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RUSI VI

*To promote national defence and security issues
through discussion and engagement*

**Newsletter of the Royal United Services Institute
of Vancouver Island**

The Royal United Services Institute of Vancouver Island is a member of the Conference of Defence Associations. The CDA is the oldest and most influential advocacy group in Canada's defence community, consisting of associations from all parts of the country.

The CDA expresses its ideas and opinions with a view to influencing government security and defence policy. It is a non-partisan, independent, and non-profit organization.



March 2024

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President's Message

Over the last several weeks the Canadian press have shown our Armed Forces to be in increasingly poor shape. The CAF are short more than 15,000 personnel accompanied by a high rate of broken equipment, yielding an abysmal level of readiness. In addition, the imposition of a 'woke' agenda on service personnel published in the disgraceful Summer edition of the Canadian Military Journal eats away at the CAF's professional spirit. The Prime Minister has, as usual, pledged more funding. His government cynically believes that any problem can be solved by 'promising' more money. Delivery is another story. It will take many years, a lot of effort and billions of dollars to solve the problems plaguing our military. These are problems largely caused by our Prime Minister's lack of military knowledge and base incompetence. The reality is that the CAF needs one more thing to redress this government's deliberate neglect... an election.

Scott H. Osborne
President
Royal United Services Institute of Vancouver Island

Upcoming Speakers and Topics:

- **20 March, 2024- *Dam Busters: Canadian Airmen and the Secret Raid Against Nazi Germany* by Ted Barris.**
- **10 April- *The United States Navy, Quo Vadis?* By Dr. Jim Boutilier**
- **8 May- *The Palestinian Second Intifada: 2000 to 2006* by Col (Ret'd) Ross Fetterly**
- **11 September- *The Forgotten General: The Life of Sir Percy Lake* (founder of RUSI-VI) by Maj (Ret'd) Scott Osborne**
- **9 October- *If All the Officers Were Shot* by Dr. Bill Stewart**
- **13 November- *Arctic Shipping Challenges and Maritime Security in the Arctic* by Rear-Admiral (Ret'd) Nigel Greenwood**

Ukraine Deploys Ironclad, an All-Terrain Combat Drone to Attack Russian Positions.

Bogdan Maftei The Erudite Elders Jan 15, 2024

The latest developments in the ongoing Ukraine-Russia conflict have seen the Ukrainian Armed Forces employing an innovative strategy: the introduction of the unmanned ground vehicle (UGV) Ironclad.



This pivotal move marks a significant escalation in the technological warfare front, as Ukraine leverages advanced robotics to gain a strategic edge. Ironclad, developed by the Ukrainian company Roboneers, under the Brave1 military industry group, represents a substantial leap in warfare technology. This UGV, equipped with a Shablia M2 weapon station and a large-caliber machine gun, has been showcased in a riveting frontline video by the Ukrainian 5th Assault Brigade. Its presence on the battlefield is not just a demonstration of technological prowess but also a symbol of Ukraine's resilience and innovative spirit.

In September 2023, Mikhailo Fedorov, founder of Brave1 and Ukraine's Minister for Digital Transformation, announced the active combat deployment of these robots. This initiative, a collaborative effort involving various Ukrainian ministries and the National Security and Defense Council, underscores Ukraine's commitment to enhancing its military capabilities through technological advancements. The Ironclad UGV, according to military analysts, is versatile in its battlefield roles and can perform multiple functions ranging from reconnaissance missions and infantry support to direct assaults on enemy trenches. Intriguingly, the Ironclad seems to have undergone modifications. While the standard version features a ShaBlia M2 turret with a 7.62 mm machine gun, the recent footage hints at the integration of a grenade launcher, although the video's quality leaves room for speculation.

This offensive attempt involves a coordinated use of two drones: a ground robot in action complemented by an aerial vehicle for overhead support. The tracer bullets provide crucial guidance for targeting enemy positions. People's Project, the first to introduce the ShaBlia and later the ShaBlia M2, notes that this weapon station comes in at least three versions: equipped with PKT or PKM machine guns, or an AGS series grenade launcher (40 mm). Until now, there were no images of the grenade launcher variant, making this potentially its first public appearance. However, the left-side placement of the magazine suggests the possibility of a Western-type grenade launcher, like the Mk19.

Previously, the Brave 1 Defence Tech military program unveiled its latest innovation, the "Ratel S" terrestrial kamikaze robot. Designed for precise strikes on enemy targets from a safe distance, this kamikaze drone has garnered attention for both its underlying technology and its potential impact on modern warfare.

Ironclad is a multifunctional unmanned ground vehicle (MUGV), designed to execute combat, material, technical, and medical support tasks in the tactical chain of command. It can function as part of a surveillance and fire complex or independently under operator control, utilizing an expansive network of deployable control rooms and a system of repeaters (ground and air) with regular fire means of tactical link divisions. The operator can manage the UGV either teleoperated (LOS) or through deployed repeater-based communication networks.

The Ironclad UGV comprises:

- A ground, wheeled, protected platform with off-road engines, offering high Maneuverability;
- A hybrid power plant with low acoustic and thermal visibility;
- A network, broadband, crypto-resistant, and interference-protected communication system (radio-wired) and,
- An all-round view system, functional under any weather conditions and times of day.

This ground-based robotic system significantly expands the operational depth in combat zones. Equipped with a combat module, Ironclad provides a distinct firing advantage on the front line, redefining the dynamics of ground warfare. Its introduction reflects a strategic shift in Ukraine's

military approach, integrating cutting-edge technology to enhance battlefield effectiveness. The deployment of the Ironclad UGV in Ukraine's military operations against Russian forces showcases a remarkable blend of technological innovation and tactical acumen. It symbolizes a new era in warfare, where unmanned systems play a crucial role in shaping combat strategies.

The use of such advanced technology is not just about gaining a tactical edge; it's also a reflection of Ukraine's commitment to modernizing its defense capabilities in the face of a formidable adversary. The evolution of warfare has always been marked by the introduction of new technologies, and the Ironclad UGV is a prime example of this phenomenon. From the chariots of ancient times to the tanks of the 20th century, each major advance in military technology has brought about a paradigm shift in how wars are fought. The Ironclad represents the latest step in this ongoing evolution, bringing the concept of robotic warfare from theoretical discussions to the real-world battlefields of Ukraine.

In conclusion, the introduction of the Ironclad UGV into the Ukraine-Russia conflict represents a significant milestone in the evolution of warfare. It reflects a strategic shift towards integrating advanced technology into military operations, signaling a new chapter in combat tactics. As Ukraine continues to face challenges on the battlefield, the Ironclad stands as a testament to its innovative spirit and commitment to defending its sovereignty. The significance of Ironclad's deployment goes beyond its immediate tactical advantages. It serves as a potent symbol of Ukrainian ingenuity and resilience in the face of overwhelming odds. In a conflict marked by the sheer scale of destruction and human suffering, the introduction of such technology also raises important questions about the future of warfare and the role of autonomous systems in combat. As the conflict continues to unfold, the Ironclad UGV will likely play a significant role in determining the course of the Ukraine-Russia war.

Canada Set to Participate in NATO Exercise STEADFAST DEFENDER 2024



Members of Canadian Special Operations Forces Command conduct pre-mission training for Exercise Steadfast Defender 24 in Petawawa, Ontario, on January 16, 2024.

January 24, 2024 – Ottawa – National Defence/Canadian Armed Forces

The Canadian Armed Forces (CAF) is set to participate in the largest NATO exercise in decades that will serve to rehearse NATO's Deterrence and Defence plans to counter threats to the Euro-Atlantic area.

Approximately 1,000 CAF sailors, soldiers, aviators, and special forces members, will demonstrate NATO's ability to conduct sustained, multi-domain defensive operations over a period of several months, simulating an Article 5 attack by an adversary with similar capabilities.

The exercise will run from the end of January until the end of May 2024, and is divided into two main parts. The first part will be largely maritime based and will focus on defence of the North Atlantic and Arctic waters, while the second part will test NATO's ability to rapidly deploy reinforcements across all domains in defence of Central and Eastern Europe.

CAF assets that will be participating include Canadian patrol frigate HMCS *Charlottetown* with an embarked CH-148 Cyclone helicopter, and the Canadian-led enhanced Forward Presence Battle Group in Latvia, including for the first time, a Canadian Leopard 2 Main Battle Tank squadron.

The exercise will also serve as an important milestone for the Canadian Army's future Forward Land Forces Multinational Brigade Latvia, as the second part of the exercise will see the future command team integrate with their higher NATO command in the planning and execution of defensive combat operations.

NATO is a cornerstone of Canada's Defence Policy, and Canada has been contributing to NATO's enhanced defence and deterrence measures in Europe since the invasion of Crimea in 2014. This exercise will provide a valuable opportunity to strengthen the CAF's ability to project, integrate, and sustain operations within the NATO command and control structure.

Quotes

"Canada's participation in Exercise STEADFAST DEFENDER sends a strong message about our ability to operate with NATO Allies and our continued contribution to the defence of Europe. Canada remains unwavering in its commitments to defend our shared values and interests, and to be a reliable partner in peace and security."

- The Honourable Bill Blair, Minister of National Defence

"The deployment of CAF personnel and assets alongside NATO and Allied forces in Alliance territory serves as a powerful and unmistakable message of deterrence to potential adversaries and reassurance to Allies. This collective display of strength and readiness reinforces our commitment to safeguarding the security and stability of the region, sending a clear signal that any threat to our shared values and interests will be met with a unified and resolute response."

- General Wayne Eyre, Chief of the Defence Staff

"The next few months will see our sailors, soldiers, and aviators engage in rigorous training and operational activities in diverse and challenging environments. This period will not only test their skills and capabilities but also provide an opportunity to forge strong and valuable partnerships with our NATO allies and partners, further enhancing our collective readiness and interoperability."

- Vice-Admiral Bob Auchterlonie, Commander Canadian Joint Operations Command.

Quick facts

In development for over three years, STEADFAST DEFENDER 24 will see over 90,000 military personnel, as well as more than 50 naval assets, over 80 aircraft, and over 1,100 combat vehicles, exercised across multiple domains (maritime, land, air space, and cyber) through a series of integrated plans, overseen by an enhanced command structure.

HMCS **Charlottetown** will deploy for a period of roughly 7 weeks and will participate in live exercises designed to provide tactical training for the NATO Standing Maritime Groups. Canada is set to assume command of Standing NATO Maritime Group 2 this summer.

Canadian Army personnel will participate to exercise CRYSTAL ARROW in Latvia in March, as well as exercise SPRING STORM in Estonia in May. Additionally, Canadian Special Operation Forces Command members will participate in exercise NORDIC RESPONSE in Norway in March. These exercises fall under the wider umbrella of STEADFAST DEFENDER 24 and are opportunities for soldiers to closely work with our NATO allies.

During the second half of the exercise, the Canadian Army will deploy over 100 additional vehicles including Light Armoured Vehicles (LAV) 6.0 and Tactical Armoured Patrol Vehicles (TAPV) to Latvia as part of the commitment to scale the existing Battle Group in Latvia to a combat-capable Multinational Brigade Latvia. In Summer 2024, Canada will also deploy four CH-146 Griffon helicopters to Latvia and periodically deploy CH-147 Chinooks as well, starting in the Fall of 2025.

Op REASSURANCE is Canada's contribution to NATO deterrence and defence measures in Central and Eastern Europe and is Canada's largest over seas mission with approximately 1,000 personnel deployed. The mission is set to grow to up to 2,200 persistently deployed by 2026.

"It's probably time again to remind our fine retailers and manufacturers to not depend on, say, just-in-time inventories coming from any part of the world." "We've now in the past couple of years seen enough meaningful black swan events to definitely ensure that you have to have a resilient supply chain with sort of a diversified footprint. ... You don't put all your eggs in one basket. It would simply be too risky." More so with respect to just-in-time delivery from offshore material essential for the defence and security of a state. Canada needs to engage in efforts to ensure the freedom and safety of trade to move by sea. The Canadian government departments and agencies that contribute to those efforts need to be provided with the resources to do so, and use them in an integrated, strategic fashion. Canadians need to understand this. From RUSI Nova Scotia.

We Got Too Accustomed to Peaceful Seas

Say goodbye to the global 'conveyor belt'

Rachel Premack, Wednesday, January 10, 2024 - Freight Waves



A container ship proudly sailing down the Red Sea, in better days. (Photo: Shutterstock)

Why don't you gaze upon your IKEA table with wonder? This is a piece of furniture that couldn't have existed a few decades ago. One such table could be imagined in Sweden and manufactured in China with trees from Romania. It may then transit in a shipping container on a 400-million-pound ship, on a truck to a warehouse in Los Angeles, on a train to Chicago and to your home, eventually. Such a table is yours for, say, \$200 — until you get sick of it or decide to upgrade to a \$400 table.

Such intensively globalized supply chains are a somewhat recent invention. There once was a time where you could not buy tangerines in Minneapolis in January or receive South Korean face wash through free, next-day shipping. Little, if anything, that we use or eat everyday did not spend some amount of time in a shipping container. "In 1956, the world was full of small manufacturers selling locally; by the end of the twentieth century, purely local markets for goods of any sort were few and far between," wrote economist Marc Levinson in his [seminal book "The Box."](#)

For this, we can thank (or blame) the development of the diesel-powered semi-truck, the shipping container, and intermodal rail. But above all, we must appreciate the fact that ocean trade can happen at all.

It's somewhat ahistorical that the world's oceans have been relatively painless to navigate in the second half of the 20th century, permitting trade to flow around the world. That was not the case for much of human history. "Pirates, predatory states, and the fleets of great powers did as they pleased," wrote Jerry Hendrix, senior fellow at the [Sagamore Institute](#), in *The Atlantic* [last year](#). "The current reality, which dates only to the end of World War II, makes possible the commercial shipping that handles more than 80% of all global trade by volume — oil and natural gas, grain and raw ores, manufactured goods of every kind."

Such peace can no longer be assumed. It's unclear whether ongoing diversions from the Suez Canal will become the norm going forward, but it's clear that things are shifting — and it's not in the favor of frictionless trade or a U.S. hegemony.

"It was almost like you had a conveyor belt from the shoe factory in Bangladesh to the shop in Chicago," said Simon Sundboell, founder and CEO of Copenhagen-based maritime intelligence company eeSea. "That's just not happening anymore. You're in a world that's going increasingly from American-controlled unipolar to multipolar globally. You're going to have a much more fraught supply chain, and every BCO [beneficial cargo owner], importer, exporter, and logistics provider is going to have to deal with that going forward. The Houthis are just one step in that."

Here's what's going on in the Red Sea

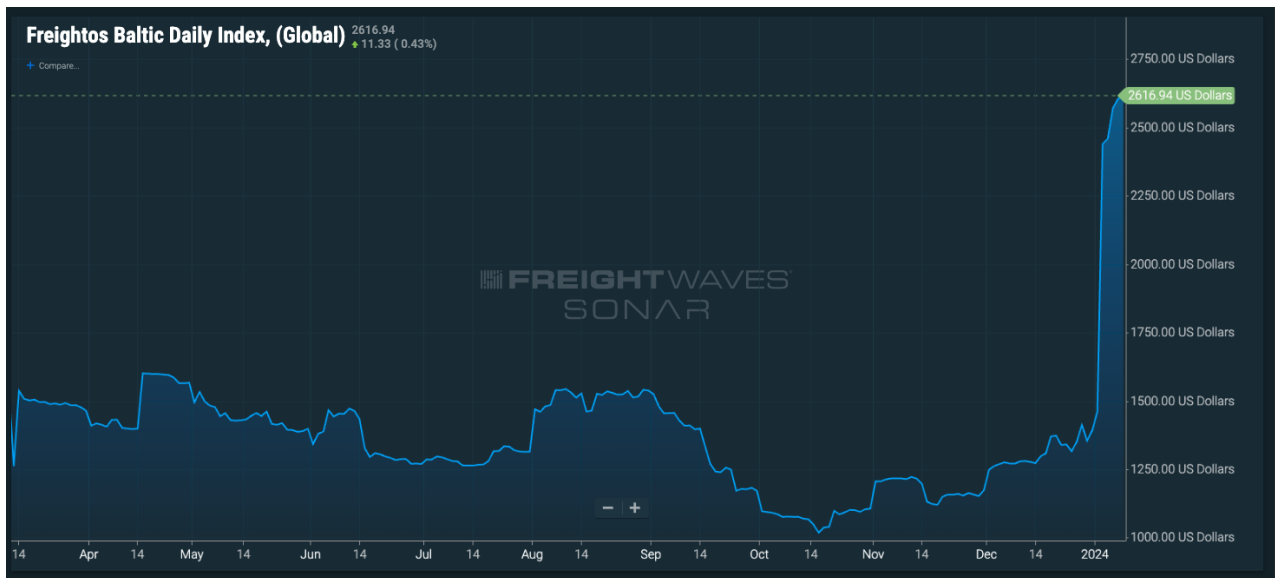
Since the end of November 2023, a militant group called the Houthis, who control about half of Yemen, has targeted "Israeli-linked" container ships [transiting the Red Sea](#). The Houthis, who are allied with Iran, have fired drones and missiles towards these ships, and have even landed armed men from helicopters on one of them. No ships have been destroyed and no casualties have been recorded.

“They’re trying to boost their prestige,” said Gregory Brew, an analyst for the Eurasia Group who focuses on Iran and the geopolitics of oil, of the Houthis. “They’re trying to show off, essentially: We’re the new kids on the block. Here’s our arsenal of missiles and drones. We’re capable of doing this. Don’t mess with us. But they’re also trying to have a say in what’s going on in Gaza.”

In response, the U.S. announced a naval coalition with certain allies called Operation Prosperity Guardian on Dec. 18. [The U.S. Navy said on Jan. 4](#) that U.S. warships have shot down 61 Houthi missiles and drones.

Some 1,500 commercial ships have transited safely through the Red Sea since Operation Prosperity Guardian launched. Still, many major container shipping companies don’t seem assuaged. Data from Flexport, a global shipping platform, on Jan. 9 reflects a massive diversion. Out of the approximately 735 vessels that would be expected to traverse the Red Sea, 517 are diverting, planning to divert or already diverted the key shipping corridor. That’s 25% of the world’s overall shipping capacity by container volume.

Rates from Asia to North America have popped by 75% over the last month, according to Flexport. The firm expects rates to increase by an additional 50% to 100% in the second half of January. Meanwhile, Asia to Europe rates have soared by 200% from mid-December to early January. Ocean carriers now must transit around the southernmost tip of Africa to avoid the Red Sea, increasing transit times by 10 to 14 days.



Global shipping rates have exploded since the Houthis started attacking ships in the Red Sea. (Chart: FreightWaves SONAR)

Peter Sand, the Copenhagen-based chief analyst at ocean and air freight platform Xeneta, said that has “ripple effects” for ocean trade outside of the Suez Canal. A typical container shipping company that has weekly sailings out of Asia to Europe, for example, would need to add three new ships to its service. That would likely take ships out of other parts of its service.

“That is a tall order and a tall task,” Sand said. “Not many of the big carriers have three ultra-large carriers doing absolutely nothing right now, even though the industry is working with overcapacity, but you need to find those ships and you need to feed them in.”

Diverting ships also requires ocean carriers to reorder their containers as it means a ship is visiting ports in a different order than it may have previously planned, said Anders Schulze, the Flexport senior vice president and head of ocean freight.

“That’s a very complicated logistic puzzle,” Schulze said. (I believe him!)

The attacks reveal a chasm in global trade

The Houthis claim to be attacking ships that have Israeli connections. Ocean shipping experts told FreightWaves that the uncertainty, for many companies, relates to how their ship could be categorized as Israeli-linked. Sundboell said a ship could be deemed such if, say, the carrier has previously serviced Israel in the past or if the ship has a feeder vessel that brings containers from that ship to Israel.

The Houthis have largely avoided targeting Chinese container ships. That shows how the militant group is aligned with a larger geopolitical strategy, Brew said. Iran counts the Houthis among its [“axis of resistance”](#) that seeks to repel American and Israeli influence. Going after China doesn’t align with that strategy.



COSCO is the fourth-largest container shipping company in the world. It’s owned by the Chinese government.

(Photo: Shutterstock)

“The Houthis are a little reckless as far as taking risks that other groups in the resistance front haven’t been willing to take,” Brew said. “But I think they know well enough not to go after Chinese

ships, because that would complicate Iran’s relationship with China. [The Houthis] probably want a relationship with China.”

Chinese carriers have appeared to largely diverted from the Suez Canal, though without the splashy press releases that European carriers made.

Still, no one wants the Red Sea debacle to transform into a larger war

Some 15% of global shipping traffic, and 30% of container traffic, [passes through the Red Sea and Suez Canal](#), which a key Iranian ally has disrupted. Meanwhile, 21% of the world’s total petroleum consumption transits [through the Strait of Hormuz](#), which separates the oil-rich Persian Gulf from the rest of the seas. Iran directly borders that supply chain chokepoint.

By blocking the Strait of Hormuz, Iran could very easily throw supply chains into chaos; there’s no other seaborne route out of the Persian Gulf. It’s understandable, then, why some bellicose commentators have pushed for the U.S. military to plan [for a larger land war](#).

Still, Brew said it’s unlikely that Iran would want such chaos, especially in the Strait of Hormuz. The heavily-sanctioned country has found much economic success in increasing its oil exports to — you may have guessed it — China.

[According to a November report from Reuters](#), China’s oil imports from Iran, during the first 10 months of 2023, were 60% above imports during the same time span in 2017, before the U.S. had reimposed sanctions on Iranian oil trade. That’s in spite of Chinese customs not logging any direct imports from Iran since 2020. Importers appear to be using a “dark fleet” of oil tankers that have fake locations or origin points.

“The general consensus view has been: Iran wants to pressure Israel, it wants to pressure the United States, it wants the war in Gaza to end,” Brew said. “What it does not want is a regional war. It does not want the situation to escalate to the point that it starts to become directly involved.”

Supply chain resiliency is again the key buzzword

Geopolitical chaos is, obviously, nothing new. The Suez Canal was indeed blocked during the Suez Crisis in 1956 and again from 1967 to 1975 following the Six-Day War. Somali pirates threatened sailors and ships for much of the 2000s and 2010s.

The Somali pirates, however, never managed to fully upheave global trade in the way that the Houthis have in less than two months. And the Houthis doing that without ships of their own or even fighter jets — just relatively cheap drones and websites that track the world’s shipping fleet.

“Global shipping has been safe because, when you only have one naval power, you only have one state exerting or projecting power over the flow of commerce,” Brew said. “If that naval power is also the hegemon, the status quo power, that means there’s really no ability for anyone to disrupt the flow of trade.

“What we’ve seen from the Houthis in Yemen has been a suggestion that the status quo may be changing,” Brew added.

It’s probably time again to remind our fine retailers and manufacturers to not depend on, say, [just-in-time inventories](#) coming from any part of the world.

Canadian Defence Policy

Sometimes we just need a short update on where we are. This set of links from Vanguard Magazine does just that. *This is a series of four Newsletter articles by Jake Jacobson on the long overdue Defence Policy Update.*

Theatres and Threats

<https://vanguardcanada.com/theatres-and-threats-from-here-to-there-and-everywhere/>

Strategies, Outcomes, and Capabilities

<https://vanguardcanada.com/strategies-outcomes-and-capabilities/>

Funding, Organization and Procurement

<https://vanguardcanada.com/funding-organization-and-procurement/>

People, Culture, and Institutions

<https://vanguardcanada.com/people-culture-and-institutions/>

An article from a RUSI-VI member.

Not About Culture but About Leadership

Cdr (Ret’d) Roger Cyr, OMM, CD

Nearly every article in the Summer 2023 issue of the Canadian Military Journal was devoted to culture and disparaging “whiteness” in the military¹. Canadians might think they were reading radical academic papers and not the Canadian Armed Forces’ official publication. The articles in the summer 2023 edition assert that the Canadian Armed Forces are inherently founded on the principles of white supremacy, colonialism, and patriarchy. Having served for 36 years I can certainly assert that these comments are simply nonsense.

When I joined the Navy, I was an uneducated French-speaking Montrealer. I recall my new-entry division at the Cornwallis recruit base as being a diversified group of Canadians with a variety of backgrounds, life-experiences, and ancestries. After the initial recruit training, we all left the base proudly wearing their seamen uniform, united, and appreciated members of the military family. Since we were accepted as full members of the navy, it then became our responsibility to observe all the obligations and requirements of the organization. Throughout my career, the military culture was a fact of life, to respect the rules and traditions, and to be recognized as a valued associate. The authors of these articles have obviously not served with field units or have been involved with troops for lengthy periods to really find out what the military is all about. There are many off the cuff comments with no substance, such as “Sexual misconduct is widespread, as are discrimination and hostility toward 2SLGBTQI!”. First of all, I did not know what this mantra stood for until I looked it up on Internet. The Journal articles are about intellectuals elaborating their misguided academic thoughts about possibly society in general and not the serving rank and file of our military family.

There is nothing wrong with the military culture, it is about a group of people working together to achieve their missions and to ensure the well being of each other. It has been the military culture, and will always be, and nothing else. Of course, there may be some individuals that may not fit into this culture, but then should be identified. If they cannot improve their biased attitudes and they should be removed.

Effective leadership in the Canadian Forces is defined as: Directing, motivating, and enabling other to accomplish the mission professionally and ethically, while developing or improving capabilities that contribute to mission success². Effective leaders get the job done, look after their people, think, and act in terms of the larger team, anticipate, and adapt to change, and exemplify the military ethos in all they do. There are exactly the words that were used to define leadership over the generations. They are correct, and their meaning needs to be acquired through training.

In my serving years there was the naval leadership school, which was located at the Cornwallis base. As a newly promoted petty officer, I attended a mandatory six-month course at this school. As well, I believe that all junior officers also attended this school. The school's simple motto was "The art of Leadership is acquired by Education, Example, and Personal Integrity". This reflected the culture in the Canadian Forces at the time.

I understand that leadership training in the Forces is now apparently carried out at the Canadian Forces Leadership and Recruit School, Quebec³. The school is responsible for the Distance Learning portion of the Canadian Forces Primary Leadership Qualification (PLQ). The school is also responsible for the Canadian Armed Forces Junior Officer Development (CAFJOD) program which exposes Junior Officers from the Regular and Reserve Forces to a general and standardized body of foundational knowledge through seven Distance Learning modules.

Surely, the leadership skills cannot be expected to be acquired in front of a computer screen, with the person going through academic, literary, and fictitious exercises. This is not the way to train and form leaders. There must be a face-to-face and hands-on training with real people involved. Leaders are role models who demonstrate behaviors that reflect the organization's core values. Leadership encompasses the ability of an individual to lead, influence, or guide other individuals, teams, or entire organizations. Studies of leadership have produced theories involving traits, situational interaction, function, behavior, power, vision and values, charisma, and intelligence, among others.

Similarly, Leadership is not about appointing so-called culture officers. This is the military's new plan to fight misconduct by apparently posting culture officers on warships and developing training workshops.

Leadership theory addresses specific leader behaviors that contribute to organizational or unit effectiveness⁴. This theory argues that the leader's main job is to see that whatever is necessary to group needs is taken care of; thus, a leader can be said to have done its job well when it has contributed to group effectiveness and cohesion. While leadership theory has most often been applied to team leadership, it has also been effectively applied to broader organizational leadership as well. In summarizing literature on functional leadership, researchers observed five broad functions a leader performs when promoting organization's effectiveness. These functions include environmental monitoring, organizing subordinate activities, teaching and coaching subordinates, motivating others, and intervening actively in the group's work.

Various leadership behaviors facilitate these functions, and it involves fostering effective relationships. It includes showing concern for a subordinate or acting in a supportive manner towards others. It involves the actions of the leader focused specifically on task accomplishment. This could include role clarification, setting performance standards, and holding subordinates accountable to established standards. But it does not include permissive attitudes that cater to whims that are contrary to established standards, rules, traditions, and protocols.

Culture is a concept that encompasses the social behavior, institutions, and norms found in human societies, as well as the knowledge, beliefs, laws, customs, capabilities, and habits of the individuals in these groups. Culture is often originated from or attributed to a specific region or location⁵. Humans acquire culture through the learning processes of enculturation and socialization, which is shown by the diversity of cultures across societies. Military culture has always been diverse and has been composed of various cultures representative of the nation. Certainly, military culture is not about making free sanitary napkins available in men's washrooms on bases.

A cultural norm codifies acceptable conduct in society; it serves as a guideline for behavior, dress, language, and demeanor in a situation, which serves as a template for expectations in a specific group. Accepting only a monoculture in a social group can bear risks, just as a single species can wither in the face of environmental change, for lack of functional responses to the change. Thus, military culture, or simply leadership, is about the behavior of individuals which exemplifies duty, honor, discipline, and loyalty to the Canadian Forces. Those wishing to be a part of the military family must adapt to its obligations, values, and culture. Military culture is an essential element for achieving cohesiveness and esprit-de-corps, and its principles must not be modified to satisfy individual quirks.



Petty Officers leadership class in Cornwallis Leadership School in 1966.

NOTES:

1. <http://www.journal.forces.gc.ca/cmj-23.3-toc-en.html>
2. https://publications.gc.ca/collections/collection_2013/dn-nd/D2-313-2-2005-eng.pdf
3. <https://www.canada.ca/en/department-national-defence/services/benefits-military/education-training/basic-training/recruit-school.html>
4. <https://en.wikipedia.org/wiki/Leadership>
5. <https://en.wikipedia.org/wiki/Culture>

Monthly International Personnel Outlook: November 2023

From Director General Military Personnel Research and Analysis

Produced monthly by DGMPRA's Research Integration and Outlook Team, these reports provide a look at ongoing and emerging international issues influencing military personnel management across a range of domains, including recruiting and training, gender and diversity, governance and strategy.

Background

The Monthly International Personnel Outlook (MIPO) report presents a collection of international news articles and is intended to brief senior CAF leadership on emerging topics that have the potential to impact personnel management. The MIPO covers a range of domains, including Governance and Strategy, Ethics and Misconduct, Compensation and Benefits, Religion and Spirituality, History and Heritage, Gender and Diversity, Medical and Mental Health, Career Transition and Veterans, Recruiting and Training, and Morale and Welfare. A sample of the key themes and hyperlinked articles that emerged in the November MIPO is provided below, followed by the November 2023 MIPO with article links.

Examining resources to improve readiness

As militaries face administrative, financial, and personnel shortfalls that threaten capability, recommendations accumulate and efforts continue to address resource gaps and make changes.

- [The French Defence Health Service](#) is under scrutiny following reforms and reorganization that have threatened operational capacity; proposed recovery measures include a roadmap for transforming healthcare human resources.
- [The Belgian government](#) introduces a bill to amend various provisions relating to reserve force status in order to boost interest (e.g., reintegration flexibility, hierarchical moves, telework).
- [A GAO report](#) reveals how the U.S. Navy has implemented four of eight recommendations to address sailor fatigue, but has yet to exploit existing data to evaluate and address contributing factors, such as understaffing and uncomfortable mattresses.

Making the force visible

With persistent and widespread challenges in recruiting new members, armed forces are confronting their visibility in society and looking for ways to raise their profile. For example:

- [The French Ministry of the Armed Forces](#) launched a 3-month metaverse recruiting experiment using the 3D virtual platform Decentraland to raise awareness of military opportunities, particularly for certain specialty occupations (e.g., digital technology).
- [The Belgian Ministry of Defence](#) is pursuing ambitious plans to fill 4000 positions in 2024, including fast-tracking the recruitment of civilians into its Special Forces unit and loosening eyesight requirements for pilot candidates.

Accelerating training system throughput

Training duration and technology are factors being leveraged to address capacity issues and improve the recruiting-to-training gap. For example:

- [The French Army](#) is reducing the length of initial training from eight months to six months for non-commissioned officers, and to three months for those with previous military experience in order to accommodate increased intake.
- [The Australian Army](#) is trialing a scalable training program based on scaffolded learning, consisting of three 21-day modules that train recruits 25% faster.
- [A U.S. article](#) argues that using human performance data to personalize training can reduce injury risk in recruits and improve training throughput.

Analyzing drivers of peace & security

Promoting peace and protecting public safety is increasingly seen as a multidimensional effort, incorporating diplomacy, scholarship, international cooperation, conflict prevention, and reconciliation.

- [A Lancet Commission report](#) articulates the reinforcing cycles of gender inequality, health inequity and violence stating that establishing gender equality and health equity is necessary to stem violence and build more peaceful societies.
- [A U.K. scholar discusses](#) how collective memories influence group behaviour and shape conflict, arguing for the use of cognitive reappraisal techniques to diffuse and resolve conflict.
- [A U.K. Institute for Strategic Dialogue report](#) found the number of white nationalist extremist groups has increased through the Telegram platform and social media networking, threatening public safety. Guérin, E., & Howe, D. (2023)

Framing progress on diversity

Despite legal, corporate, and organizational policy gains, and a host of new measures, progress on diversity has been slow and gaps remain prevalent. For example:

- [A McKinsey and LeanIn.Org study](#) found gains for women at senior levels, but middle pipeline deficits due to attrition and an underrepresentation of women of colour, prompting recommendations that include outcome tracking, empowering managers as people leaders, and fixing the “broken rung”.

- [A practitioner-scholar discusses](#) corporate board diversity citing that a fraction of board seats are held by LGBTQI+ directors, and urges organizations to collect reliable demographic data, expand selection criteria, improve transparency, and leverage policy.

Paying attention to reproductive health

Numerous articles focus on a range of male and female reproductive health issues and describe ways that employers, including the military, can reduce absenteeism, enhance morale, and effect change that contributes to a healthier and more equitable workplace:

- [A U.S. study finds](#) that participation in the 8-week U.S. Army Basic Combat Training course can interrupt female trainees' menstrual cycle.
- [A University of Illinois Chicago pilot study](#) argues for increased screening of new dads as they found one-third of the new fathers they interviewed had postpartum depression and were struggling with balancing work and family responsibilities.
- [A French article discusses](#) how age-related testosterone deficiency affects men's health, including increased fatigue, decreased motivation, and irritability, underscoring the importance of seeking help without shame.

The corporate-employee disconnect

To avoid negative consequences that could challenge recruitment and retention efforts, it is essential for organizations to ensure alignment between their messaging and actions regarding employee well-being.

- [A Danish-led Lancet review](#) found strong links between adverse work environments (e.g., bullying) and increased risk of depression, and suggests that improvements are needed to translate workplace mental health research into practice and policy to yield mental health benefits.
- [A U.S. study](#) echoed others showing a decline in employees' beliefs that their employer is concerned with their well-being, possibly arising from diverging perceptions between employer and employee on benefits provided.
- [The Diversity Council of Australia 2023 Inclusion@Work study](#) found a bias against men for working reduced hours, suggesting that despite flexible work policies, leaders need to act to address stereotypes and organizational culture.

Protecting mental health & removing stigma

A number of articles provide insights on how to protect employees' mental health and eliminate stigma in the workplace, which is critical to attracting talent and fostering a supportive and productive work environment.

- [A Monash University study](#) found the risk for psychiatric disorders (e.g., anxiety, PTSD severity) increased with exposure to light at night, even when shiftwork and sleep were accounted for.
- [A U.K. survey found](#) 29% of employees were comfortable discussing their mental health needs with their employers, signaling an increase in mental health transparency at work.

- [A U.S. article summarizes](#) research and recommendations from government officials relating to stigma and mistrust of mental health disclosure in the security clearance process, with solutions including continuous assessments, trained recruiters, and transparent evaluation criteria.

Conclusion

The MIPO comprises a sampling of international personnel-related topics reported in the news in the previous months, with the goal of providing awareness of ongoing and emerging international issues that may impact the present and future personnel domain. In addition to the themes discussed herein, the MIPO includes articles on drugs (performance enhancing drugs testing in Navy Seals; psychedelics use in managers and SOF veterans; ketamine infusers in combat medicine), morality of religious chatbots, data on U.S. veterans and military families (U.S.; New Zealand Defence Force), and norms around fathers doing care work.

The Canadian Defence Academy

A recommended web site for you. The Canadian Defence Academy has a good web site that provides links to the services and a plethora of sub pages for your reading pleasure. Please, take a look!

<https://cfc-ca.libguides.com/c.php?g=709488&p=5054966>

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