

Chief of the Defence Staff Vision Paper
Officer and NCM Joint Professional Military Education

The world is evolving at an unprecedented pace as advanced technology is widely and readily available, communication is enabled globally in an instant, data and information is multiplying at an increasingly high rate and the geopolitical environment is more complex and unpredictable than ever before. Our Government's response to this challenging reality is set out in our defence policy: *Strong Secure Engaged (SSE)*. SSE clearly articulates defence goals and objectives and provides clear direction on how to achieve them. The Policy articulates our Government's expectations for the CAF, with a particular focus on how it manages and cares for its members. Our Government made clear that in order to achieve operational excellence, the CAF must invest in its members and strong Joint Professional Military Education (JPME) is an important part of such investment.

Education plays a critical role in developing and reinforcing CAF culture. It prepares our members for both the known and unknown, allows them to reflect on past experiences, learn, and properly place in context key lessons from past engagements. It enables the understanding of complex problems and contexts, so that we are better able to anticipate, adapt and act when faced with difficult challenges or unforeseen problems. It reinforces our identity and commitment to the military ethos; the values (Duty, Loyalty, Integrity and Courage)¹, beliefs and expectations that are crucial to military effectiveness.

Education is a professional obligation to achieve career-long continuous learning. We must avoid complacency and should never believe we know it all, regardless of the achieved level of experience and/or rank. Necessary knowledge and skills constantly evolve and so must we, as members of Canada's Profession of Arms. Our institution supports us in fulfilling this obligation through the Professional Development System, which provides important education opportunities throughout our member's careers.²

This document sets out my vision for the education pillar of the CAF Professional Development System, and in particular our approach to JPME. The CAF must be an employer of choice that supports its members with career-long, formal and informal learning opportunities that help prepare them for the range of roles and responsibilities they will fulfill. In order for us to achieve this objective, we must have a framework in place that outlines how we utilize education to meet the needs of the profession, while also providing the necessary programs and opportunities to support our members.

My vision for JPME is that it will: i) renew and maintain our focus on the importance of leadership and how to perform our duty with honour; ii) keep pace with changes in warfare, including the increasingly important implications of domains such as cyber and space in military

¹ Duty With Honour, Pg 32-33. Duty entails service to Canada and compliance with the law. Our sense of duty motivates us to strive for the highest standards of performance. Loyalty is our personal allegiance to Canada and our faithfulness to fellow members across the chain of command. It is reciprocal and based on mutual trust. Integrity is the unconditional and steadfast commitment to a principled approach to meeting our obligations while being responsible and accountable for our actions. Courage enables us to disregard the cost of an action in terms of physical difficulty or danger, risk, career advancement, or popularity. It gives us the ability to make the right choice among difficult alternatives, requires constant nurturing and is not suddenly developed.

² There are four pillars to this system: 1) Training, 2) Education, 3) Experience; and, 4) Self Development.

Chief of the Defence Staff Vision Paper
Officer and NCM Joint Professional Military Education

operations; iii) facilitate the intellectual, ethical and personal development of our leaders, including bilingualism, iv) foster the competencies required to enable the joint war fighters to conduct operations across multiple domains, stay a step ahead of known and unknown adversaries, and be effective contributors and interlocutors within the Government of Canada, especially in Ottawa.

Background

CAF operations in Afghanistan, North Africa, Iraq and Eastern Europe have shown that the security environment is volatile, unpredictable, complex and ambiguous. Nevertheless, three key security trends will continue to shape events: the fragility of the balance of power; the diverse nature of conflicts; and, the rapid evolution of technology. As we are grappling with such a complex environment, we strive to generate and maintain a highly professional military force that will be inclusive, open minded, respectful and absent of Harmful Inappropriate Sexual Behaviour (HISB).

We collectively are stewards of the Profession of Arms and as such, we must live up to our shared values and beliefs. Against the backdrop of the current security environment, the knowledge attributes required of those Canadians in uniform is evolving. We now have fewer technological and operational advantages and we must prepare our soldiers, sailors and aviators to operate efficiently and effectively in order to always seize the initiative and out-think our adversaries.

These complexities and challenges place a premium on the need to develop capable, agile, critical and creative thinkers and leaders who uphold our values. Our people are our greatest asset and how we develop them will set us apart wherever Canadians in uniform carry out their missions. Education, and more specifically JPME, can improve our members' understanding of military and non-military problems. It helps us develop agile, critical, creative and adaptable leaders who embrace and espouse our values and is central to how we prepare ourselves to tackle uncertainty, face unknown challenges and lead adaptation.

Renewing Our Commitment to the Profession of Arms

As the steward of the Canadian Profession of Arms, my first priority is ensuring that we renew our commitment to the profession - for ours is the profession of leadership and how we lead is key to our success. We must be critical of how we operate and always ensure our conduct reflects our core military values of duty, loyalty, integrity and courage. We must create a culture of respect and dignity. Our actions have to be in line with the expectations we have set for ourselves as a profession. While we typically carry out our duties with honor, we must be prepared for instances when some of us will fall short. We must hold ourselves to account and accept the challenge that we can and will be better. We must continually improve and evolve our leadership to be more effective as a profession. Introspection and self-reflection are key tools for achieving this and JPME will remain a central driver of this effort as it will enable the profession

Chief of the Defence Staff Vision Paper
Officer and NCM Joint Professional Military Education

to constantly renew its commitment and maintain focus on the four attributes of our profession: responsibility, expertise, identity and military ethos³.

The character of conflicts today can be morally corrosive. Many adversaries we confront do not abide by international norms or laws that govern armed conflicts, nor do they share the same values, ethics or military ethos that we espouse. Our efforts to defeat these foes must, in direct contrast, be undertaken in a way consistent with Canadian values and in accordance with national and international laws and norms. Incorporated into the military ethos, Canadian values mandate members of the Canadian Profession of Arms to perform their tasks with humanity. While they must act resolutely, and sometimes with lethal force, the concept of humanity forbids any notion of a *carte blanche* or unbounded behavior.⁴ This requires the profession to constantly renew its commitment to its military ethos and to its efforts to uphold the fundamental values that underpin our conduct.

Keeping Pace with Change

The trend towards indiscriminate violence perpetrated by determined and networked non-state actors within and across national borders renders the current enemy both effective and unpredictable. The adversaries we face often leverage technology and unconventional or asymmetric tactics to seize the initiative and to enhance their ability to strike. In response, the CAF needs to understand how its adversaries act and what makes them effective, while also understanding how it needs to respond in order to neutralize threats and stabilize the environment. Joint Professional Military Education is essential in developing leaders who can adapt and respond to such unpredictable and often innovative adversaries. It is imperative in ensuring our leaders understand the different instruments of national power and how they collectively contribute to achieving the political ends set out by our Government. In many cases, the ends for which we fight are changing from the hard objectives that decide a political outcome to those of establishing the conditions in which a political outcome may be decided.⁵

We must understand, both individually and collectively, the drivers of conflict and how to ensure military intervention leads to a more secure and stable environment. This includes identifying the institutional biases and assumptions that impede effective culture change and adaptation. If military intervention only makes things worse, our efficacy as professionals will undoubtedly be questioned. We must therefore consider a range of military and non-military solutions to security challenges. This includes understanding the Vancouver Principles, the UN Women, Peace and Security agenda as well as the analytical approach set out by tools such as Gender Based Analysis +. The warfighter of tomorrow will be able to incorporate such principles and tools into the planning and execution of operations, so that we are more effective. This will require the CAF to embrace inclusion and diversity and promote those ideals as core values.

³ Duty With Honour, 148

⁴ Duty With Honour, pg 31.

⁵ See General Rupert Smith, *The Utility of Force*, (NY: Penguin books, 2005), and Emile Simpson, *War From the Ground Up*, (NY: Columbia Ohio Press, 2012) for comprehensive treatment, of this phenomenon.

Enabling the Joint Warfighter

Our ability to achieve government objectives through military action depends on our operational effectiveness, which is enabled by several critical institutional functions, including:

- Military strategy and planning in whole-of-government and Alliance contexts;
- Targeting;
- Forces Posture & Readiness
- Policy;
- Force structure;
- Procurement;
- Infrastructure;
- Financial systems;
- Human resources systems;
- Legal;
- Information technology and information management; and
- Public affairs.

Enabling the joint warfighter through the execution of these functions requires a combined military/civilian effort, involving the full Defence Team. Joint Professional Military Education must help prepare our leaders to work in a Whole-of-Government environment. CAF leaders must understand how the institutional functions of the Defence Team lead to operational effectiveness. CAF leaders must also understand the complexity of evaluating, marshalling and managing assigned resources to achieve outcomes in the execution of our defence policy. This begins with moving beyond inter-service rivalries and embracing jointness as a state of being.

Beyond the CAF, our members must be able to build effective relationships across the Defence Team, with other government departments and agencies (including at the municipal and provincial/territorial levels), and internationally in both bilateral and multilateral settings. Such settings will require our leaders to apply different approaches and skills, such as partnering, negotiation and trust and consensus building. Leaders will have to fully understand how all of these institutional drivers can enable military options. Military advice has to account for the full spectrum of enablers from across various levels of governments, OGDs, NGOs, partner and allied nations. We must demonstrate that the CAF/DND is a value added instrument of national power that delivers critical operational capabilities that will significantly contribute to the achievement of national goals and objectives.

Officers Requirements

In renewing our commitment to the Profession of Arms, we must keep pace with change and enable the joint warfighter. I therefore expect Joint Professional Military Education to contribute to the development of officers who:

Chief of the Defence Staff Vision Paper
Officer and NCM Joint Professional Military Education

- Lead by example as stewards of the Profession of Arms by contributing to a culture of respect by making ethical decisions based on shared professional values, military ethos, and the determined and consistent exercising of institutional responsibility;
- Understand the current and future security environments and their potential effects on the instruments of national power;
- Plan and execute joint operations from tactical missions to strategic level deployments;
- Exercise values-based leadership, based on our doctrine and leadership models, including by developing, mentoring and coaching subordinates and by ensuring their well-being;
- Anticipate and adapt to surprise and uncertainty, including by embracing new technologies and understanding the tactical, operational and strategic importance of domains such as Cyber and Space;
- Understand the institutional drivers which enable operational effects, including the importance of Defence management and how the integrated civilian-military Defence Team functions, especially within the Ottawa context;
- Be innovative, outcome oriented problem solvers who accept and manage risk;
- Understand how and why the Women, Peace and Security principles and Gender Based Analysis + must be incorporated into the Operational Planning Process as well as broader institutional decision making processes and policy development;
- Embrace Canada's linguistic duality through a commitment to bilingualism;
- Operate on intent through trust, empowerment and understanding (Mission Command);
- Embrace inclusion and diversity as core CAF values and champion their institutional and operational importance; and,
- Understand the impact of international and domestic laws and policies in both the institutional and operational contexts;

NCMs Requirements

Our Non-Commissioned Members (NCMs) play a vital role in both the institutional and operational contexts. That role, and therefore the associated needs, differ from the Officer corps however, NCMs too require proper education to prepare them for employment, from the tactical to the strategic level. A fundamental responsibility of our NCMs is to provide leadership and ensure the well-being of their subordinates. At the tactical level, this is focused on positively influencing personnel to accomplish missions and tasks. As NCMs move up in rank, their focus shifts to advising on operational and personnel readiness levels that affect operations and they are co-stewards of the Profession of Arms. They are the interface between our Officers and the personnel who execute the mission and must first and foremost ensure those personnel are well looked after. Our NCMs are also crucial in developing personnel and shaping the culture of respect within the CAF and must therefore act morally, ethically and decisively to uphold our military values and ethos. As key members of the Leadership Team, they must have the courage to represent the interests of their soldiers, sailors and air personnel when advising their commander – if personnel are not ready, if equipment or resources are lacking, they must ensure their commander is aware and understands associated risks. This is true at all levels, from tactical to strategic. We need to develop our NCMs to:

Chief of the Defence Staff Vision Paper
Officer and NCM Joint Professional Military Education

- Act as co-stewards of the Profession by leading by example by contributing to a culture of respect by making ethical decisions based on shared professional values, military ethos, and the determined and consistent exercising of institutional responsibility;
- Develop subordinates and ensure their well-being;
- Operate on Commander's intent and enable mission command at all levels;
- Exercise values-based leadership, based on our doctrine and leadership models;
- Be innovative and insightful problem solvers;
- Understand how and why the Women, Peace and Security principles and Gender Based Analysis + must be incorporated into operations and institutional planning;
- Utilize available resources to enhance the discipline, readiness, resiliency, and health of subordinates;
- Understand mission objectives and advise on the requirements to meet them;
- Anticipate and adapt to surprise and uncertainty, including by embracing new technologies and understanding the importance of domains such as Cyber and Space;
- Anticipate, communicate and mitigate risks;
- Embrace inclusion and diversity as core CAF values and understand their institutional and operational importance; and
- Possess sufficient situational awareness and understanding of the environment, both operational and institutional, in which their commander operates to provide informed and pertinent advice.

Education Outcomes and Intent

CAF educational institutions play a critical and foundational role in developing our current and future leaders. Just as we expect Joint Professional Military Education to develop agile and adaptable leaders, the institutions which deliver that education must also be adaptable and agile. Our education institutions must keep pace with changes in teaching approaches, learning technologies and subject matter. The newest members of our profession have been raised in an interconnected world where information sharing is automatic and nearly instantaneous. Current learners are absorbing and diffusing information rapidly and in different ways. This will require us to consider how the classroom of today needs to evolve to meet the needs of tomorrow.

At the same time the leadership of the CAF must also play a critical role in enabling our education institutions to fulfill their mandates. There are experiences of leadership, both operational and institutional, that cannot be learned from a text book or in a lecture hall. Those who have such experiences are critical in developing our future leaders, by helping them understand the nuances, demands and challenges of putting theory into practice. We must consider positions such as Directing Staff as an essential element of a successful career and a fundamental aspect of our individual and collective institutional responsibility. We all have a role to play in shaping our future leaders – it is fundamentally important to our success.

Our academic institutions must be prepared to partner with external academic institutions, think tanks and other experts to provide our students with exposure to topics and practices that

Chief of the Defence Staff Vision Paper
Officer and NCM Joint Professional Military Education

will enable our future leaders to be not only effective joint warfighters but also astute CAF whole-of-government representatives and institutional stewards. Given the breadth and scope of the challenges facing us, we don't have a monopoly on security and defence knowledge and must be prepared to reach out to other partners who have complementary expertise and experience we require. This includes considering the approaches being taken by our closest allies, as well as those used by academic institutions in Canada, while also seeking out partnerships where appropriate. At their core, our education programmes should:

- Lead the way in the renewal of our commitment to the Profession of Arms with value-based leadership as its foundation;
- Teach and reinforce the principles and approaches of values-based leadership, based on our leadership models and doctrine;
- Prepare leaders to be adaptive, innovative, critical thinkers and problem solvers capable of operating in complex and unstructured environments;
- Provide the foundation for leaders to understand the FSE, the GoC mechanisms and interdepartmental relationships, change and transitions;
- Provide the foundation to design plans from the tactical level in pursuit of operational objectives to the strategic level in pursuit of GoC objectives;
- Establish, nurture and sustain mission command throughout the Forces;
- Foster an in-depth understanding of diversity and inclusion as core CAF values and their institutional and operational importance;
- Employ modern teaching methods, bilingual curriculums and learning technologies;
- Enable jointness through the respectful integration of diverse cultures and gender identities into our service cultures and approaches as well as between our respective services and our civilian Defence Team colleagues; and
- Where possible, include other GoC partners in our programmes.

Direction and Guidance

The vision I have set out is deliberate, focused and achievable and I expect progress to be made quickly to accomplish its objectives. The Commander of the Canadian Defence Academy will be responsible for achieving this vision and will develop a plan that aligns our current programmes with this vision. I expect Commander of the Canadian Defence Academy to produce an implementation plan outlining the key steps that will be taken. I expect this plan to be bold, thoughtful and fearless in developing courses of action that achieve my intent. Success however, will be a collective responsibility across the CAF. We are all responsible for the stewardship of our profession and must support the Commander of the Canadian Defence Academy as he positions us to prepare our current leaders for future challenges and future leaders for challenges we have yet to encounter.