



RCAF Flight Path: Operations Experience and Talent, Reconstitution, and Strategy

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Director Air Personnel Strategy

Outline

1. The RCAF Today
2. Operations Experience & Talent
3. Reconstitution
4. Intermission
5. RCAF Strategy



The RCAF Today: The Fleet



CC-177 Globemaster (5)



CF-188 Hornet (76)



CT-114 Tutor (25)



CT-142 Dash-8 (4)



CC-150 Polaris (5)



CC-130J Hercules (17)



CH-149 Cormorant (14)



CH-147F Chinook (15)



CT-156 Harvard II (22)*



CC-130H Hercules (12)



CC-138 Twin Otter (4)



CP-140 Aurora (14)



CH-146 Griffon (83)



CT-155 Hawk (17)*



CC-144 Challenger (4)



CC-115 Buffalo (6)



CH-148 Cyclone (15 of 28)



Alpha Jet (8)*



Bell 206 Jet Ranger (10)*



B200 King Air (9)*



IAI Westwind 1124 (2)*

*LEASED OR CONTRACTED



Grob 120A (12)*



Bell 412 Outlaw (9)*

The RCAF Today: Our People

RCAF Unique Environment: Highest % of members on high readiness, domestic ops concurrent with expeditionary operations, highly technically trained workforce, shift work, highest % of service couples

- Operationally Minded
- Technologically Astute
- Primacy of Standards
- Modern families



The RCAF Today: Our People

Those employed by the RCAF Commander,
Capability Component (CC3):

Regular Force: 11 794 RCAF Reserve: 2 017
Civilian personnel: 1530



The RCAF Today: Our People



**28 RCAF Managed Occupations,
75% employed in CC3**

92 Occupations in CC3



Air occupations require highly technical training and years of experience to master a given trade or occupation



- Airborne Electronic Sensor Operator
- Search and Rescue Technician
- Aerospace Control Operator
- Flight Engineer
- Aviation Systems Technician
- Avionics Systems Technician
- Aircraft Structures Technician
- Air Weapons System Technician
- Aircraft Maintenance Superintendent
- Aerospace Telecommunications and Information Systems Technician
- Aerospace Engineering
- Non-Destructive Testing Technician
- Air Combat Systems Officer
- Aerospace Control Engineering (Air)
- Communications and Electronics
- Construction Engineering
- Pilot
- Refrigeration and Mechanical Technician
- Electrical Distribution Technician
- Electrical Generation Systems Technician
- Plumbing and Heating Technician
- Water, Fuels and Environment Technician
- Construction Technician
- Construction Engineering Superintendent
- Fire Fighter
- Drafting and Survey Technician
- Air Operations Support Technician
- Air Operations Officer

Where is Today's RCAF

The RCAF is strategically placed to optimize air asset employment while retaining the capacity to generate Air Task Forces for forward deployment within Canada or overseas.

440 Sqn Yellowknife

5 Wing Goose Bay

9 Wing Gander

91 CEF Gander

CFS St. John's

4 Wing Cold Lake

2 & 3 Wing Bagotville

403 Sqn Gagetown

192 CEF Abbotsford

3 CFFTS Portage

144 CEF Pictou County

19 Wing Comox

430 Sqn Valcartier

12 Wing Shearwater

443 Sqn Pat Bay

438 Sqn St Hubert

14 Wing Greenwood

408 Sqn Edmonton

22 Wing North Bay

14 CES HQ Bridgewater

15 Wing Moose Jaw

1 CAD HQ

Air Staff Ottawa

143 CEF Lunenburg

2 CAD HQ

1 Wing HQ Kingston

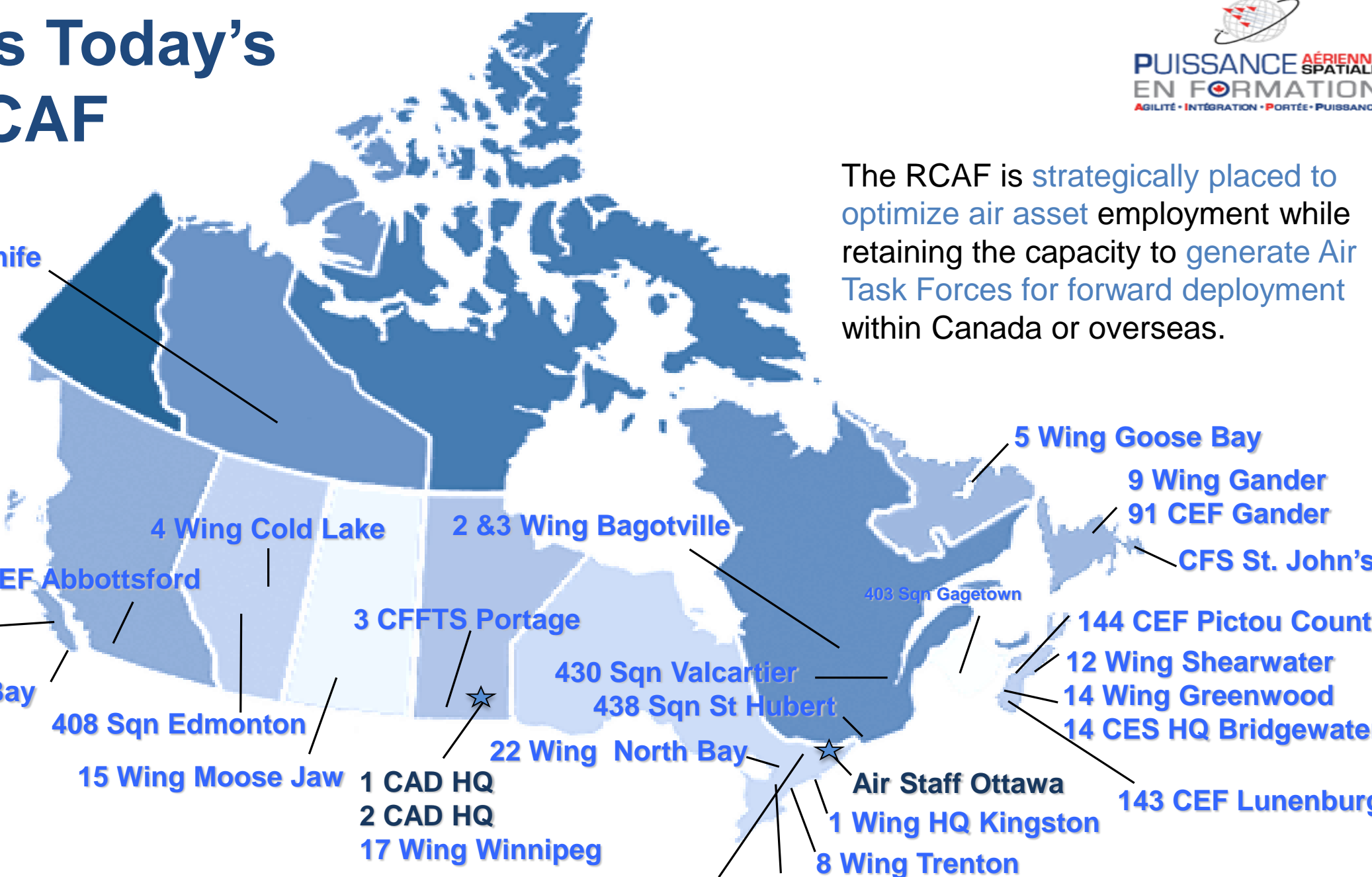
17 Wing Winnipeg

8 Wing Trenton

427 & 450 Sqns Petawawa

16 Wing Borden

*Area of responsibility >15M Sq Kms



Canadian Air and Space Power in Context: Today

- RCAF is never not on operations
- With CANSOFCOM, highest readiness
- Often the Government's immediate response:

Control of the air
Air-to-surface attacks
Intelligence, Surveillance, Reconnaissance



Humanitarian and disaster relief
Peace support
Collective defence operations
Air mobility

Canada's defence and security depends on Air and Space Power: Geography determines it; history proves it.

Defend Canada – Strong

Search and Rescue



**Fisheries Patrols
Pollution Monitoring**



**Monitoring and Maintaining
Sovereignty**



**Humanitarian Assistance
and
Disaster Relief**



Protecting Critical Infrastructure



**Immigrant Smuggling
Illegal Drug Interdiction**



Defend North America – Secure

NORAD:

Deter
Detect
Defend



Contribute to International Peace & Security – Engaged





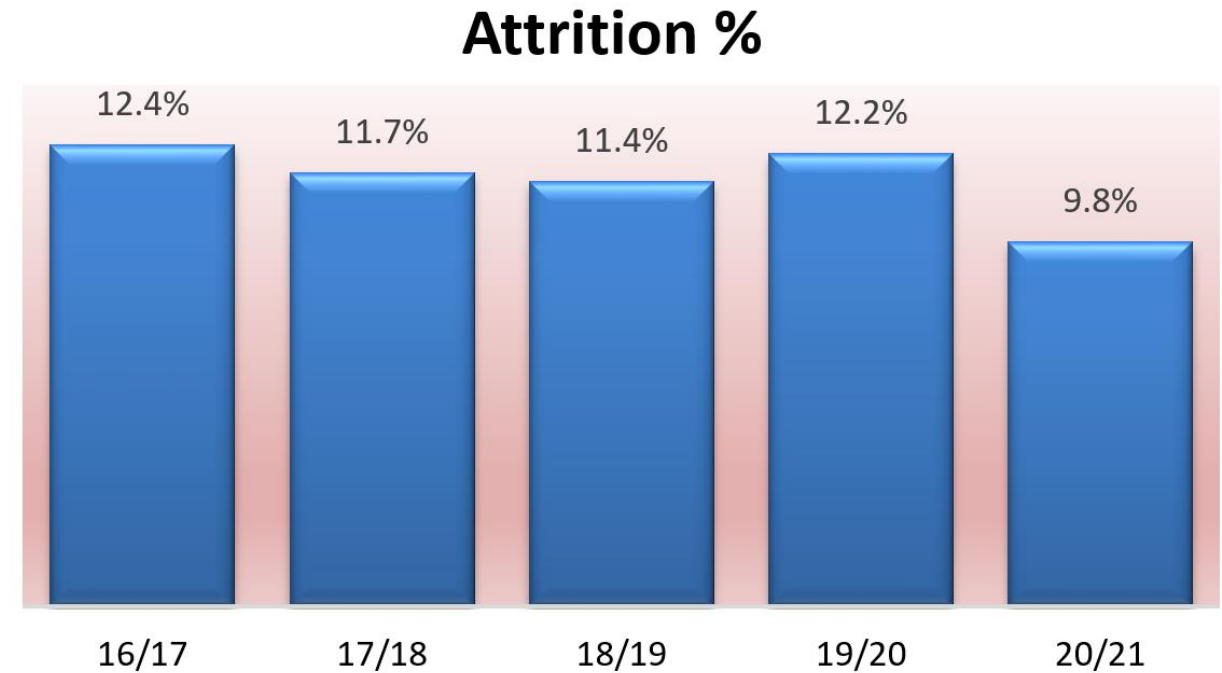
Operations Experience / Talent



- Office of the Auditor General's 2018 Fall Report, Canada's Fighter Force findings:
 - Fighter Force cannot ready enough aircraft each day to concurrently meet the highest NORAD alert level and Canada's NATO commitment

Operations Experience and Talent

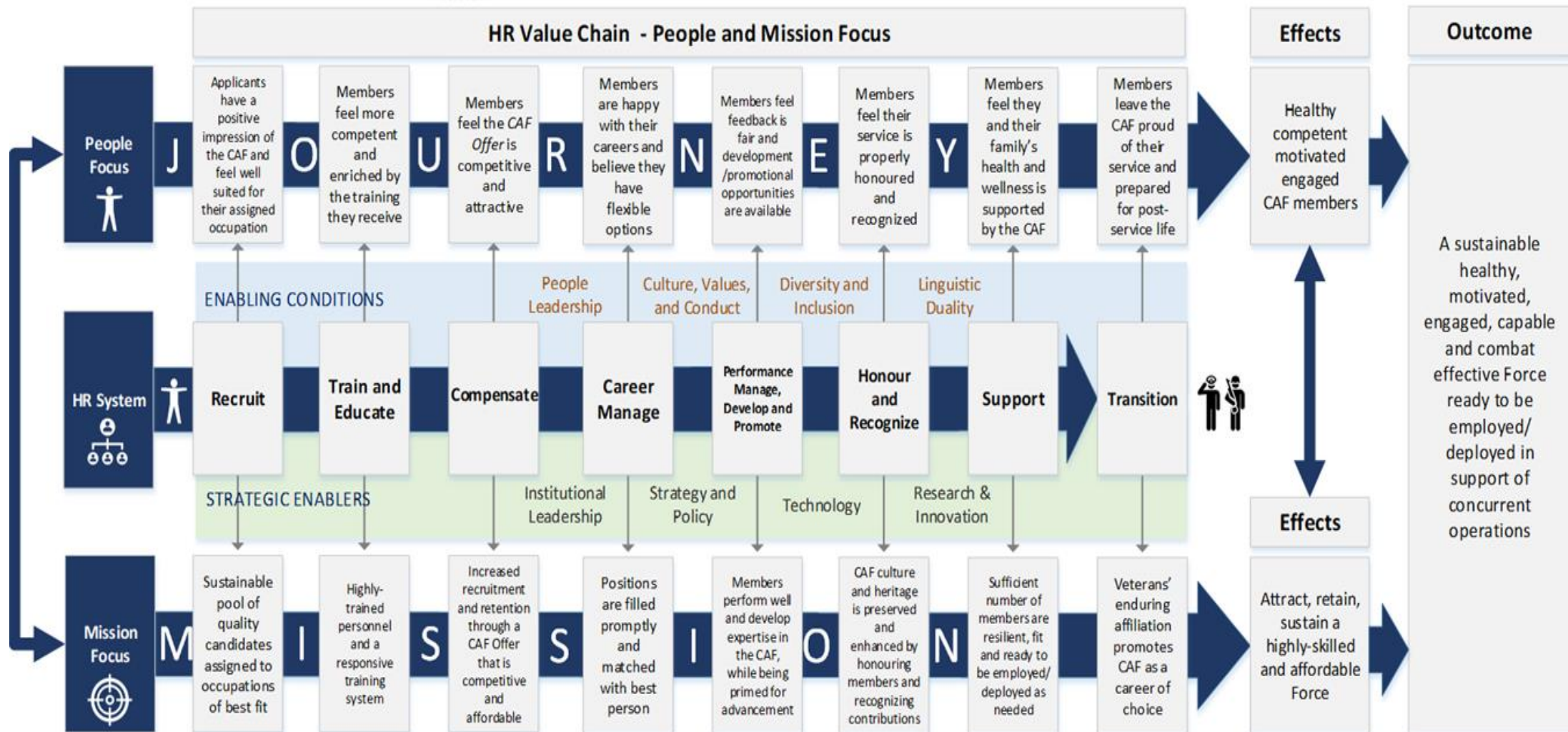
- Past decade, on average annually:
 - RCAF attrition exceeded intake
 - Required intake exceeded achieved intake
 - RCAF attrition 1.5 times that of CAF
- Significant shortage at MCpl and Capt experience



Data from Guardian for 5 Fiscal Years

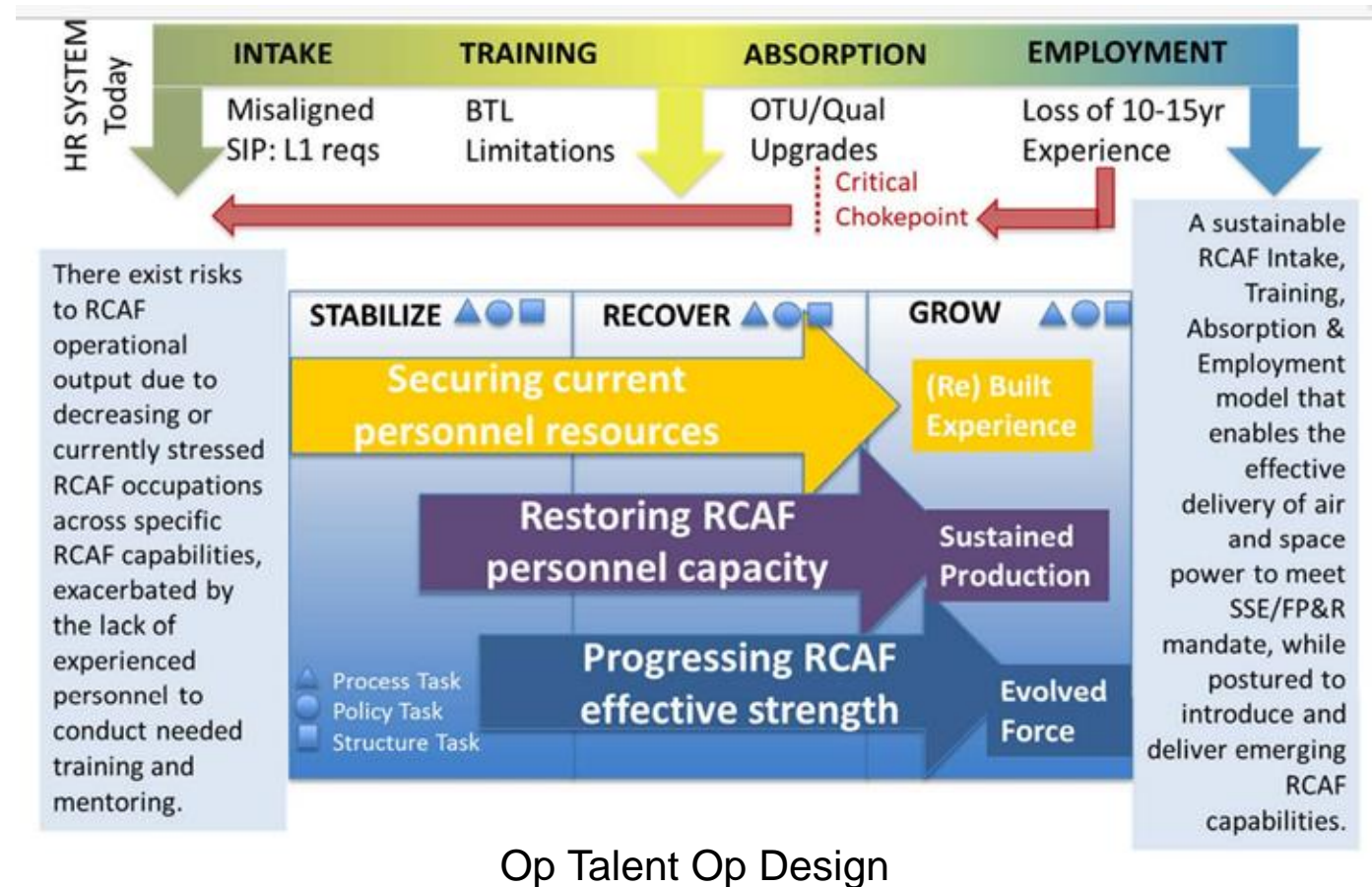
Operations Experience and Talent

Based on the CAF personnel system



Operations Experience and Talent

- Personnel-based, May 2019
- Op EXPERIENCE
 - Chief of Defence Staff driven
 - Pilot and Maintenance Technician focus
- Op Talent
 - RCAF driven
 - Entire RCAF, occupations and CC3



Intermission: A Future Concept for the RCAF Res

- Information is a system in which we exist
 - Information requires infrastructure and human capital
 - Interconnectedness will continue to decrease time and space as well as fragment and cohere identities
 - Managing and using information will become the purview of groups
 - Information is a fulcrum between certainty and uncertainty, which can be an opportunity and a threat
 - Information will be strategically decisive

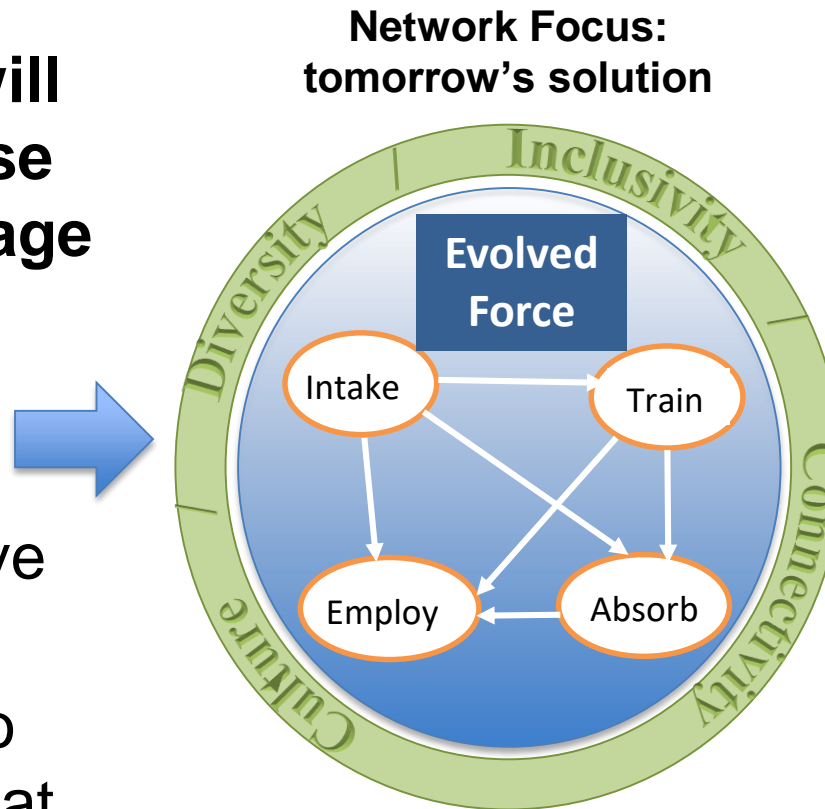
Reconstitution



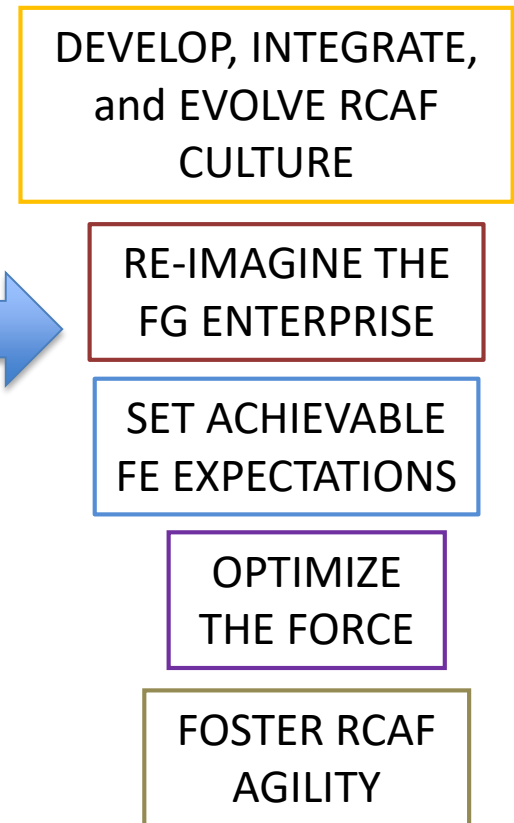
- CAF initiative
- Post-COVID response
- Reality is that COVID exacerbated issues that were already present in all environments
- 3 themes
 - People and Culture
 - Excellence in Operations
 - Modernization
- Considerations
 - Competition for candidates
 - Tomorrow's work environment
 - Expectation of organizational social responsibilities
 - Data competency and literacy, human-machine teams, AI, robotics = competitive advantage
 - Future capabilities will differ from those of today
 - New skillsets needed to address new warfare domains

Reconstitution

- Strategic implications
 - **The same actions will only further decrease competitive advantage**
 - Must leverage connectivity, of the person and the environment, to evolve and stay relevant
 - Trust needs to shift to the individual and what they bring



RCAF Reconstitution Lines of Effort



RCAF Strategy

POLICY



PROGRAM



PEOPLE



POSTURE



RCAF Strategy: Initial Discussions

Canada wants a stable, rules-based order

Arctic significance is increasing

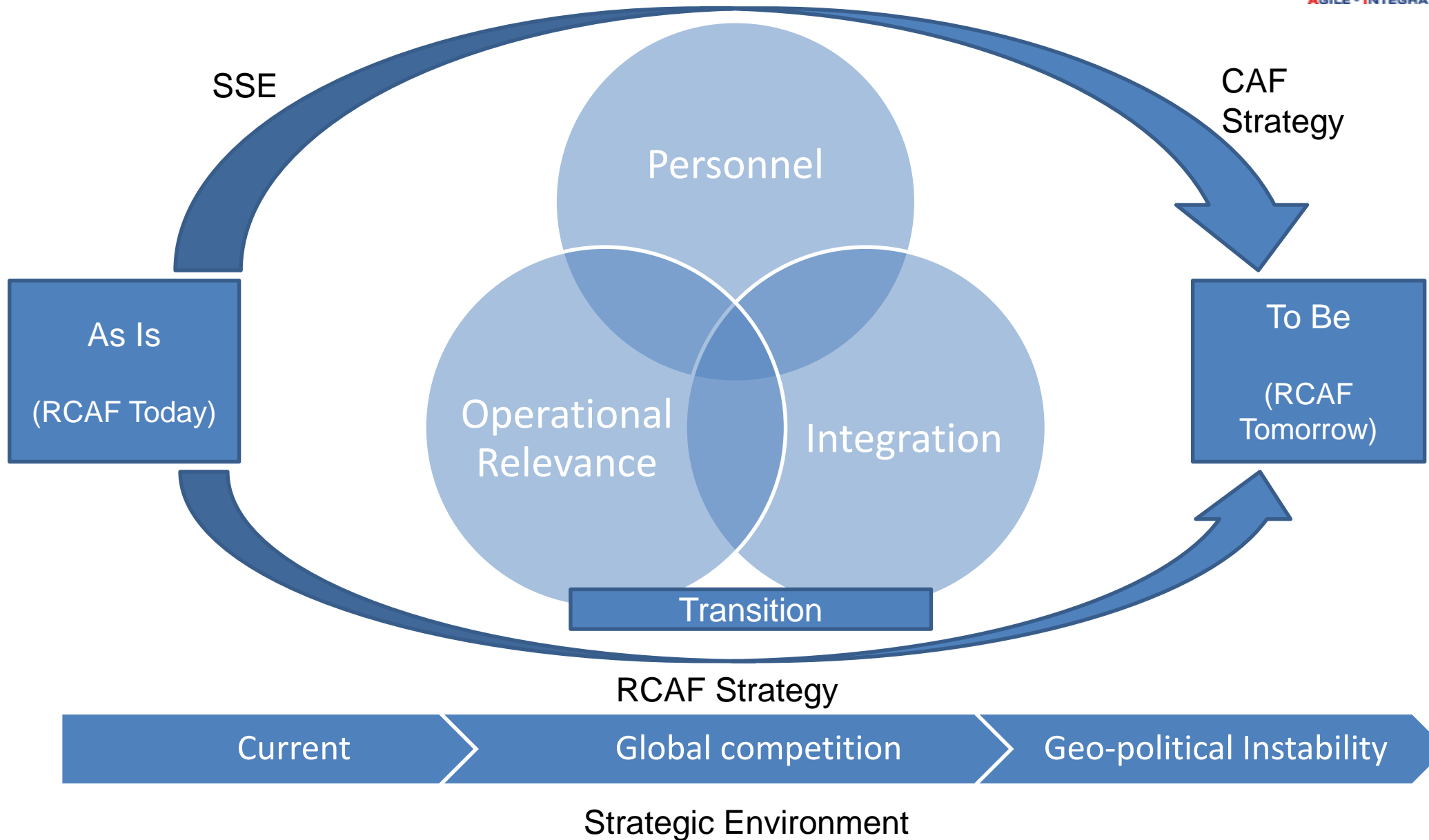
How prepared is the RCAF today to face emerging threats and quickly evolving ones in the future

Speed of decisions is less about the speed of capabilities but their relevance

The demographic of today's members, perspective members and their families, whether blood relatives or significant people in their social network, is substantially different from those of decades past



RCAF Strategy: Approach



RCAF Strategy: Analysis

Why is change needed? Why now?

What approach is needed?



What are the issues/challenges?

What activities are needed?

RCAF Strategy: Objectives

- What does success look like?

Work in Progress

- What does failure look like?
 - A force that looks like and operates in much the same manner as today



Questions?

