

WEBVTT

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<v SPEAKER_1>In this Triple Helix episode of Defence Deconstructed, which we're recording on the 20th of February, 2026, speaking with Lieutenant General Darcy Molstad and Chief Foreign Officer Donovan Crawford of the newly created Canadian Joint Forces Command.

00:00:17.660 --> 00:00:35.200

<v SPEAKER_1>Talk about the role of the new CJFC in the CAF, some of its areas of focus, and what the organization is going to try and do in terms of bringing together a new culture for a new organization with a number of different subcultures from long-standing parts of the Canadian Armed Forces.

00:00:37.540 --> 00:00:40.420

<v SPEAKER_1>General, Chief, welcome to Defence Deconstructed.

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<v SPEAKER_2>Dave, it's a pleasure to be here with you.

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<v SPEAKER_2>Looking forward to the conversation today.

00:00:45.040 --> 00:00:45.340

<v SPEAKER_3>Pleasure.

00:00:45.340 --> 00:00:46.440

<v SPEAKER_1>Thank you.

00:00:46.440 --> 00:00:48.300

<v SPEAKER_1>Okay.

00:00:48.300 --> 00:00:51.060

<v SPEAKER_1>Talk a little bit just to kick off the conversation.

00:00:51.060 --> 00:00:57.220

<v SPEAKER_1>You represent the new Canadian Joint Forces Command, the new L1 organization.

00:00:57.700 --> 00:01:00.500

<v SPEAKER_1>For those that understand that lingo at National Defence.

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<v SPEAKER_1>Talk a little bit about the command, what it does.

00:01:04.540 --> 00:01:04.860

<v SPEAKER_2>Yeah.

00:01:04.860 --> 00:01:05.420

<v SPEAKER_2>Thanks, Dave.

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<v SPEAKER_2>And again, it's great to be here with you to share the message.

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<v SPEAKER_2>We're really excited about what the CJFC is now and what it has the potential to become.

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<v SPEAKER_2>So essentially, what it is right now is it is bringing under a single commander with authorities, responsibilities and accountabilities for some critical joint capabilities.

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<v SPEAKER_2>They were housed in other organizations in the past, and it's not necessarily a bad structure the way they were structured.

00:01:33.620 --> 00:01:48.520

<v SPEAKER_2>But what we found is that we needed a service-like level one organization that could champion these joint capabilities at the table on the same level as the Army, Navy and Air Force commanders in order to ensure that we're resourcing them correctly.

00:01:48.520 --> 00:02:10.020

<v SPEAKER_2>So the capabilities that are falling under my command right now is the Canadian Forces Health Services, the Chief of Joint Logistics, what was called before the Chief of Combat Systems Integration, that we're now calling the Chief of Joint Capability Integration, the Joint Warfare Center and the Joint Intelligence and Information Fusion Center.

00:02:10.020 --> 00:02:13.780

<v SPEAKER_2>We will look to bring in other joint capabilities in the very near future.

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<v SPEAKER_2>One that we're looking at is the Military Police Group.

00:02:16.580 --> 00:02:20.160

<v SPEAKER_2>And then there will be other joint capabilities that we bring under my command as well.

00:02:20.160 --> 00:02:25.900

<v SPEAKER_2>And so the goal is to ensure that we create better resilience and autonomy in these capabilities.

00:02:25.900 --> 00:02:37.400

<v SPEAKER_2>We've got to grow the health services to be able to not

only deliver the spectrum of care that we are delivering today, but also to build up for what could be major combat operations in a very difficult global security environment.

00:02:37.400 --> 00:02:45.860

<v SPEAKER_2>And likewise, on the logistics side, that entire enterprise needs to be built out so that we are more self-sustaining and autonomous.

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<v SPEAKER_2>We can't always rely on our allies and partners to provide us bombs, bullets, and food and fuel, we need to be able to do that ourselves and move it to the position of need on a moment's notice as well.

00:02:57.800 --> 00:03:11.620

<v SPEAKER_2>And again, in terms of the Warfare Center, where it used to be under the Sea Jock, bringing that under my command that holds joint doctrine and war gaming and experimentation, these are all key capabilities that we can leverage to our advantage.

00:03:11.620 --> 00:03:18.820

<v SPEAKER_2>And the final point I'll make, Dave, there's some key joint capabilities that will fall under my responsibility that are game-changing.

00:03:18.820 --> 00:03:20.900

<v SPEAKER_2>They create asymmetries on the battlefield.

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<v SPEAKER_2>They create mass when mass doesn't exist.

00:03:23.340 --> 00:03:32.240

<v SPEAKER_2>And I'm talking about things like autonomous systems, whether it's on the surface of the earth, in the air, on the surface of the water, underwater vehicles.

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<v SPEAKER_2>There's so many use cases for autonomous vehicles, and Canada is way behind our allies, partners, and adversaries in developing this capability out.

00:03:41.000 --> 00:03:46.700

<v SPEAKER_2>Counter-uncrewed air systems as well is another key capability that will fall to my responsibility.

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<v SPEAKER_2>The point defence of our critical infrastructure across Canada, as the starting point.

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<v SPEAKER_2>Again, we're behind on this capability.

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<v SPEAKER_2>Again, I think that there's things that I will have that can create game-changing joint capabilities to give to CJOC or to another force employer to employ in domestic operations and Defence of Canada, as well as in international operations.

00:04:08.200 --> 00:04:26.920

<v SPEAKER_1>The idea of having a joint entity to coalesce and bring together some of the cross-cutting capability elements, but I'm cognizant of the healthcare we don't normally think of his capability in that same kind of way, not to diminish it, but to bring together some of the more cross-cutting elements within the CAF has been around for a while.

00:04:26.920 --> 00:04:32.880

<v SPEAKER_1>You had touched on a little bit there a kind of a threat imperative to look at some of these actions differently.

00:04:33.880 --> 00:04:54.580

<v SPEAKER_1>How would you characterize why in 2026 is the moment where an idea that's been floated for a number of different years, including in the report on transformation back in 2010, I guess in a bit of a different version, but is it the new threat environment, the new operational context you see that's driven the change, or how do we get to where we are today?

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<v SPEAKER_2>I'll start us off and then I'll turn it over to the Chief Warrant Officer here in a second because he's got some real life experiences on operations that can give you an idea about that.

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<v SPEAKER_2>But first of all, I want to say when we talk about health care and not necessarily traditionally thought of as a joint capability, this is a paradigm that I'm wanting to change.

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<v SPEAKER_2>I want to get away from language of supporters and enablers and start talking about critical joint capabilities.

00:05:17.720 --> 00:05:23.140

<v SPEAKER_2>And I view health care as a critical joint capability, just like logistics is a critical joint capability.

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<v SPEAKER_2>No longer can we afford to have this cultural divide between what was referred to as supporters and operators.

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<v SPEAKER_2>We are all on the same team.

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<v SPEAKER_2>One cannot operate with the other.

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<v SPEAKER_2>And so I'll turn it to the Chief for some real life experiences.

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<v SPEAKER_2>And then I'll maybe come back to, again, some of the strategic political level impetus that I've seen of why now this has happened.

00:05:42.460 --> 00:05:42.880

<v SPEAKER_2>Chief.

00:05:42.880 --> 00:05:43.220

<v SPEAKER_3>Thanks, sir.

00:05:43.940 --> 00:05:45.920

<v SPEAKER_3>So, Dave, you know what?

00:05:45.920 --> 00:05:50.280

<v SPEAKER_3>A lot of it, I think, is the growing operational pressure that you see.

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<v SPEAKER_3>And I've been on a number of operations within the joint sphere where it's dawned on me just being at exercises or on operations where Canada lacks the capability, our force lacks capability.

00:06:03.420 --> 00:06:10.580

<v SPEAKER_3>Examples of that is when I was in Ukraine doing live fire exercises with the Ukrainians and allies.

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<v SPEAKER_3>And just looking in the sky, and there's levels and levels of drones flying around.

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<v SPEAKER_3>You have fast air coming in.

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<v SPEAKER_3>You have artillery firing.

00:06:20.280 --> 00:06:22.060

<v SPEAKER_3>You have counter batteries.

00:06:22.060 --> 00:06:23.860

<v SPEAKER_3>You have armoureds.

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<v SPEAKER_3>You have, you know, everything is coming together.

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<v SPEAKER_3>And in my 35 years of experience, I can honestly say that I've never been part of something like that within our force.

00:06:34.740 --> 00:06:36.220

<v SPEAKER_3>Lower scale.

00:06:36.220 --> 00:06:40.440

<v SPEAKER_3>So to me, it's signaled the time that we need to change it.

00:06:40.660 --> 00:06:42.280

<v SPEAKER_3>And that's where we're heading.

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<v SPEAKER_3>Just recently, a mission over in the Eastern Med, counter UAS, you know, the commander of that mission was asking for counter UAS systems.

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<v SPEAKER_3>And we did not have enough systems.

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<v SPEAKER_3>There's priorities within the CAF.

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<v SPEAKER_3>And unfortunately, we didn't have those systems to sort of counter that.

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<v SPEAKER_3>Our allies did, thankfully.

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<v SPEAKER_3>So just an example, you know, our allies have sort of been doing this for some time.

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<v SPEAKER_3>And we're going to learn some lessons from them as well.

00:07:14.220 --> 00:07:17.340

<v SPEAKER_2>Yeah, and those are great, real operational experiences.

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<v SPEAKER_2>And it's the connective tissue as well.

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<v SPEAKER_2>So what the chief was talking about, there is a lot of these great capabilities in the air and on the sea and in the land domain, but not necessarily connected together.

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<v SPEAKER_2>And that's going to be another key function of the CJFC is to work with the other stakeholders to bring that together in a command and control network.

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<v SPEAKER_2>The other thing too is why now, again, the global security environment is deteriorating.

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<v SPEAKER_2>We all see that.

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<v SPEAKER_2>And therefore, that's the reason why the Government of Canada has committed so much investments into defence.

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<v SPEAKER_2>And there is, all the way from the political down to the strategic level of leadership, support to be bold and to move out to be agile, to be relevant in today's fight.

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<v SPEAKER_2>We know that these studies have existed for over a decade of the need for a CJFC, whether it was the Lesley Report, whether it was the Madison Purdy Report of 2019.

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<v SPEAKER_2>There was some other combat system studies, integration works that were done by a retired rear admiral, and on and on and on.

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<v SPEAKER_2>So the studies have been done, the need has been there, but now is the right moment to be able to have that political to strategic leadership will to get it done.

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<v SPEAKER_2>And I will tell you, Dave, you know how fast things move in the Department of National Defence under normal circumstances.

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<v SPEAKER_2>When this was briefed to the CDS of an initial sort of idea to move out on this, it took seven months from that initial brief

that we're starting the study, to the point where the minister signed the Ministerial Organizational Order to create the CJFC, seven months.

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<v SPEAKER_2>And in D&D terms, that is, that's lightning fast to create a new level one organization.

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<v SPEAKER_2>Again, we see the Allies and Partners doing this.

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<v SPEAKER_2>The UK started with STRATCOM.

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<v SPEAKER_2>They've scaled back to a CISOC, Cyber and Specialist Operations Command.

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<v SPEAKER_2>Australia has the Joint Capabilities Group and other countries have also similar models.

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<v SPEAKER_2>So it is the right moment.

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<v SPEAKER_2>And in fact, there was probably a moment earlier in time where we should have done this, but we just didn't have the resources and the will to get it done.

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<v SPEAKER_2>And we do now, so we're going to move out quickly.

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<v SPEAKER_1>As you're thinking across the breadth of your current portfolio, I guess, so my observation, it's combining, and to your point about health care, it's combining a number of different functions or capability areas of logistics, health services, which are provided jointly across the CAF.

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<v SPEAKER_1>There's also some specific elements under the newly renamed, what used to be the Chief of Combat Systems Integration, that had an integrating interoperability function.

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<v SPEAKER_1>You may just talk a little bit about, because one of your focuses is on driving integration, interoperability across domains.

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<v SPEAKER_1>What do you see as the balance between bringing together

jointly provided capability and trying to drive jointness in capability across the rest of the Defence team?

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<v SPEAKER_2>Yeah, that's a great point.

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<v SPEAKER_2>What we don't want to do is stifle services from creating capabilities that are bespoke and that meet their needs.

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<v SPEAKER_2>We're not going to dictate to services what we think needs to be a joint capability that they provide in the air, land and sea domain.

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<v SPEAKER_2>But what we need to do is make sure that they're not done in silos, that we ensure there's connectivity between them, that we look at supply chains, the industrial ecosystem that goes behind it.

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<v SPEAKER_2>So when I look at things like uncrewed systems and counter uncrewed systems, our adversaries and allies are producing millions a year.

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<v SPEAKER_2>In order to do that, you have to have a bit of coherence within your joint force to be able to do that in a way that is securing the supply chain, that has got a robust industrial backbone, and ensuring that there's common standards, common components.

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<v SPEAKER_2>It has to have resilience within that ecosystem.

00:10:59.960 --> 00:11:05.580
<v SPEAKER_2>So I'm not going to say to the Army, Navy, and Air Force, you have to procure the drone that I say that you procure.

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<v SPEAKER_2>You do your thing, but we need to make sure that it's well integrated within the entire system.

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<v SPEAKER_2>I would say as well in the past, we figured out how to put jointness on to things afterwards, and we did that through governance.

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<v SPEAKER_2>So we didn't have a built-in structure that was really thinking about joint-mindedness.

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<v SPEAKER_2>We created a Joint Capability Steering Committee.

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<v SPEAKER_2>We forced people to think about mil PFPI in our Defence Capabilities Board to ensure that we're not planning an isolation.

00:11:34.440 --> 00:11:41.080

<v SPEAKER_2>But this creation of the CJFC is by design, ensuring that we are thinking about jointness from the beginning.

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<v SPEAKER_2>I will try to create my own capabilities within the CJFC that I can give to services or use with my own personnel.

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<v SPEAKER_2>But when I'm not giving capabilities and force generating, force developing them, I'm going to have to make sure that what the services are doing is cohered in a way that makes sense, that is going to last the test of time.

00:12:02.340 --> 00:12:20.400

<v SPEAKER_1>Just to tease it a little further on the point, what's the relative emphasis between, and I'm not sure whether or not these terms keep getting used the same way that they used to, but joint intra half ability to integrate, interoperate with each other versus externally focused interoperability with allies.

00:12:20.400 --> 00:12:23.580

<v SPEAKER_1>So on the description of the command, you've got both those terms used there.

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<v SPEAKER_1>Is that, are both things kind of co-equal focuses and functions, or is it mostly about, or I guess is there a difference at this point anymore?

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<v SPEAKER_2>No, I think, you know, they're one and the same.

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<v SPEAKER_2>You know, Canada very rarely operates on its own.

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<v SPEAKER_2>We will be operating within alliances and partnerships, and therefore it's critically important that we remain interoperable, whether it's with the binational relationship under NORAD, whether it's the NATO alliance for NATO operations.

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<v SPEAKER_2>And so it's really important for us to maintain interoperability in that context, but also critically important to have interoperability within the joint force of the Canadian Armed Forces.

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<v SPEAKER_2>In terms of Interoperability Champion, it actually was delegated from the Vice Chief of the Defence Staff to the Chief of Combat Systems Integration when they fell underneath the Vice Chief of the Defence Staff.

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<v SPEAKER_2>Because we're early days, we're still ironing out authorities, responsibilities and accountabilities, and that's one area that we're going to have to ensure that the VCDS is still comfortable with me retaining on his behalf the Interoperability Champion on behalf of the Canadian Armed Forces for NATO, for example.

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<v SPEAKER_2>The Assistant Deputy Minister of Digital Services is the Digital Champion for the CAF into the NATO alliance.

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<v SPEAKER_2>There's still some things that we have to iron out as we develop the ERAs, but interoperability is a key.

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<v SPEAKER_2>The Chief saw that in his operations, where the sum of the parts are way more than the individual components, if we do it right.

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<v SPEAKER_2>We can see that in Ukraine.

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<v SPEAKER_2>They've been very innovative in order to bring those joint capabilities together.

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<v SPEAKER_3>Yes.

00:14:01.800 --> 00:14:07.100

<v SPEAKER_3>My experience over, especially in Ukraine, interoperability, very key amongst allies.

00:14:07.100 --> 00:14:13.160

<v SPEAKER_3>But you will see at times where LOs and runners are still the practice.

00:14:14.460 --> 00:14:18.880

<v SPEAKER_3>Those are things we need to overcome and we're working towards it.

00:14:18.880 --> 00:14:24.140

<v SPEAKER_1>You talked a bit, you haven't been in existence for very long yet.

00:14:24.140 --> 00:14:31.240

<v SPEAKER_1>But as you're looking ahead, do you have an idea of kind of what's your initial lines of effort that you're going to be focused on?

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<v SPEAKER_1>Or as this gets built out, is there a sequence or a process of implementation that you're working towards at the moment?

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<v SPEAKER_2>Yeah, absolutely.

00:14:40.200 --> 00:14:42.260

<v SPEAKER_2>You know, and I'll talk about it in a couple of different ways.

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<v SPEAKER_2>One is, you know, what has been mandated to us by the Chief of the Defence Staff and the Deputy Minister in terms of how we establish initial operating capability.

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<v SPEAKER_2>And the other is my and the Chief Warrant Officer's approach to organizational change management.

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<v SPEAKER_2>On the IOC definition side, it's quite simply the ability to conduct the four S, force generation, force development, force sustainment, and force management, effectively, independently, as a new level one organization of the capabilities that are under my command.

00:15:12.180 --> 00:15:17.760

<v SPEAKER_2>So we also, by the way, you know, we can debate about what the, how you define force employment.

00:15:17.760 --> 00:15:23.840

<v SPEAKER_2>But I consider what the activities that my forces do on a day-to-day basis to be baseline force employment.

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<v SPEAKER_2>They're not chopped to an operation, but health services

is delivering health care on a day-to-day basis to CAF members all across the country and in foreign countries.

00:15:32.600 --> 00:15:40.100

<v SPEAKER_2>Logistics is supplying and fueling and feeding and providing bullets to the CAF on a day-to-day basis.

00:15:40.100 --> 00:15:44.680

<v SPEAKER_2>And similarly, when I do bring the military police in, they're policing on a day-to-day basis.

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<v SPEAKER_2>And so that's the, you know, the 4F IOC definition is when we can do that independently.

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<v SPEAKER_2>We likely are going to have to wait till we get the influx of military personnel this summer to be able to achieve that full IOC.

00:15:57.900 --> 00:16:04.580

<v SPEAKER_2>But then in terms of organizational change management, my approach is that we have to demonstrate value very quickly.

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<v SPEAKER_2>Whenever you organize yourself differently, it can't just be a deck chair shuffle.

00:16:08.840 --> 00:16:13.580

<v SPEAKER_2>That's one of the criticisms that you often hear when we create a new headquarters or a new command structure.

00:16:14.160 --> 00:16:28.500

<v SPEAKER_2>So I need to make sure that my level two organizations are looking for synergies where they can combine internal services, federate them, ensure that we're doing things together as one big team rather than just in isolation as we were doing before.

00:16:28.500 --> 00:16:29.760

<v SPEAKER_2>And also demonstrating value.

00:16:29.760 --> 00:16:31.040

<v SPEAKER_2>So I'm looking for quick wins.

00:16:31.040 --> 00:16:45.820

<v SPEAKER_2>I'm looking for things that I can do that will deliver capability and outcomes for the Joint Force where you get the Army, Navy and Air Force and CJOC saying, ah, that's the reason why we had the CJFC is because they're going to deliver this type of capability to us.

00:16:45.820 --> 00:17:03.100

<v SPEAKER_2>So from an OCM perspective, it's all about demonstrating value, delivering some quick wins, getting some capital, if you will, from the organization so that we can be a bit more bold and ambitious on our phase two evaluation of what needs to come into the Joint Force.

00:17:04.640 --> 00:17:07.640

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00:17:08.120 --> 00:17:10.600

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00:17:10.600 --> 00:17:15.620

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00:17:20.840 --> 00:17:46.560

<v SPEAKER_1>You use the capital phrase in a different context, but since you're going to have a view that you're going to be doing force development on joint capability, I guess you're also working towards a roadmap where you would have access to the other kind of capital in terms of dedicated funds or a slice of the capital investment fund to work on those, joint capabilities that your teams would develop down the road.

00:17:46.560 --> 00:17:48.640

<v SPEAKER_2>Yeah, we are, absolutely.

00:17:48.760 --> 00:17:52.500

<v SPEAKER_2>So we're going to build up the force development capacity within the level 1.

00:17:52.500 --> 00:17:58.540

<v SPEAKER_2>We still need to leverage subject matter experts within the level 2s in order to develop statement of requirements.

00:17:58.540 --> 00:18:13.620

<v SPEAKER_2>Actually, fundamentally, I'd like to shift away from statement of requirements and move to statements of problems or challenges rather than statements of requirements because we're, if I'm going to deliver agile capabilities, you can't define what that's going to be at the end state.

00:18:13.620 --> 00:18:17.760

<v SPEAKER_2>You need to be able to bring in a min viable capability and iterate off of it.

00:18:17.760 --> 00:18:22.900

<v SPEAKER_2>And so we're going to develop out a force development capacity within the level 1 headquarters.

00:18:22.900 --> 00:18:29.060

<v SPEAKER_2>Right now, my level 2 commanders don't necessarily have capital projects that are in the system.

00:18:29.060 --> 00:18:32.480

<v SPEAKER_2>We have statements of operational capability deficiencies.

00:18:32.600 --> 00:18:35.980

<v SPEAKER_2>We have urgent operational requirements on the health services side.

00:18:35.980 --> 00:18:47.060

<v SPEAKER_2>For example, light armored ambulances for our forces in Eastern Europe, role 2, Bravo, high mobility infrastructure for medical facilities while deployed.

00:18:47.320 --> 00:18:51.640

<v SPEAKER_2>And logistic services has other projects as well.

00:18:51.640 --> 00:18:56.980

<v SPEAKER_2>Automatic information technology, AIT for fuels and supplies.

00:18:56.980 --> 00:19:01.120

<v SPEAKER_2>They've got a distribution project as well for better distribution across the country.

00:19:01.620 --> 00:19:06.620

<v SPEAKER_2>But my intent is to have a robust FD capacity so that we can really do this properly.

00:19:06.620 --> 00:19:10.440

<v SPEAKER_2>And then finally, also deliver some capabilities rapidly.

00:19:10.440 --> 00:19:26.060

<v SPEAKER_2>And so I'm looking to build out a rapid capabilities accelerator of some kind in order to be able to look at high TRL industrial capacity that we have right here at home in Canada and do some prototyping, testing and evaluation.

00:19:26.060 --> 00:19:32.800

<v SPEAKER_2>And then ensuring that we can pull through and scale up and operationalize those capabilities to deliver it to the warfighter.

00:19:32.800 --> 00:19:35.740

<v SPEAKER_2>I don't want things to get caught in the valley of death of the pull through.

00:19:35.740 --> 00:19:42.980

<v SPEAKER_2>And I think I can do that with very high TRL innovation, very high level innovation in order to deliver capability rapidly.

00:19:45.120 --> 00:19:52.760

<v SPEAKER_1>You mentioned that you're going to need to go to the next posting season basically to get kind of a full compliment as the organization gets built out.

00:19:52.760 --> 00:20:04.600

<v SPEAKER_1>Do you have an initial sense just with the reorganizations, kind of where you stand today and at least a bit of an idea for listeners of how large is the organization going to be at end state?

00:20:04.600 --> 00:20:05.040

<v SPEAKER_1>Okay.

00:20:05.040 --> 00:20:07.380

<v SPEAKER_3>Well, currently, thanks for the question, Dave.

00:20:07.380 --> 00:20:18.580

<v SPEAKER_3>Currently, we're sitting around, around 9,280 personnel give and take for the time being.

00:20:18.580 --> 00:20:21.460

<v SPEAKER_3>As we grow, that might change.

00:20:21.460 --> 00:20:25.680

<v SPEAKER_3>But you need to understand there's a lot of initiatives going on throughout the CAF right now.

00:20:25.820 --> 00:20:28.840

<v SPEAKER_3>So there's competition for personnel.

00:20:28.840 --> 00:20:38.980

<v SPEAKER_3>So I know that the commander has sort of explained to us, you know, there's some appetite suppressing here with regards to staffing.

00:20:38.980 --> 00:20:41.640

<v SPEAKER_3>You know, there's not much depth.

00:20:41.640 --> 00:20:46.040

<v SPEAKER_3>However, you know, our people are making those small wins.

00:20:46.040 --> 00:20:48.320

<v SPEAKER_3>So we're looking forward to APS.

00:20:48.380 --> 00:20:50.800

<v SPEAKER_3>Our numbers will grow.

00:20:50.800 --> 00:20:53.920

<v SPEAKER_3>But there's still some work to be done in that area.

00:20:54.120 --> 00:21:00.260

<v SPEAKER_3>And we have to keep in mind that other organizations are growing as well.

00:21:00.260 --> 00:21:07.540

<v SPEAKER_3>So we can't necessarily consume the staff that we want to consume and have within our ranks.

00:21:08.000 --> 00:21:09.560

<v SPEAKER_2>Yeah, Chief, that's great points.

00:21:09.560 --> 00:21:16.120

<v SPEAKER_2>And I know that your listeners are probably aware of many of the optimizations and modernization initiatives that are underway.

00:21:16.120 --> 00:21:17.940

<v SPEAKER_2>So you've got the Army modernization.

00:21:18.080 --> 00:21:19.780

<v SPEAKER_2>We're standing up Borealis.

00:21:19.780 --> 00:21:22.960

<v SPEAKER_2>The DIA is standing up.

00:21:22.960 --> 00:21:30.400

<v SPEAKER_2>The Defence Industrial Strategy is going to have demand signals on CAF members as well as on the D&D side.

00:21:30.400 --> 00:21:32.600

<v SPEAKER_2>And so yeah, there's a lot of demand signals out there.

00:21:32.600 --> 00:21:42.280

<v SPEAKER_2>There's a lot of demand signals for the key, you know, experienced staff officers that everybody wants, the senior majors, the lieutenant colonels, etc., etc.

00:21:42.280 --> 00:21:43.820

<v SPEAKER_2>So we're going to leverage public servants.

00:21:44.700 --> 00:21:53.240

<v SPEAKER_2>We are, you know, absolutely having wide open doors to

bringing in key public servants to fill in critical capability gaps.

00:21:53.240 --> 00:21:56.640

<v SPEAKER_2>And as the chief said, we just need to be flat and nimble.

00:21:56.640 --> 00:21:58.460

<v SPEAKER_2>We need to push power to the edge.

00:21:58.460 --> 00:22:04.680

<v SPEAKER_2>I have to delegate to the level of discomfort so that my team can get things done rather than holding it centrally.

00:22:04.680 --> 00:22:09.900

<v SPEAKER_2>Because if I hold things too centrally, then I don't empower my team to get things done.

00:22:09.900 --> 00:22:15.440

<v SPEAKER_2>So we're going to have to be nimble and we're going to have to be adaptable, but it's going to be a slow process.

00:22:15.440 --> 00:22:17.660

<v SPEAKER_2>But we're looking pretty good this APS.

00:22:17.660 --> 00:22:20.240

<v SPEAKER_2>I mean, we're comfortable.

00:22:20.240 --> 00:22:23.320

<v SPEAKER_1>And I guess I wasn't actually even going in that direction.

00:22:23.320 --> 00:22:38.420

<v SPEAKER_1>I mean, recognizing that there is a lot of demand against the force increase capacity that the CAFs, wrong verbiage, but the path to increase the ranks for a number of different respects.

00:22:38.420 --> 00:22:56.640

<v SPEAKER_1>I guess my takeaway from the comment is that you're not going to be the size of the army, but it's going to be, I don't want to sort of put it in a weight class, but it's going to be at least in the same relative order of magnitude as some of the other big L1s as an organization within the Defence Team.

00:22:56.640 --> 00:22:57.860

<v SPEAKER_2>Yeah, absolutely.

00:22:57.860 --> 00:23:03.120

<v SPEAKER_2>And again, that's why I kind of used the term deliberately, a service-like Level 1 organization.

00:23:03.120 --> 00:23:13.920

<v SPEAKER_2>As the Chief said, we're just over 9,000 now, and that could grow depending on the joint capabilities we bring under our command with our Phase 2 evaluation, which is yet to be done.

00:23:13.920 --> 00:23:19.900

<v SPEAKER_2>And so we will be on the same sort of scale as the Navy close to the Air Force.

00:23:20.360 --> 00:23:26.480

<v SPEAKER_2>But again, my goal is for the CJFC, I'm not here to compete with the other services by any means.

00:23:26.480 --> 00:23:31.820

<v SPEAKER_2>And this is another really interesting dynamic is, why is this time the right time?

00:23:31.820 --> 00:23:39.340

<v SPEAKER_2>Is we have everyone around the Level 1 table, including the service commanders all agreeing that we need this, and we needed it yesterday.

00:23:39.340 --> 00:23:52.080

<v SPEAKER_2>And so, nobody feels like I'm going to be taking things away from them, and we're not, we're going to find complementarity, we're going to make sure we don't step on each other's toes, and when we do, we're going to say sorry, we're going to figure it out, we're going to move forward.

00:23:52.320 --> 00:24:05.800

<v SPEAKER_2>And the key is, I want CJOC, our force employer, eventually when we build out full CJFC capability and capacity, I want us to be on speed dial whenever they have to launch an operation to be the first one called rather than the last one called.

00:24:06.260 --> 00:24:11.140

<v SPEAKER_2>You know, so instead of calling the army to say, how many troops do you have to deliver on this operation or the Air Force?

00:24:11.140 --> 00:24:12.620

<v SPEAKER_2>How many airplanes do you have?

00:24:12.620 --> 00:24:16.880

<v SPEAKER_2>I want CJOC to call CJFC and say, okay, we need logistics.

00:24:16.880 --> 00:24:20.020

<v SPEAKER_2>This is going to be a high intensity operation.

00:24:20.020 --> 00:24:21.340

<v SPEAKER_2>We need to be able to support it.

00:24:21.340 --> 00:24:23.100

<v SPEAKER_2>I need to know what you can provide.

00:24:23.100 --> 00:24:34.060

<v SPEAKER_2>I need to know what you can provide that creates asymmetries in mass with your counter-uncrewed systems or with your autonomous systems or with your pandemic command and control initiatives, et cetera.

00:24:34.060 --> 00:24:40.560

<v SPEAKER_2>Again, I think that we've got a lot of ambition, but we have to be careful and deliberate as we build out the capability.

00:24:41.920 --> 00:24:48.660

<v SPEAKER_1>You talked about a couple of different things about trying to employ different approach, a bit of a different mindset.

00:24:49.000 --> 00:25:15.900

<v SPEAKER_1>As the organization is coalescing, I think you had talked a little bit about trying to do things in a different way, and you're also bringing together eclectic maybe is the best, most even-handed way of talking about different parts of that joint capability, health services, logistics, Warfare Centre, people coming from very different backgrounds, occupations, organizational, operational experiences.

00:25:15.900 --> 00:25:29.780

<v SPEAKER_1>I guess you may talk a little bit about beyond what you already touched on, but the philosophy of trying to grow a new organization, which is an exciting opportunity, I would imagine, for creating an entity like this for the first time in a while.

00:25:30.480 --> 00:25:31.580

<v SPEAKER_3>Good point there, Dave.

00:25:31.820 --> 00:25:33.120

<v SPEAKER_3>I'll handle this one.

00:25:33.120 --> 00:25:58.740

<v SPEAKER_3>So as the command chief of Canadian Joint Forces Command, one of my objectives is to learn about and understand the subcultures of all our organizations, whether it be logistics, health services, and the importance of open communications, asking those questions, building those relationships that trust, with not only the staff, but their leadership as well.

00:25:58.740 --> 00:26:10.520

<v SPEAKER_3>So that allows me, as the command chief, to sort of have my hand on the pulse, see where the frictions are, and their

challenges, and also their successes.

00:26:10.520 --> 00:26:18.300

<v SPEAKER_3>And that gives me the insight to sort of advise the commander, hey, sir, there's some friction points here you might want to look at.

00:26:18.760 --> 00:26:22.560

<v SPEAKER_3>And I've always had an open dialogue with staff and commanders.

00:26:22.880 --> 00:26:29.140

<v SPEAKER_3>That's my role as the command chief, building those relationships, and building the trust.

00:26:29.140 --> 00:26:33.280

<v SPEAKER_3>So we are working on the culture within the command.

00:26:33.280 --> 00:26:39.380

<v SPEAKER_3>It's early days, but that work is currently ongoing, and we're getting there.

00:26:39.380 --> 00:26:46.300

<v SPEAKER_2>And the chief warrant officer is one of my key partner in this, is to have his finger on the pulse of what's happening at all levels of the command.

00:26:46.380 --> 00:26:51.060

<v SPEAKER_2>And so his work is going to be critical in me understanding those issues.

00:26:51.060 --> 00:26:52.220

<v SPEAKER_2>But you're absolutely right.

00:26:52.220 --> 00:26:56.140

<v SPEAKER_2>It's like we don't want to take away the rich subcultures that exist.

00:26:56.140 --> 00:27:00.300

<v SPEAKER_2>We don't want to try to erase that and then create a new culture over top of it.

00:27:00.300 --> 00:27:03.280

<v SPEAKER_2>Those are rich subcultures that need to exist and thrive.

00:27:03.280 --> 00:27:08.200

<v SPEAKER_2>But we do want to create a new overarching joint culture within the CJFC.

00:27:08.200 --> 00:27:25.780

<v SPEAKER_2>And that's part of our identity creation, whether it's through branding, patches, heraldic crests, our mission statement, our vision statement, our cultural value statements that we provide to the team, my commander's philosophy that I will be issuing to the command in the next week or two.

00:27:25.780 --> 00:27:30.200

<v SPEAKER_2>So that's important to allow those subcultures to thrive, create an overall identity.

00:27:30.200 --> 00:27:40.360

<v SPEAKER_2>And for me, one of the things that I want to get after in terms of culture change, as we're creating a new level one and we can have a new paradigm, is I want everybody to be risk aware, not risk averse.

00:27:40.840 --> 00:27:53.000

<v SPEAKER_2>We don't have to create old bureaucracies that existed over time with other level one organizations, not to say that they're doing things poorly, but we have an opportunity to really do things differently from the ground up.

00:27:53.000 --> 00:28:01.340

<v SPEAKER_2>And that's what I want to try to leverage so that we can, and also then finally, have that be internalized at every level of the organization.

00:28:01.340 --> 00:28:12.120

<v SPEAKER_2>Because it's one thing for commanders and command teams to say, be risk aware, not risk averse, be bold, find ways to yes, but then does that filter all the way down in the organization to action.

00:28:12.120 --> 00:28:13.180

<v SPEAKER_2>And it doesn't always.

00:28:13.180 --> 00:28:22.800

<v SPEAKER_2>And so we're going to have to make sure that all commanders at all levels are empowered to project that internalization of that mindset so that we can deliver capability faster.

00:28:23.020 --> 00:28:31.060

<v SPEAKER_1>Well, General, Chief, thanks very much for joining us to talk a little bit about the new organization and what it's going to be doing.

00:28:31.060 --> 00:28:35.220

<v SPEAKER_1>The last thing we ask all of our guests, what are you two reading these days?

00:28:35.220 --> 00:28:35.920

<v SPEAKER_1>General, start with you.

00:28:36.840 --> 00:28:39.120

<v SPEAKER_2>Well, David, always a pleasure to engage with you.

00:28:39.120 --> 00:28:44.620

<v SPEAKER_2>And thanks so much for giving us an opportunity and for doing this for the Defence team in general.

00:28:44.620 --> 00:28:46.540

<v SPEAKER_2>It's really important that we get these messages out.

00:28:46.540 --> 00:28:48.480

<v SPEAKER_2>I'm reading two books right now.

00:28:48.480 --> 00:28:58.120

<v SPEAKER_2>One is a second time read through it because in order to deliver on the innovation and rapid capability delivery that I talked about, I want to understand how it's done in other countries.

00:28:58.120 --> 00:29:03.680

<v SPEAKER_2>And so I've been reading DIUX for the second time by Raj Shah and Christopher Kirchhoff.

00:29:03.880 --> 00:29:07.720

<v SPEAKER_2>And that's on the creation of the Defence Innovation Unit in the United States.

00:29:07.720 --> 00:29:20.620

<v SPEAKER_2>And the second one I just started actually, which is very, very interesting, is The Triangle of Power by Alexander Stubb, the Finnish President, I suppose, or Prime Minister, I can't remember what he is, but the leader of Finland.

00:29:20.620 --> 00:29:31.260

<v SPEAKER_2>And it's basically addressing the current global security environment and international relations, talking about values-based realism, the global East, West versus South, etc.

00:29:31.540 --> 00:29:34.400

<v SPEAKER_2>And so it's a really interesting perspective from him.

00:29:34.400 --> 00:29:37.540

<v SPEAKER_3>Well, for me, you know, I'll say Audible.

00:29:37.700 --> 00:29:38.660

<v SPEAKER_3>I don't get a chance to read.

00:29:38.660 --> 00:29:39.580

<v SPEAKER_3>I do a lot of driving.

00:29:39.580 --> 00:29:41.620

<v SPEAKER_3>So I'm listening to the Audible books.

00:29:41.620 --> 00:29:46.500

<v SPEAKER_3>Currently, I'm listening to New Cold Wars by David Sanger.

00:29:46.500 --> 00:29:57.560

<v SPEAKER_3>So highlights the struggle to defend the West and the perceived failure of the West come to terms with, you know, the real ambitions of our adversary.

00:29:57.700 --> 00:30:10.460

<v SPEAKER_3>So it's an insider look, particularly in the US on how they're dealing with this struggle to defend the West as it pertains to China and Ukraine and Russia.

00:30:10.460 --> 00:30:11.520

<v SPEAKER_1>Super.

00:30:11.520 --> 00:30:15.260

<v SPEAKER_1>Well, Chief General, thanks very much for joining us on Defence Deconstructed.

00:30:15.260 --> 00:30:16.220

<v SPEAKER_2>Thank you so much, Dave.

00:30:16.220 --> 00:30:16.820

<v SPEAKER_2>Have a great day.

00:30:16.820 --> 00:30:18.020

<v SPEAKER_2>Thank you.

00:30:19.240 --> 00:30:21.440

<v SPEAKER_1>Thanks for listening to Defence Deconstructed.

00:30:21.440 --> 00:30:26.560

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00:30:26.940 --> 00:30:33.500

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00:30:33.500 --> 00:30:36.100

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00:30:36.100 --> 00:30:37.580

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00:30:37.580 --> 00:30:39.760

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