your quality of life, and that of your families, is a fundamental prerequisite to the attainment of operational readiness. Some of the initiatives being pursued include the development of an approved pay package for implementation as soon as the freeze is lifted, the provision of greater geographic stability to enhance spousal employment opportunities and reduce housing and separation problems, the streamlining of maternity leave administration, etc.

b. The way the CF delivers and administers benefits is also being reviewed. Several trials are underway to provide an up-front, lump sum payment for travel and removal benefits such as interim lodging and F&E movement, as well as the buying and selling of houses. To improve administration, the authority to approve many benefits is being delegated to base/wing level and many administrative orders are being revised to provide clearer direction to the field.

c. A learning and resource centre will promote a continuous, self-learning environment within the National Capital Region by enhancing skills through training alternatives and will support managers and human resource specialists throughout DND.

d. The extension of the CF continuing education program to civilians will offer personnel special services through agreements with a number of academic institutions across Canada including: correspondence courses, off-campus-on-base courses, credits for military training and experience, transfer of credits from other academic institutions, flexibility on course starting dates and time for completion, and academic training and counselling. A coordinating structure is established with base-level contacts within each of the commands. Joint mil/civ briefings have been organized at most locations. The programme should be in place by the 1995/96 academic year.

e. The Canadian Force Community College Network is a network of 20 colleges across Canada which is being established to replace the former single source contractor (Seneca College) for educational upgrading of members. This will result in improved college-level educational support services at comparable costs, with a better quality/price ratio. The network approach applied to college-level education services will be expanded to university level services to further improve value for money.

f. The Canadian Forces Medical Service is reviewing all aspects of health care delivery in order to re-engineer health care services to the CF with emphasis on operations, cost-effectiveness, viability and maintaining high standard. The provision of routine health care services to CF personnel will remain a DND responsibility; however, various means of providing these services are being evaluated, including purchasing services from the local civilian health care sector.

g. Creation of a CF Housing Agency will provide a more efficient method of delivering family housing to members of the CF. This will become possible through the creation of a special operating agency. The agency has a charter and a business plan, all of which have been submitted to Treasury Board for approval. The agency has well-defined terms of reference, performing objectives and goals. The agency will begin operations on 1 Apr 96, assuming Treasury Board approves the proposal.

9. Capital program. As announced in the white paper, the changed security environment and current fiscal circumstances demand that we radically re-structure plans to purchase capital equipment. We intend to extend the life of equipment wherever it is cost effective and prudent to do so. New equipment will be acquired to maintain core capabilities and will be suited to the widest possible range of defence roles. Wherever possible, we will operate fewer types of equipment and purchase equipment that is easier to maintain. We will also explore innovative ways to acquire and maintain equipment.

10. The recent announcement of the purchase of 240 APCs, with options to acquire the balance of the total requirement of 651 vehicles at a later date but at today's prices, and the decision to refurbish 850 M113 tracked vehicles and 450 Grizzly and Bison wheeled vehicles is a concrete expression of our new approach. Effort is still underway to progress the acquisition of maritime and SAR helicopters, and submarines. Further information will be provided as government decisions occur.

11. **Major activities.** By far, the most significant activity underway to generate the savings that are required to maintain essential combat capability is the Management, Command and Control Re-Engineering (MCCR) initiative. The results of the review will lead to the streamline of our Command and Control (C2) structure, the elimination of the layer of headquarters and the reduction of resources devoted to headquarters by at least one-third. The re-engineering process will produce a much leaner management and C2 structure which will be focused on operations primacy, the provision of sound defence advice and operating excellence. The MMCR work is led by a team headed by MGen George Macdonald and the goal is to finish initial process re-engineering by October with an approved implementation plan and organizational structure being achieved by December. The DM and I, as well as environmental commanders and all NDHQ group principals are fully engaged in this important project.

12. Other major re-engineering activities such as the Sr ADM(Mat) Op Excelerate and ADM(Per) Op Renaissance are being coordinated to dovetail with the MCCR activity. I expect most of you are aware of the general thrusts of these programs, however, some other similar initiatives may not be as well known. The following list gives some examples of other re-engineering activities currently underway:

a. Op Thunderbird will examine the command and control of the CF security and military police functions with a view to re-engineering to concentrate upon support to operations, elimination of non-essential roles, and improved efficiency

b. J2 Geomatics, which produces maps, charts and other geographic products for the CF, embarked on a programme in 1992 to co-produce, with the US and other nations, electronic versions of maps and charts. There will be two versions of these computerized products, vector smart maps (V-Maps) and digital nautical charts (DNC). Vector smart maps are digitized versions of terrain maps which will allow a field commander to interact with a map data base on a computer to conduct terrain analysis and sophisticated map reconnaissance. Digital nautical charts are digitized versions of normal nautical charts which will allow a chart to be displayed electronically on the ships bridge and in the operations area for navigation, conduct of operations and planning. Canadian coverage for DNC is expected to be complete in 1997, world-wide DNC coverage in 1998 and level one of the V-Map programme by 2000.

c. The Infrastructure and Environmental Renewal (IER) project is now a separate project under the mandate of the MCCR. Their Change Support Team, which has been expanded to include

representatives from the commands, developed an option which conforms with D2000 principles and will give the three environmental commands control over operational requirements, resource allocation and most service delivery. Policy and standards, asset management and external interfaces will be handled centrally. Where it makes business sense and economies of scale can be achieved, some service delivery options will also be handled centrally. The target is to have the changes implemented by 1997 iaw the MCCR schedule.

d. Clothing store application software was developed in order to assist clothing stores in becoming more efficient the paperwork requirements associated with clothing stores such as the CF 891 (Issue and Receipt Voucher) and the CF829a (Individual Clothing and Equipment Record) are very labour intensive and an automated system will eliminate a great deal of time and effort. Testing of the software is now underway and it is hoped installation at all bases/wings will begin this fall.

e. Effective 1 Sep 95, DND travel reservation services will, for the most part, be contracted out. DND will come under the umbrella of the Government Travel Services Contract. Financially, the contract will operate under a transaction fee per service basis in support of admin travel. DND will retain minimal in-house capability to handle duty bookings in support of operational requirements on DND aircraft and charters, special travel and non-duty bookings for all CF members. This new method of operation will provide CF personnel with a 24/7 capability to make travel arrangements and produce a significant reduction in operating costs at the national level.

f. The principal requirement of the National Materiel Distribution System (NMDS) is to provide accurate and timely data on materiel movements so that sound management decisions can be made in areas such as shipment consolidation, movement mode selection, tariff negotiations, composition of DND transportation resources and the completion of this project is anticipated by Dec 95.

g. Implementation of Food-Trak, a food cost management software program at static CF food services installations and in ships. The implementation of this software program will enable those responsible to generate timely reports that track performance and deliver the right information for efficient decision-making to reduce costs and improve the efficiency of their operations. It will also allow food services operations to readily adopt some of the best business practices of their civilian and public food service counterparts. The software was procured for 33 static locations and 24 ships in Mar 95. Training at units will commence Sep 95 and be completed Mar 96. Full scale implementation is forecast for Mar 97. The training program and unit implementation direction are finalized. The implementation plan is presently being developed for the ships.

h. The Integrated Access Control System Project will implement an integrated access control system in the National Capital Region. Six major buildings are involved in this project. The initiative will reduce contracted security costs and will generate \$840k (dollars) in annual savings. Project completion and implementation date is 1 Apr 96. Installation of new equipment in the six buildings has progressed on schedule and new ID cards will be issued by Oct 95.

i. The DND account verification and payment processes are being re-engineered to use new concepts, information technology, and recently revised governmental electronic authorization and authentication policies. The objective is to reduce the total amount of resources currently

used in this process by 50 percent over a three-year period. The new policy framework, to be promulgated for review in late summer 95, is intended to ensure that the new processes will be more efficient and fully in consonance with sound and responsible financial management principles. The study was launched in the fall of 94 and should be completed by 1997.

j. The Claims-X application is an automated claims process that allows the traveller or admin cell to initiate, complete and finalize a claim in a totally automated manner. Op Renaissance recently produced a report proposing implementation of Claims-X DND-wide as soon as possible, as substantial annual savings can be realized. The application is fully developed for TD and HHT claims and a trial is presently being conducted between DPS, CFSU(O), and 71 CommGp Montreal. The Claims-X implementation team is now gearing up to implement the system in CFB Montreal and CFB Halifax and MARCOM HQ in Aug 95. This initiative is ongoing and further implementation will continue as bases/wings and units are ready.

k. The automated production of ID cards as part of the NDHQ Integrated Access Control System will introduce changes in the way ID cards are produced for DND, CF and allied forces personnel. It will combine into one automated process, the production of ID cards and building/restricted area passes. The result will be a card that fulfills both functions and a "one stop" production process will significantly reduce the turn-around time currently experienced to manually produce a card. Digitized signatures will eliminate the requirement for the individual to sign each replacement card and colour digitized images will eliminate the requirement to photograph the card holder each time a card is required. Work began in Feb 95 and the automated card production is expected to be fully phased-in by Mar 96. Photo and signature capture of 14,000 National Capital Region personnel will be completed by Oct 95.

l. The aim of the military occupational structure review is to utilize a new approach that was developed in the review of the medical and dental services to produce revised structures for many MOCs. Work began in Mar 95 and should be complete by May 96.

13. Conclusion. As you see from the preceding paragraphs, but more importantly as is evident throughout the country, and globally wherever our forces are operating, we are all extremely busy and doing useful, important work for Canada. The DM and I and the senior leadership are all well aware of the added demands and challenges caused by essential ongoing change, studies of various types, etc. Be assured that your dedicated and highly professional efforts are appreciated and that every effort will be made to keep you abreast of developments as they occur. My purpose in this initial SITREP has been to provide an overview in the hope that your feedback will permit a more concentrated focus on issues/areas of greatest interest to you. I cannot overemphasize the importance of you raising questions through the chain of command. You will get answers.

14. Gen A.J.G.D. de Chastelain, CDS, sends.

