

6 Jul 05

Flag and General Officers.

CDS TRANSFORMATION SITREP 01/05

1. With this first CDS SITREP on CF transformation, I am committing to a sustained and shared dialogue with you on the way ahead to the Canadian Forces. This is Commander's business and it is essential that you understand the decisions taken and the activities initiated. You have the responsibility to provide me your frank assessment of the work completed and recommendations as together we shape a CF that is relevant, responsive and effective within a new and dangerous strategic environment. In addition, you are my voice to the men and women, military and civilian, of the Department and CF. I expect you to ensure that all members of the defence team are kept fully informed of developments as we move forward on transformation.

2. This SITREP will provide information on the decisions taken as a result of the Jun 05 CDS Seminar held at Cornwall and solicit your feedback of the completed CAT reports. Let me repeat my intent for that Seminar: *to focus, build and sustain an irreversible momentum with regards to CF transformation*. You will also remember the principles I articulated that will shape this transformation:

- a. a focus on the Canadian Forces that transcends but does not supplant our environmental loyalties;
- b. a commitment to operational primacy above all else;
- c. the development of a command-centric structure that fully enables strategic, operational and tactical leaders;
- d. a renewed emphasis on mission command - in essence, understanding the commander's intent and taking risk and using initiative to achieve this intent;
- e. a clear articulation of command authority, responsibility and accountability; and
- f. the creation of an integrated defence team comprising regular, reserve and civilian personnel.

3. As a result of the Cornwall Seminar, the following decisions were taken:

- a. Canada Command was established, with an initial cadre of planning personnel, effective Jul 05. It will prepare to assume national responsibility for all domestic operations at a time yet to be determined. VAdm Forcier is the CANADACom Commander (Designate);
- b. Joint Task Force - Atlantic will stand-up effective Jul 05 and prepare to assume responsibility for all regional domestic operations. RAdm McNeil is the JTF-A Commander (Designate);
- c. initial planning activity will commence to create Joint Task Force – Northern Area with the potential stand-up of this headquarters in the fall of this year;

- d. the DCDS will immediately initiate planning on the creation and development of a Canadian Expeditionary Force Command;
  - e. a Special Operations Group planning staff, initially led by the Director, Counter-Terrorism and Special Operations, will stand-up immediately. I anticipate appointing the Special Operations Group Commander (Designate) by Nov 05;
  - f. the institutionalization of Capability Based Planning as a framework for future capability development across the CF will commence with the posting of additional personnel to the Directorate of Defence Analysis in APS 05. DGSP has the lead in this activity;
  - g. the office of Chief of Transformation, reporting to the CDS, has been established;
  - h. a Strategic J staff, working directly for the CDS, will be created. The structure, responsibilities and timelines for the strategic J-staff will be developed by the Chief of Transformation; and
  - i. a CF Integrated Managed Readiness System (IMRS) will be implemented at a time to be determined. The Chief of Transformation will be responsible for the initial development of the IMRS concept.
4. I am not yet ready to provide direction on a number of outstanding issues and they will be analyzed and considered in the months to come. I wish to emphasize however the importance of these issues and the need to resolve them in the very near future. The outstanding issues are:
- a. the responsibility for force generation activities within the new CF structure;
  - b. the responsibility for the integration and coherence of force development activities within the new CF structure;
  - c. the scope and nature of a potential realignment of the CF and Departmental strategic decision making processes; and
  - d. The potential mission of a Joint Operations (Support) Command must be assessed. This will take place in the Sep/Oct 05 timeframe.
5. In support of this work, I would ask that all Flag and General Officers review the final CAT reports and provide their comments to the Chief of Transformation by 31 Jul 05. These reports will be available soon on the CFTT intranet website ([http://cds.mil.ca/cft-tfc/intro\\_e.asp](http://cds.mil.ca/cft-tfc/intro_e.asp) and [http://cds.mil.ca/cft-tfc/intro\\_f.asp](http://cds.mil.ca/cft-tfc/intro_f.asp)) In the interim, hard copies will be available from the office of the Chief of Transformation.
6. Throughout this process of CF transformation, we must ensure that we sustain our operational effectiveness. None of these activities will be allowed to compromise our current ability to execute international or domestic operations and new commands will only assume their operational responsibilities when they have been validated as mission ready. This is my commitment to our Government, our men and women and to you.
7. You also have my commitment that we will carefully and methodically consider all issues in order to ensure that we most effectively shape CF transformation. This being

said we must be prepared to accept risk - the status quo is unacceptable and we must move dynamically to meet a new and dangerous strategic environment. I expect all General and Flag Officers to lead in this process of transformation and I look forward to seeing the results of our initiative, dedication and commitment to this process.

R.J. Hillier  
General  
Chief of the Defence Staff