

SPECIAL COMMISSION ON THE RESTRUCTURING OF THE RESERVES: 10 YEARS LATER – SELECTED CONFERENCE SPEAKING NOTES

EVOLUTION OF CANADIAN CIVIL-MILITARY COOPERATION

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First of all, I thank everyone for allowing me this opportunity to speak to you here today. I have been fortunate enough to be with CIMIC since it was directed to become a Reserve Capability.

I spent 16 months training, so that I could run the CIMIC operation for the Battle Group on Rotation 11 in Bosnia Herzegovina.

I have written several papers on CIMIC, which have been published in the Canadian Military Journal, The Canadian Army Journal and the Bulletin produced by the Army Lessons Learned Centre. Some would consider me as knowledgeable about modern CIMIC as anyone in the Canadian Forces and because if I haven't mentioned it yet - I'm a superhero.

Now I've told you why you should listen to me – I guess I had better do a decent presentation...

We have gathered here to consider the Restructuring of the Reserves – now ten years later. I feel confident standing up here and saying that CIMIC, as a Reserve capability, has been a success.

Outline



- **Why do we need CIMIC?**
- **How was CIMIC conducted in the past?**
- **What is Modern CIMIC?**

Conclusion



In saying this you can see on the outline that I will cover, 'Why CIMIC is important', 'What CIMIC was', and 'What it has become'. You will also see slides that show you how successful we have been in providing support to the Canadian Forces as CIMIC operators.

My experience while in Bosnia Herzegovina, created a passion in me about what CIMIC can do and what the people involved in the organization are capable of.

While the vast majority of what we do as CIMIC operators is gathering and the passage of information - we are also trained to influence our operational environment in a positive way. One of those ways, that had a big impact on me, was a Daycare that we completed in Bihac in Bosnia Herzegovina.

This facility had substandard plumbing, which caused back flow problems as well as a significant mould issue. We felt this was an important project because the daycare staff were looking after, more than 60 multi ethnic children in a building that was really only meant to hold about 30. Upgrading the plumbing eliminated a health hazard and opened up some additional space for the Daycare. This project had a significant impact

on me because I have three children and I wouldn't want to imagine my own children living in these conditions.

Children are incredibly resilient and will handle just about anything you throw at them but it really tugs at the heart strings when you see how they have to suffer in conditions which are a result of war.

Why do we need CIMIC?



Whenever a military deploys – there is always a civil dimension to consider.

CIMIC is one of the primary links between the military and civil dimension.



The first question we might want to ask ourselves is 'Why do we need CIMIC?'

The answer is simply this - whenever a military deploys, whether it's for peace support operations, humanitarian assistance or for combat – 'there is always a civil dimension to consider'. These may be refugees, the local population, local officials, or workers from international organisations. CIMIC is one of the primary links between the military and these organisations. We work to coordinate and elicit cooperation from and with the civil dimension to help ensure the success of the mission.

How was CIMIC conducted in the past?



- **Conducted since WWII**
- **Mostly taking care of immediate needs (water, food, shelter, clothing)**
- **Small projects (playground)**
- **Funding from a variety of sources but often out of the pockets of the soldiers**
- **Volunteer, a secondary duty, previous experience**



We can see why CIMIC is so important but 'How was CIMIC conducted in the past?'

The Canadian Military has been conducting CIMIC since the Second World War. In the past, it mostly consisted assistance in the form of physical goods, to take care of immediate needs such as drinking water, food, shelter and clothing. Also, small projects such as building playgrounds, which could be completed during a single tour or rotation, were undertaken. Funding for those projects came from a variety of sources but quite often out of the pockets of the soldiers. CIMIC was considered a secondary duty, usually a volunteer or someone with previous experience. This type of approach has been relatively successful in the past. However, in a more complex environment a more sophisticated approach is required.

How was CIMIC conducted in the past?



- **Recognized CIMIC could play a role as a force multiplier**
- **Aug 2000, CIMIC became a Reserve capability**
- **CIMIC is not new, the overall approach is**
- **Reservists with wide variety of backgrounds conduct extensive training**



Over time, it was recognized that CIMIC could play an important role as a force multiplier. CF members were given CIMIC as a primary duty and some even received training. In August 2000, The Chief of the Land Staff issued an Action Directive, declaring CIMIC become a reserve capability since it was recognized that reservists might have an inherent ability to interact with other civilians. While CIMIC is not new, the overall approach is.

In the Land Force Western Area a number of reservists with a wide variety of backgrounds were recruited from reserve units so that they would all be able to draw on each other's experience.

CIMIC candidates embark on a training regime to increase their knowledge and abilities in order to deal with specific situations that previous rotations had identified as 'Lessons Learned'. CIMIC Operators complete training and courses on the topics you can see on the slide.

Modern CIMIC Training

- Negotiation and Mediation
- Interest Based Communication
- Enhanced Cultural Awareness
- Sales Training
- Emergency First Responder First Aid
- Project Management
- Interviewing, Debriefing and asking Questions
- Language Training
- Media Training
- Special Equipment Training
- CIMIC Assessments
- Time Management
- Disarm, Demobilization, Reintegration (DDR) familiarization
- Using an Interpreter
- Professional development such as Law of Armed Conflict and UNITAR
- Tactical CIMIC course in Kingston



I'm not trying to strain your eyes with this slide the point I am trying to make is that we do a lot of additional training to become CIMIC operators. It takes me approximately 56 days to create a trained CIMIC operator.

If I was hoping for just one point to be taken away from this presentation it would be that all of this additional training makes us **specialists** in applying our skills. This needs to be recognized through out the chain of command and accepted as such.

A trained Reservist CIMIC Operator is uniquely suited, by virtue of their mix of military and civilian skills and abilities to provide CIMIC in the contemporary operating environment.

One of the comments I was asked to insert into my presentation was that in our fiscally responsible environment it should be noted that Reserve members provide a cost effective capability but we have heard this several times already this weekend.

Thus, the modern CIMIC operator is trained to interact on a wide spectrum of initiatives and use their experience to further Canada's goals. CIMIC in its modern form has become a keystone of information operations.

What is Modern CIMIC?



- **Definition**

Civil-Military Cooperation is a military function that supports the commander's mission by establishing and maintaining coordination and cooperation between the military force and civilian actors in the commander's area of operation.

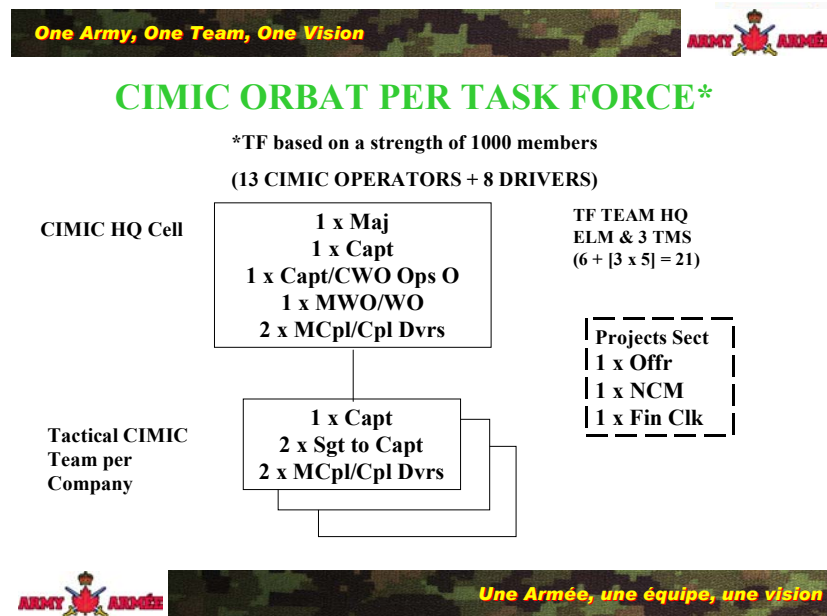


It is incredibly difficult to define CIMIC as it varies from operation to operation, the environment we are in, the location and a person's style of handling situations.

You can see the definition of CIMIC on this slide. CIMIC supports the Commanders mission. The better, we as CIMIC operators do our jobs by establishing the relationship between the civil actors and the military the less likely it will be that the commander will have to use force.

CIMIC is a command function and responsibility. Unity of command for a military force is critical in order to achieve unity of purpose and effort among all stakeholders and partners. The increasing number of non-military personnel, international organizations, non-government organizations and United Nations agencies involved in

operations, fuel the problem of integrating and facilitating civil and military activities and efforts.



The basic building block of a CIMIC organization is the CIMIC team. As outlined on the slide, it would consist of three-trained CIMIC operators and two CIMIC familiarized drivers. It is important that the drivers become part of the CIMIC work up training and be matched to their CIMIC operators because they fill multiple roles of security, driving, observation, and coordination of some of the CIMIC tasks. Typically, each tactical CIMIC team will be OPCON to a sub-unit for administrative and logistical requirements.

The CIMIC headquarters cell collates and funnels timely and accurate information received from the tactical CIMIC teams to the commander's staff, for area awareness and decision making purposes.

The Major acts as the adviser to the Commander on CIMIC issues as well as the Senior Liaison Officer attending meetings between the military and civilian actors.

CIMIC operations officers run the tactical CIMIC operation and are integrated into the operational planning process with the rest of the planning staff. Coordinating CIMIC activities and summarizing the daily CIMIC situation reports are also time-consuming tasks for the operations officer.

The project cell becomes incredibly important to the mix if the task force is provided with funding for community improvement projects. The project process from initiation to completion is time consuming and paper intensive in order to ensure all legal and financial criteria are met; thus, the requirement for a dedicated projects cell.

The CIMIC organisation is displayed at a strength of 21 members. The strength increases to 24 if there is a projects section requirement.

CIMIC Team composition



Needs to be flexible and responsive to

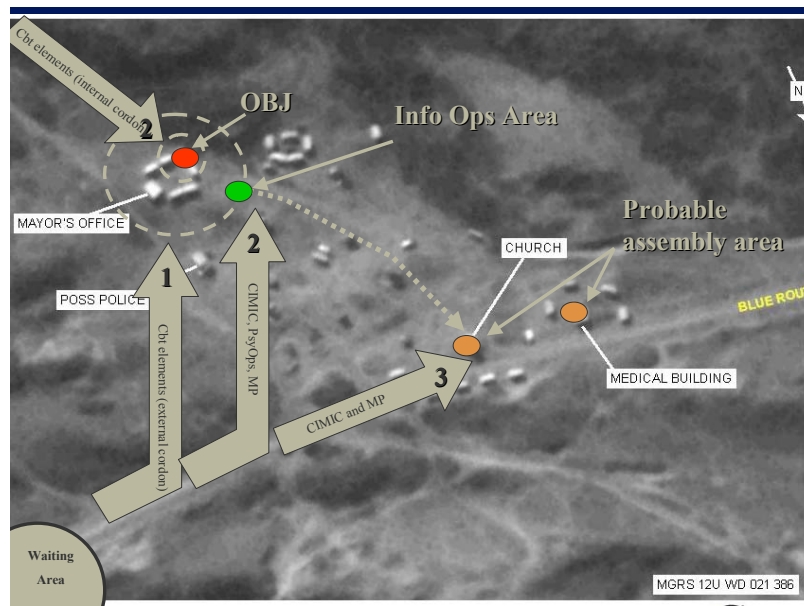
- **Size of military deployment (# of companies)**
- **Size of our Area of Responsibility**
- **Population of the Area of Operation**
- **The Environmental threat level**
- **Time on leave**
- **Consistency for planning purposes**
- **Continuous operational capability (24/7 if required)**



This CIMIC organisation was created in order to be flexible and responsive to a wide variety of issues found on the slide.

There has been significant debate about CIMIC whether it should or shouldn't do projects. Projects are but one tool in our toolbox available to the commander. It is our

responsibility to ensure that the projects we undertake do not conflict with what other international and local organizations are undertaking.



I wanted to show you another quick example of how CIMIC has been and will be used. This scenario is one that has been experienced by some of my peers who have come back from Afghanistan and is being trained on by the Task Force about to deploy.

One Army, One Team, One Vision

ARMY ARMÉE

ARMY CIMIC DEPLOYMENTS SUMMARY 2001 - 2006
Land Force / Armée de Terre

OP	LFAA	SQFT	LFCA	LFWA	REMARKS
PALLADIUM	7	35	10	27	BIH AUG 01 – OCT 04
BRONZE			2	7	BIH AUG 04 -SEP 05
CROCODILE		1		1	CONGO NOV 03 – APR 04
ATHENA	3	12	25	4	KABUL AF OCT 03 –SEP 05
HALO	5		1	1	HAITI MAR – JUN 04
ARCHER	1			17	KANDAHAR AF JUL 05 – JUL 06
SAFARI				2	DARFUR JUN 05 – JUN 05
TOTALS	16	48	38	59	= 161

ARMY ARMÉE **Une Armée, une équipe, une vision**

The final information slide I will flash up shows how many CIMIC Operators have been deployed since we have become a Reserve capability. You can see in the Western area by early next year will have deployed almost 60 operators and a total of 161 operators from all of the Areas.

As I finish up, I gave you some insight on 'Why we need CIMIC', 'How it was done in the past', and 'How it is currently being done'.

CIMIC as a specialist capability – is a success in the Restructuring of the Reserves.

I challenge the audience here today to continue to positively affect the direction and growth of CIMIC in the Canadian Forces.

I again thank you very much for your time today.