

Editorial

In April 2010, the Centre for Military and Strategic Studies (CMSS) convened a conference, *Canadian Reserves on Operations: Lessons Learned*, in cooperation with the Chief, Reserves, Canadian Forces and the Canadian Defence & Foreign Affairs Institute (CDFAI). The CMSS would like to thank its sponsors, the Canadian Forces, the Security and Defence Forum of the Department of National Defence and the University of Calgary for their generous support of this project.

This conference examined the current roles of the Canadian Forces (CF) Reserves in all aspects of Canadian defence, with special reference to the current tempo of operations. Military and academic experts from across North America discussed the challenges faced by CF reservists, within both their military and civilian careers and lives, especially the issues of sustainment and retention within the framework of domestic and international or expeditionary operations. Discussions between panelists and participants, especially several young reservists in the audience, were open and frank.

After a brief welcome by Dr. David Bercuson, Centre for Military and Strategic Studies, University of Calgary, Senator Hugh Segal opened the conference with a few remarks based on his years of involvement with the Canadian Forces. He was followed by Major-General Dennis Tabbernor, Chief, Reserves and Cadets, who assessed the evolution of Canadian Forces Reserves over its lifespan and the challenges of the current operational tempo. Brigadier-General Gerry Champagne, Director Land Force Readiness, then provided a keynote address on Domestic Operations, giving an overview of Canada Command and its mission to deliver “a comprehensive, integrated, adaptive, and networked force to deter, prevent, pre-empt and defeat threats and aggression aimed at Canada and North America as well as supporting civilian authorities for the security, stability and support of North America and its approaches”. The role of the Reserves Force in this mission is to “Provide augmentation, sustainment and support to deployed forces, and also to provide a base for expansion or mobilization.”

The first panel focused on the issues faced by reservists serving on and returning from domestic operations. Dr. Rob Huebert, Centre for Military and Strategic Studies, University of Calgary, spoke of the issues raised by Arctic defence and sovereignty protection. Dr. Chris Madsen, Department of Defence Studies at the Canadian Forces College and Royal Military College of Canada, discussed the legalities of domestic operations. Commander Robert Blakely, former commander of Canada's naval reserve, examined the role of reservists in naval operations on the east and west coasts of Canada. Brigadier-General Eldren Thuen, Director General Air Reserve, closed the panel with a discussion of the Air Reserve and its role in domestic operations.

The luncheon speaker, Brigadier General Kenneth Roberts of the US National Guard gave an in-depth analysis of the concept of an operational reserve which is now under discussion in US military circles. An operational reserve would allow the US to maintain an operational reserve force to provide operational capabilities across force security operations and, through a strategy of progressive readiness, provide predictability for COCOMs, service members, families and employers.

The keynote address on expeditionary issues was delivered by Colonel Alain Gautier, J3 (Operations) CEFCOM who presented an overview of CEFCOM's mission, and operations. These themes were further examined by Colonel Patrick Kelly, Director Land Reserve, in a discussion about the Army reserve today, deployment statistics, lessons learned from the current deployments of reservists and the impacts of the operational environment. Colonel Kristiana Stevens, Reserve Advisor to the Director General Health Services, and found that, despite the operational tempo, the Health Service Reserves had kept pace with all demands for support, both at home and abroad. Finally, Dr. Anne Irwin, Centre for Military and Strategic Studies, University of Calgary, discussed the challenges facing reservists deployed on overseas missions.

The dinner speaker, Lt. General Jack Stultz, Chief, Army Reserve, Commanding General, US Army Reserve, examined how the current operational tempo affected problems of retention and sustainment of its reserves for the US military.

The keynote speaker on sustainment keynote, Colonel Gerry Blais, Director, Casualty Support Management/Commanding Officer JPSU, discussed causes of dissatisfaction within the Canadian Reserves, including differences in pay between reserves and regular forces, difficulties with civilian employers, the lack of training opportunities, the lack of resources allocated to Reserve units and the lack of adequate administrative support. The panel following this discussion focused on these issues. Valerie Keyes, Executive Director of the Canadian

Forces Liaison Council, looked at the implications of the current and anticipated pace of reserve service for deployments and training for both reservists and their civilian employers. Diane Colley-Urquhart, Alderman for the City of Calgary, spoke to the City of Calgary's experience in facilitating the deployment of reservists in their employ. Finally, Kyle Fraser, Director General Military Personnel Research and Analysis, gave an overview of recent DGMPRA research and the challenges inherent in studying the Primary reserve.

The fourth and final keynote speaker, Colonel Paul Bury, Assistant Chief of Staff – Administration, Land Force Western Area Headquarters, discussed retention policies in the CF and the impact injuries and tour length had on retention in the Reserves. In the following panel, Dr. Harvey Smith, Veterans Affairs Canada, analyzed the psychiatric implications of lengthy deployments on retention. Colonel Kristiana Stevens, Reserve Advisor to the Director General Health Services, examined the challenges facing CF health professionals and the level of care for reservists. Brent Wilson of the Gregg Centre looked at the effect of the Afghanistan deployment on retention within the Reserves. Finally, John Verdon, Office of the Chief Scientist, DRDC Corporate, analysed trends in retention based on demographic, technological, economic and cultural influences.

The final panel on recent experiences gave individual reservists a place to speak at the conference. Master Warrant Officer David Turnbull focused on training, both collective and individual, administration, and the importance of managing expectations of both leaders and individual soldiers. Master Corporal Ryan Flavelle spoke about identity and the reserves, pointing out that reservists have many different identities depending on the circumstances. Colonel James Gludo spoke of his experiences in serving as an individual augmentee in Afghanistan. Captain William McAuley gave his perspective of the difficulties encountered when a small reserve unit loses most of its members to a deployment, including the growing "burn out" of the remainder members, left to shoulder the load of the day-to-day life of the unit. Finally, Commander Dan LeBlanc, Chief of Staff to the Commander of the Maritime Component of Joint Task Force Games, discussed the reserves role in the 2010 Vancouver Olympics.

The conference ended with a very good discussion about lessons learned over the previous 2.5 days.

Included in this issue of the *Journal of Military and Strategic Studies* are several of these presentations and many of the power points presented at the conference.

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