



An Effects Based Approach to Coalition Operations

A Canadian Perspective



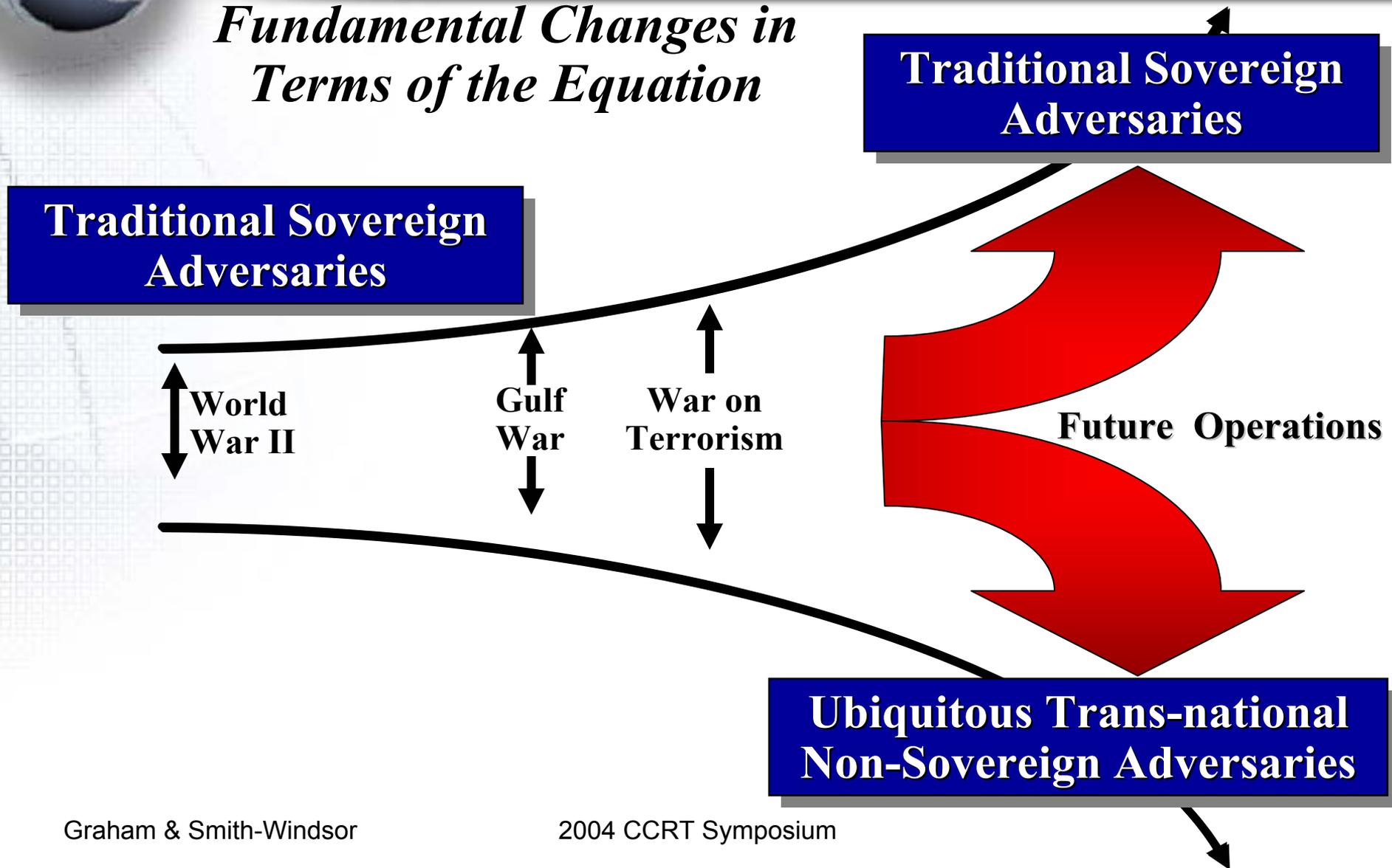
Introduction

- We face a new generation of threats and a different kind of adversary within the evolving security environment
- Implications for Canada
 - We must acknowledge North American vulnerability
 - The methods used are a direct affront to deep rooted Canadian values
 - They threaten the stability of the international system upon which Canadians' livelihood depends
- Demands a reassessment of historically validated responses to traditional adversaries



Changing Nature of Conflict

Fundamental Changes in Terms of the Equation





Canada's National Security Policy

- **Released 27 April 2004**

- The Government is building a **fully integrated security system** that ensures that we can more effectively respond to existing threats and quickly adapt to new ones. The evolving nature of threats to Canadians requires a **fully integrated government approach** that ensures that issues and information do not fall between the different parts of our security system.
- Essential to bring together information on threats to Canada from all available sources and properly assess them in order to **provide as accurate and complete a picture as possible.**
- Analytical capacity has been enhanced by doubling the size of the Intelligence Assessment Secretariat within the Privy Council Office.



NSP and Allied Linkages

- The US, UK and Australia also recognize that the current scope of threat assessment requirements exceeds the capacity of any one organization and that an integrated approach is essential.
 - UK Joint Threat Assessment Centre
 - US Terrorist Threat Integration Center
 - Australia National Threat Assessment Centre



Other Canadian Government Initiatives

- Appointment of a National Security Advisor to the Prime Minister
- Creation of a National Security Advisory Council made up of security experts from outside of Government
- Creation of two new Cabinet Committees
 - Global Affairs
 - Canada – US Relations
- Development of a new Foreign Policy framework integrating Diplomacy, Defence and Development
- Amalgamation of domestic security activities into Public Safety and Emergency Preparedness – Canada portfolio



Canadian Forces Direction

We are moving from an industrial, hierarchical mode of thinking, to a world powered by collaborative human networks. We must learn to think, behave, and act as a node in a collaborative network that includes our warfighters, all three military environments, our civilian colleagues in the department, and broader security portfolio, as well as our allies.

General RR Henault – Chief of Defence Staff
Annual Report of the CDS 2002- 2003

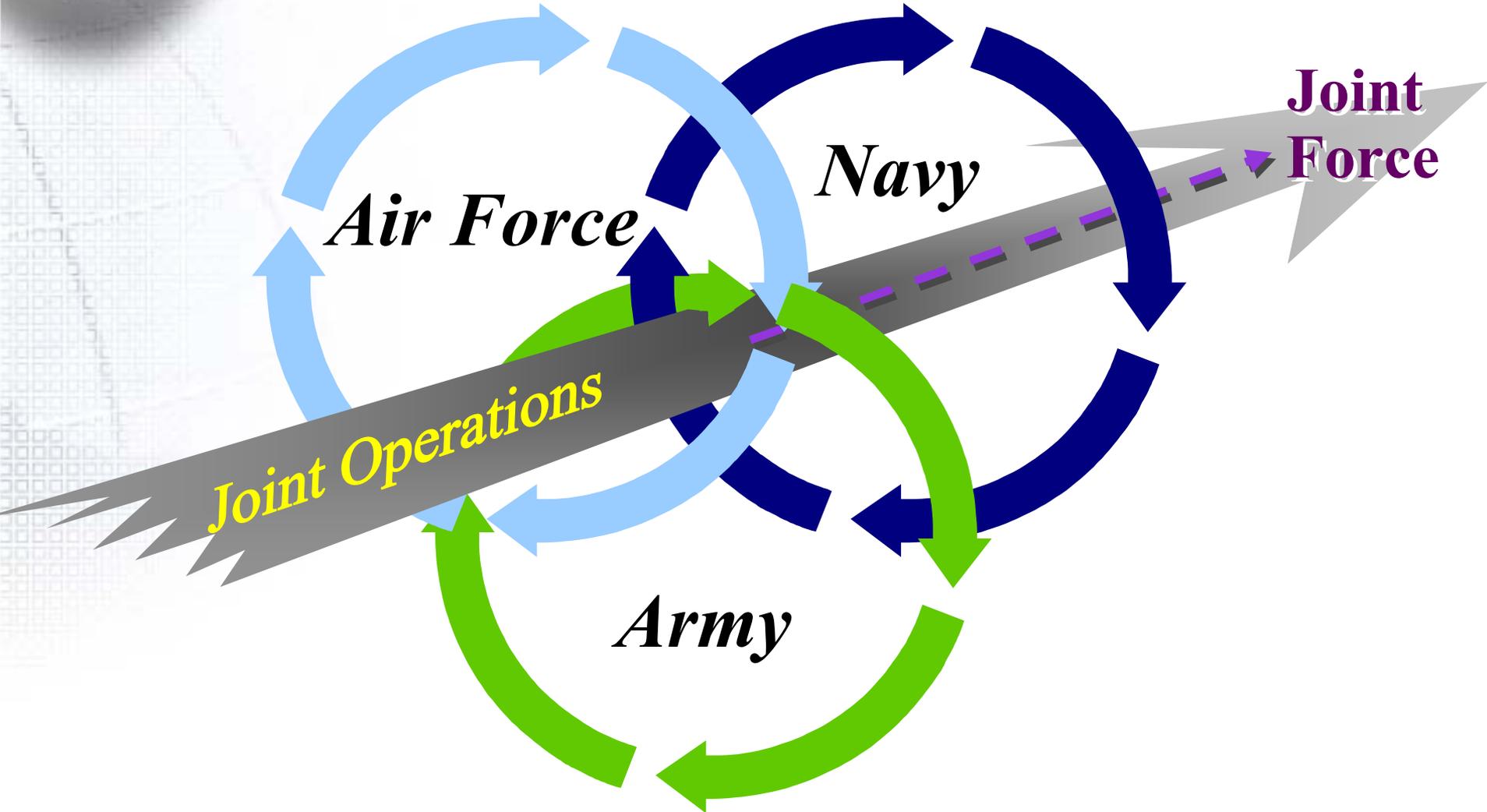


Transform From... Transform to...

- **Threat based and platform centric**
- **“Industrial Age” application of weapons of mass force**
- **Force protection based on accepted rules of conduct for warfare**
- **Large Military Formations with tight unit cohesion**
- **Forward deployed, limited mobility forces**
- **A conservative, risk averse culture**
- **Inward focused**
- **Inability to react quickly**
- **Capability based focused on capabilities adaptive to volatile, uncertain, complex and adaptive environments**
- **“Information Age” precision engagement**
- **Force protection based on asymmetric threats with reduced restraint**
- **Task tailored forces for foreign and domestic employment**
- **Nationally based, globally mobile forces**
- **An innovative, risk managing culture**
- **Joint, Interagency, Multinational and Public**
- **Agile and adaptive**

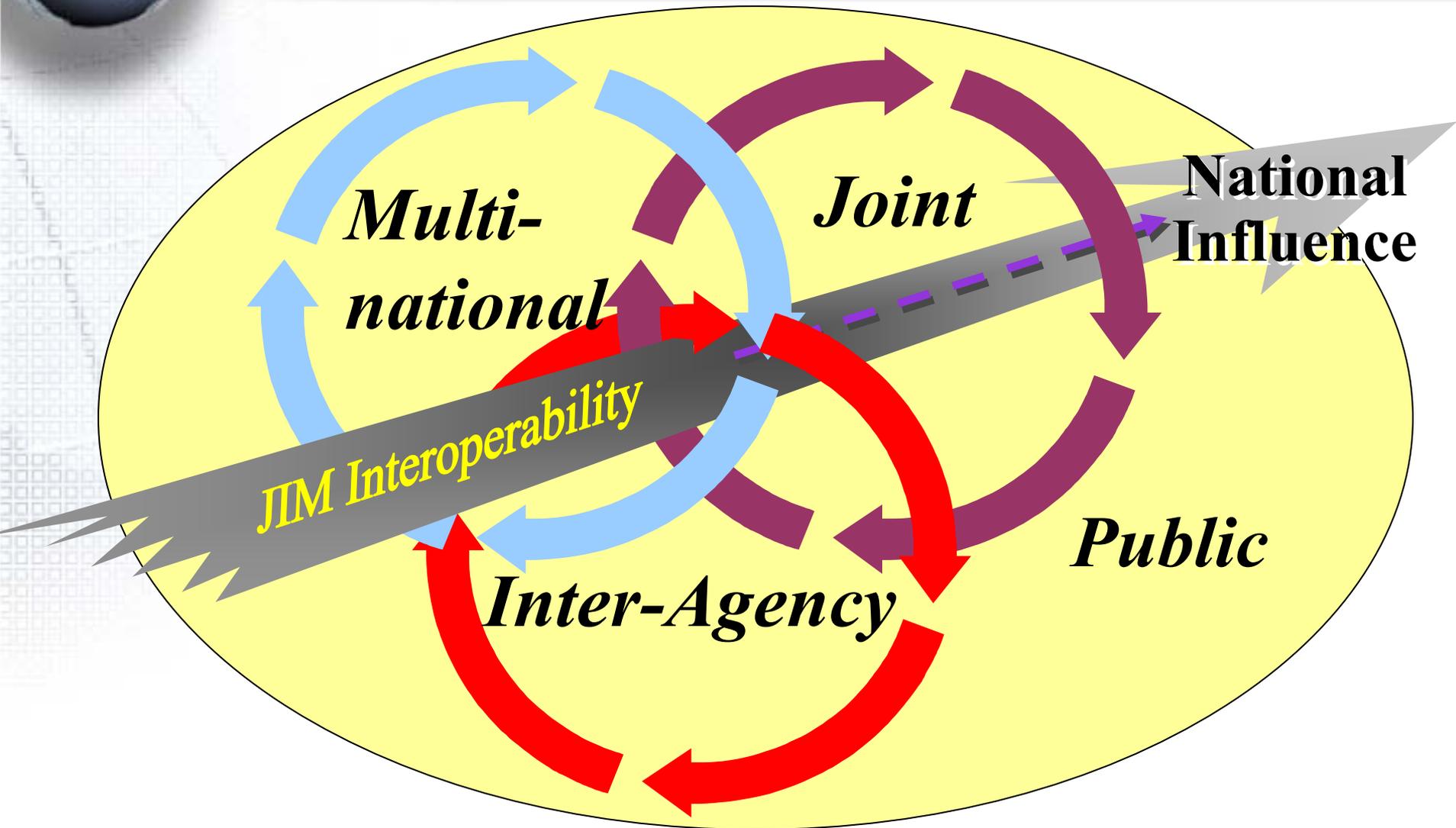


Military Transformation





Security Transformation





Emerging Joint Vision

Canadian Forces elements assigned to conduct Operations will be organized and structured to leverage CF interoperability, both internally and with other national and international security partners, to maximize the effectiveness of military contributions in achieving desired effects in the pursuit of larger national and coalition objectives.



Enhanced Interoperability

- **Information interoperability** - the ability to share information including technological and procedural aspects.
- **Cognitive interoperability** - the ability to perceive and think in a similar manner reflected in doctrine and decision processes.
- **Behavioral interoperability** - the ability to carry out the selected course of action in an integrated and ideally synergistic manner.
- **Physical interoperability** - the ability of equipment and systems to connect and be compatible.



Command and Leadership

- Within the Joint, Interagency and Multinational environment which includes security partners over whom the military has no formal authority, Command authority may be considered but one control mechanism within a larger Command and Control (C²) framework.
- The mix of Military and Non-military partners demands:
 - An expanded notion of **Command** defined as: “**the creative expression of human will necessary to accomplish the mission**”.
 - An increased emphasis on **Leadership** defined as: “**to directly or indirectly influence others by means of formal authority or personal attributes to act in accordance with the leader’s intent for a shared purpose**”.



Multinational and National CD&E

- The CF is an active partner in multinational Concept Development and Experimentation relating to EBA and Coalition Interoperability
 - US JFCOM led LOE 1 (2002) and 2 (2003)
 - US JFCOM led MNE 3 (2004) and MNE 4 (2006)
 - US led JWID series transitioning to CWID
- Nationally the CF is planning the Advanced Littoral ISR Experiment (ALIX) involving key domestic security partners such as PSEP – C and the Canadian Coast Guard



CF Capabilities Enabling Enhanced Interoperability

- **Joint C4ISR enterprise architecture** including:
 - CF Command System (CFCS)
 - Command Decision Support Capability
 - **Joint Intelligence and Information Fusion Capability (JIIFC)**
 - **CF Common Operating Picture**
 - **Distributed Collaborative Planning Tools i.e. COPlanS**
- **Joint Headquarters and subordinate Units, Joint Operations Group and Joint Support Group**
- These are expected to provide CF input to the Federal Government Operations Centre and the Integrated Threat Assessment Centre

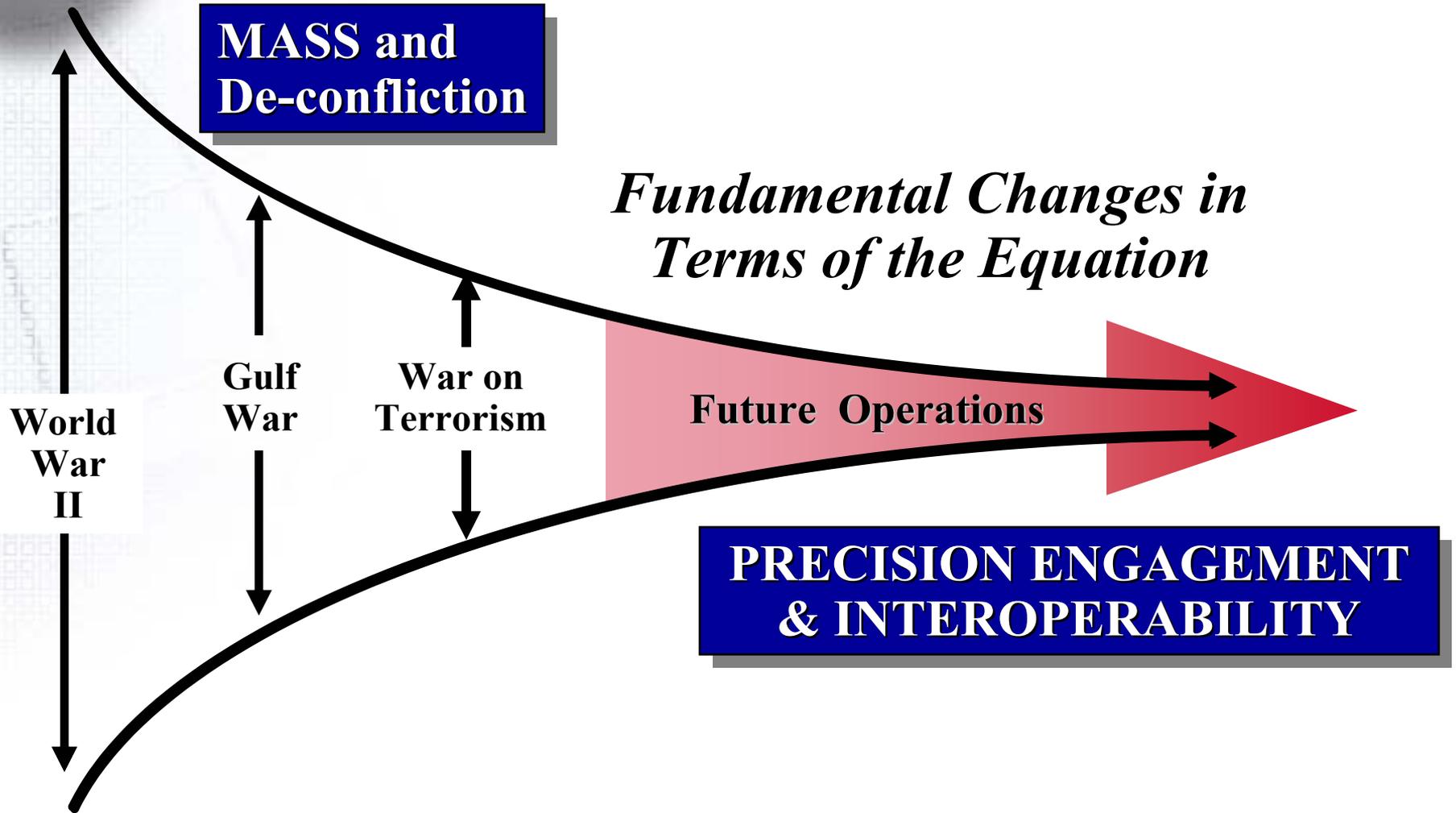


Integrated Threat Assessment Centre

- Effective threat assessment allows the Federal Government to objectively and continuously assess the risks to Canadians based on all available information. **This assessment is grounded in intelligence and trend analysis, and evaluates both the probability and potential consequences** of threats.
- Integration of PCO, FAC, CF/DND, CSE, PSEP-C, CSIS, RCMP, CBSA and TC.
- **Paraphrases Effects Based Approach:** Analysis, Plan, Execute/Conduct Operations, Assessment of Effects.
- Supported and staffed by cross-functional and interdepartmental teams.

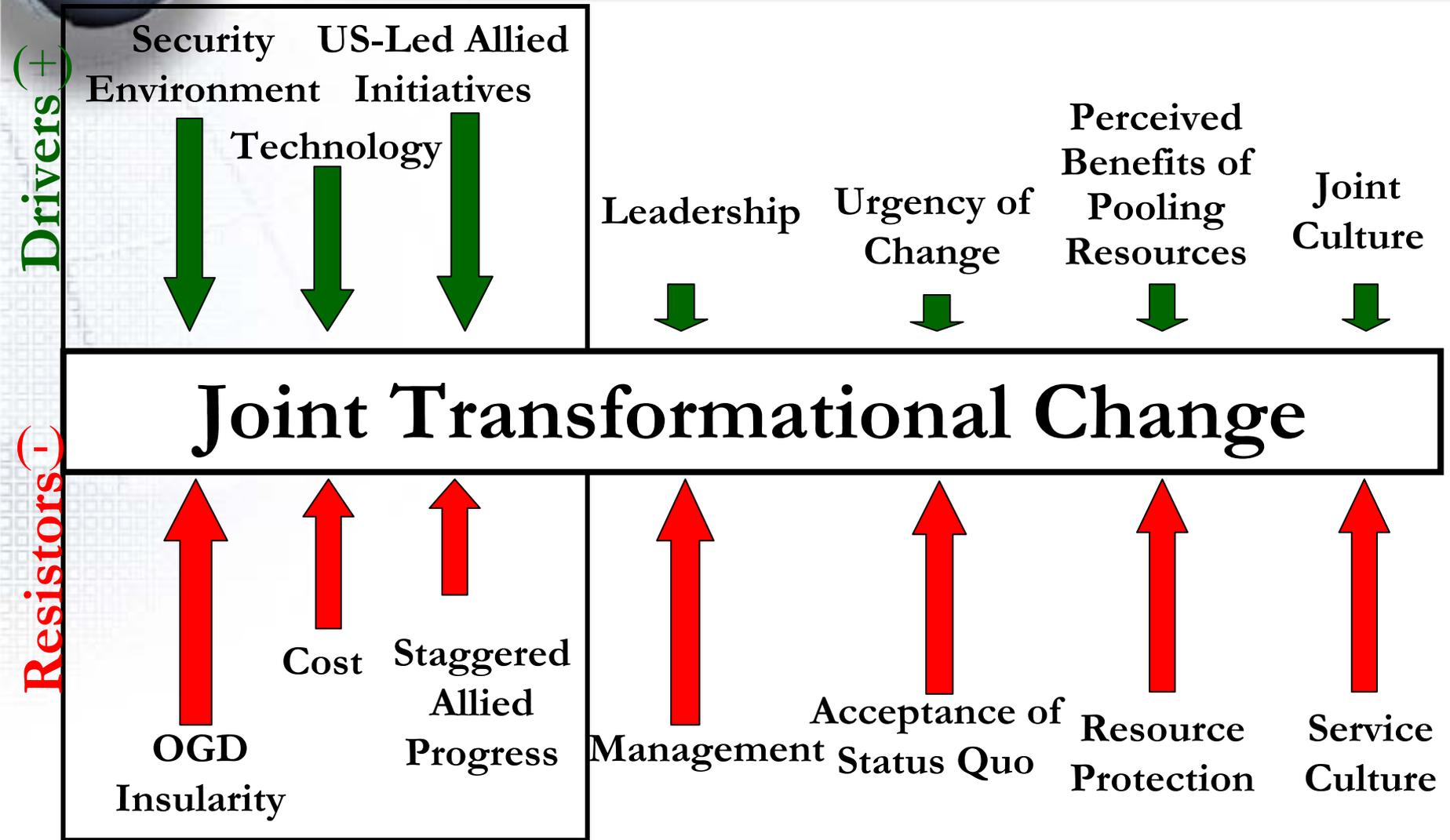


Changing Nature of Operations





Current Challenges





Conclusion

- An Effects Based Approach within a Joint, Interagency and Multinational framework conceptually expands the definition of manoeuvre and strike to include diplomatic, information and economic realms which, although not directly controlled, must be considered by the Operational Commander.
- It does not discount the traditional military kinetic strikes but reinforces the potential synergies if they are used in conjunction with other mutually supporting instruments of influence integrated by collaboration.
- Provides opportunities for coalition contributing nations, such as Canada, to influence the desired outcome beyond that which would normally be attributed to simply their military contribution.



Questions or Comments

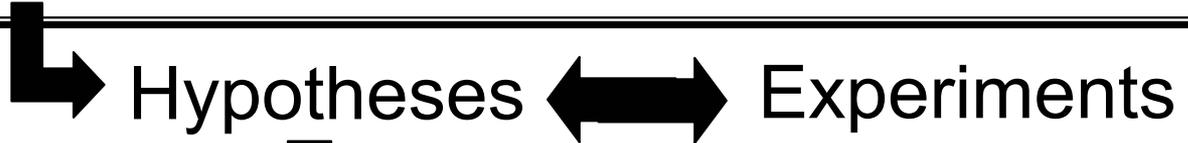


Concepts to Capabilities

Concepts



Theories



Context

- Security Environment
- Technological Advances
- National Values
- Government Initiatives

Hypotheses

Experiments

Vision

Idealized Response

Requirements

- Capabilities
- Competencies
- Partners
- Organization and Structure
- Policy

Gap Analysis

Strategy

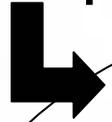
Detailed Plans





Concepts to Capabilities

Concepts



Theories **Leadership**



Hypotheses **Experiments**



Context

Security Environment
Technological Advances
National Values
Government Initiatives

Vision

Idealized Response

Capabilities
Competencies
Partners
Organization and Structure
Policy

Requirements

Organization and Structure
Policy

Gap Analysis

Management

Strategy



Detailed Plans



Resource Overview

Resource Overview

