


Capability Based Planning in the Canadian Department of National Defence

(Where we're at ... Eh!)

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Contents do not necessarily reflect official view of DND or the
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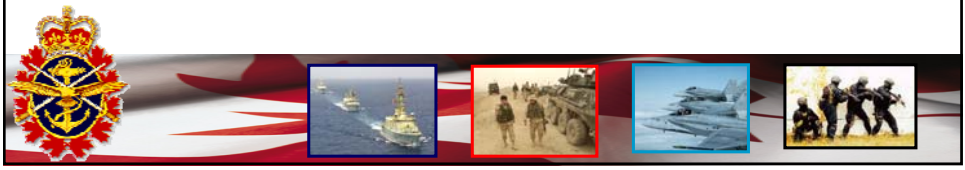
Bottom Line:

- Department more committed than ever to CBP
- Senior Military Leadership directly involved in implementation
- Significant progress made in CBP process and organization development
- Advance slowed temporarily with election of new Government



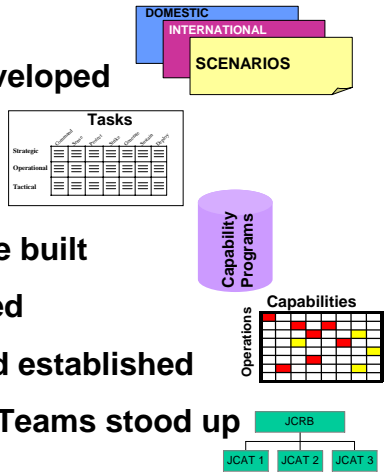
In the beginning ...

- Canada began adopting CBP about 8 years ago
- Reaction to Auditor General Reports
- Moderate commitment from Senior Leadership
- Implementation managed through consensus



Progress was made ... slowly

- Over 7 years:
 - Force Planning Scenarios developed
 - Capability thinking initiated
 - Joint Task List adopted
 - Capability Initiatives Database built
 - Capability Scorecard produced
 - Joint Capability Review Board established
 - Joint Capability Assessment Teams stood up



Changing of the Guard

- Feb 2005
General Rick Hillier appointed Chief of Defence Staff
 - Strong advocate for Cdn Forces transformation
 - Appetite and catalyst for major, accelerated change (capabilities, process and organization)



Strongly Held Beliefs

- CF structured for a conventional enemy; focus must be on non-state actors
- Failed and failing states are threats to Canada
- Can't afford full-spectrum capability
- Missions remain:
 - Protect Canada
 - Defend North America
 - Contribute to international peace & security
- Integrated, operations-focused command & control structure req'd

Hostile Nation States

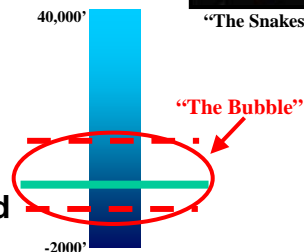


"The Bear"

Non-State Actors



"The Snakes"



Immediate Developments

- **Defence Policy Statement**
- **4 CDS Action Teams established**
 - **Command & Control (CAT 1)**
 - **Force Generation/Development (CAT 2)**
 - **Operational Capabilities (CAT 3)**
 - **Institutional Alignment (CAT 4)**
- **Canada Command**



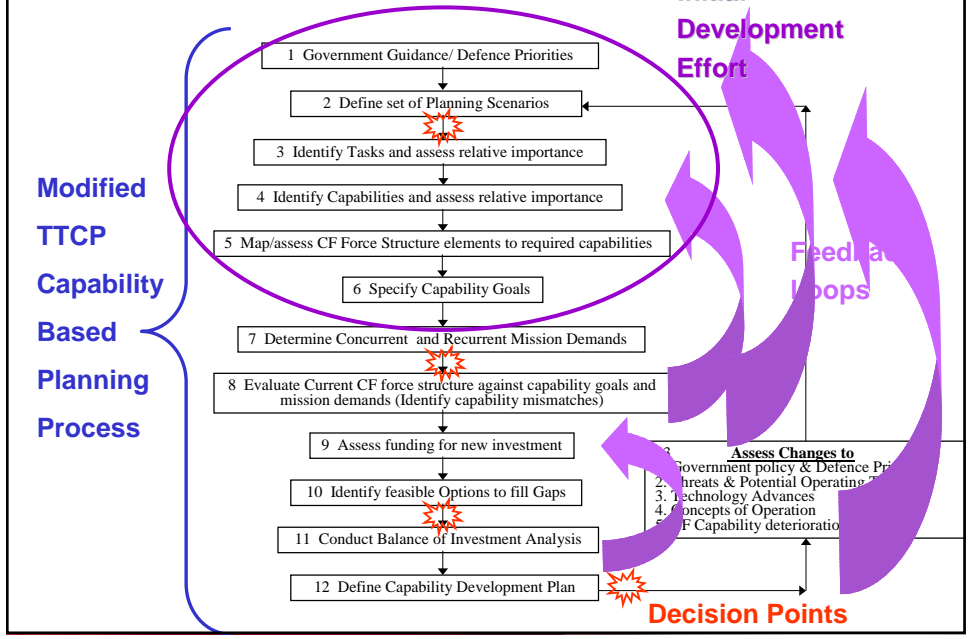
CAT Recommendations → Decisions

June '05

- **Integrated Force Development System**
- **Central Force Development Authority**
- **Institutionalize Capability Based Planning**
- **Chief of Force Development organization**

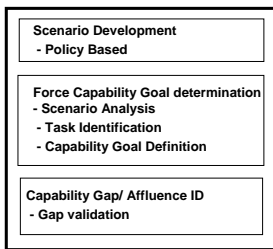


The New Starting Point



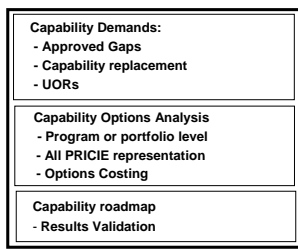
Functional Components of Force Development

CBP



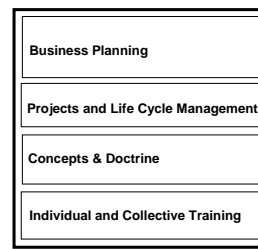
Think – “What”

Cap Mgmt



Analyze – “How”

Cap Prod



Implement / sustain – “Do”



Eighteen Force Development Scenarios

- Classified, real-world situations
- 9 scenarios completed

Domestic and Continental Scenarios

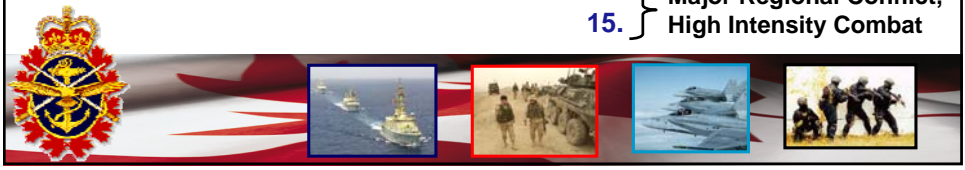
1. Attack in major urban area
2. Earthquake near major urban area
3. Sovereignty Assertion
4. Vessel of Interest

Baseline Capacity Setting Scenarios

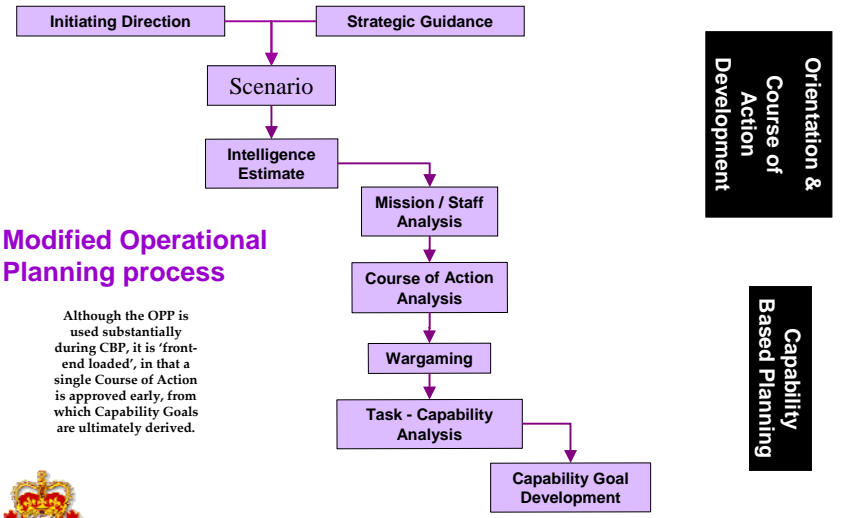
16. Standing Domestic Tasks
17. Standing Continental Tasks
18. Standing International Tasks

International Scenarios

5. } Small Scale Operation,
6. } Low Threat,
7. } Canada Lead
8. } Small Scale Operation,
9. } Increased Threat,
10. } Canada Possible Lead
11. } Larger Scale,
12. } Advanced Weapons,
13. } Organized Threat
14. } Major Regional Conflict,
15. } High Intensity Combat



Capability Goal Development



Modified Operational Planning process

Although the OPP is used substantially during CBP, it is 'front-end loaded', in that a single Course of Action is approved early, from which Capability Goals are ultimately derived.



Task Themes

- | | |
|---------------------------------|-------------------------|
| a. C4 | i. Air Control |
| b. Intelligence & Targeting | j. Surface Attack (air) |
| c. Surveillance & Recce | k. Combat Ops (joint) |
| d. Info Ops | l. Special Operations |
| e. Land Stabilization | m. Mobility |
| f. Protect and Secure | n. Force Protection |
| g. Maritime Surface Control | o. Force Generation |
| h. Maritime Sub-Surface Control | p. Sustain |
| | q. Medical |



Task/Capability Scoring

Frequency: *What is the likelihood of requiring this capability to fulfill this task?*

High	This task/capability will almost always (Approx 80%-100%) be required over the duration of the task
Medium	This task/ capability will sometimes (Approx 20%-80%) be required over the duration of the task
Low	This task/ capability will rarely (Approx <20%) be required over the duration of the task

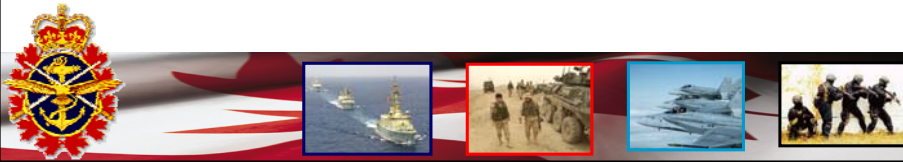
Consequence: *What worst possible impact would there be on the success of the mission if this task/capability could **not** be performed?*

High	Mission failure
Medium	Mission impeded
Low	Minimal impact on mission success



Task/Capability Metrics

- **Spectrum of Effects:** Variety of effects provided
- **Reach:** Time, Place, Target
- **Agility:** Speed of Effect, Speed of Redirection, Discrimination
- **Persistence:** Survivability, Endurance
- **Information:** Resolution, Confidence, Security, Timeliness, Sharing



Setting Capability Goals

Capabilities	Land Stabilization	Tasks	Land Stabilization	Land Stabilization	Land Stabilization	Land Stabilization	Land Stabilization
			Conduct checkpoint ops in an urban setting	Conduct mounted/dismounted land patrols in urban area	Assist UN with Disarm Demobilize and Reintegrate (DDR)	Control of crowds in urban areas	Perform cordon and search in urban area
<p>Land Stabilization</p> <p>Land Stabilization capability serves to create secure environment, allows the transition from PE to PK, and ultimately facilitate the re-establishment of governance and the return of law and order. The conduct of stabilization tasks frequently includes patrols and checkpoint ops and occasionally crowd control and DDR, and cordon and search.</p>			hh	hh	hh	hh	hh
<ul style="list-style-type: none"> • • • 			Here is the goal for this capability in the context of the task described above.	Here is the goal for this capability in the context of the task described above.	Here is the goal for this capability in the context of the task described above.	Here is the goal for this capability in the context of the task described above.	Here is the goal for this capability in the context of the task described above.
ability to construct/improve infrastructure in JOA			Here is the goal for this capability in the context of the task described above.	Here is the goal for this capability in the context of the task described above.	Here is the goal for this capability in the context of the task described above.	Here is the goal for this capability in the context of the task described above.	Here is the goal for this capability in the context of the task described above.
ability to provide medical support to forces in JOA			Here is the goal for this capability in the context of the task described above.	Here is the goal for this capability in the context of the task described above.	Here is the goal for this capability in the context of the task described above.	Here is the goal for this capability in the context of the task described above.	Here is the goal for this capability in the context of the task described above.
ability to establish control points/observation posts/roadblocks			Here is the goal for this capability in the context of the task described above.	Here is the goal for this capability in the context of the task described above.	Here is the goal for this capability in the context of the task described above.	Here is the goal for this capability in the context of the task described above.	Here is the goal for this capability in the context of the task described above.
ability to construct/improve obstacles			Here is the goal for this capability in the context of the task described above.	Here is the goal for this capability in the context of the task described above.	Here is the goal for this capability in the context of the task described above.	Here is the goal for this capability in the context of the task described above.	Here is the goal for this capability in the context of the task described above.
ability to conduct security ops			Here is the goal for this capability in the context of the task described above.	Here is the goal for this capability in the context of the task described above.	Here is the goal for this capability in the context of the task described above.	Here is the goal for this capability in the context of the task described above.	Here is the goal for this capability in the context of the task described above.
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Functional Components of Force Development

CBP

Scenario Development - Policy Based
Force Capability Goal determination - Scenario Analysis - Task Identification - Capability Goal Definition
Capability Gap/ Affluence ID - Gap validation

Think – “What”

Cap Mgmt

Capability Demands: - Approved Gaps - Capability replacement - UORs
Capability Options Analysis - Program or portfolio level - All PRICIE representation - Options Costing
Capability roadmap - Results Validation

Analyze – “How”

Cap Prod

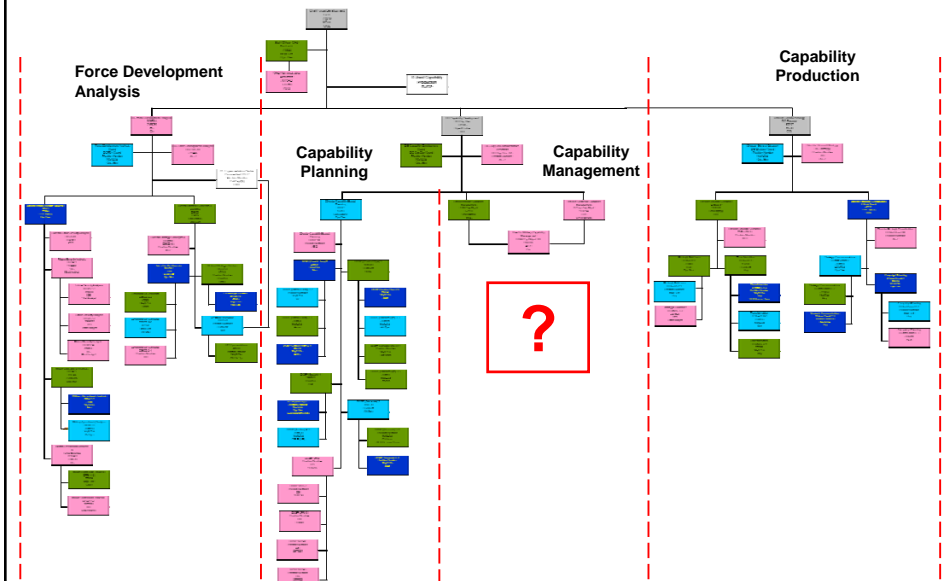
Business Planning
Projects and Life Cycle Management
Concepts & Doctrine
Individual and Collective Training

Implement / sustain – “Do”

- Separate “what” from “how” and “do” to improve process integrity
- Separate FD from Business Planning. Resource the plan, not plan the resource.....



Chief of Force Development



Way Ahead

Capability Goals

- Analyze scenarios
- Refine CBP Process
- Establish capability goals

Scenarios

- Complete the scenario set

Capability Management

- Develop Capability Management process, tools and organization
- Trial & refine Capability Management process
- Conduct Capability Gap & Options Analysis

Develop Capability Investment Plan



A Canadian Solution

