

Survey of Recent Canadian Forces Publications Relevant to the Role of the Canadian Forces in the Broader Canadian Context

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Arthur, W. Brian, Jonathan Day, Joseph Jawarski, Michael Jung, Ikujiro Nonaka, Claus Otto Scharmer, and Peter M. Senge. (2002). "Illuminating the Blind Spot", *Leader to Leader*, No. 24, Spring, pp. 11-14.

Discusses the changing nature of leadership in a climate of sweeping change and multiple polarities. Leaders must recognize the patterns of change and position themselves to be part of the larger force to reshape the world, personally and organizationally. Actively guide the future with intention, direction and mission using awareness and knowledge of the multifaceted world.

Baril, General J. M.G. (2000-01). An Honour to Serve: Annual Report of the Chief of Defence Staff, Department of National Defence, Canada.

Outlines the state of the Canadian Forces, including its mission and key roles in domestic as well as international operations. Demonstrates how they are strengthening operational effectiveness by putting people first, strengthening leadership at all levels, enhancing education and training and modernizing equipment. Defines the future challenges facing the CF including, sustaining operations, recruiting and retention and enhancing operational capabilities.

Betros, Lance. (2001). "Political Partisanship and the Military Ethic in America", *Armed Forces and Society*, Vol. 27, No. 4, Summer, pp. 501-523.

The Triangle Institute for Security Studies (TISS) found that military officers in the United States are partisan Republicans, which poses a threat to professional military ethics as well as American liberal values. Traditionally military officers were encouraged not to express public opinions on politics because they were to provide unbiased service to civil leaders. This author examines the reasons for military officers' identification with Republican values and argues that voting is not harmful to professionalism and to civil military relations.

Bland, Douglas L. (2001). "Patterns in Liberal Democratic Civil-Military Relations", *Armed Forces and Society*, Vol. 27, No. 4, Summer, pp. 525-540.

Civil control of the military must be embodied in individual beliefs and attitudes of military personnel to be demonstrated in their actions and decisions. Suggests need for a clear framework of ideas, principles and norms that shape civil-military behaviour in liberal democracy, which has not yet been adequately incorporated into the culture of defence establishments. Framework will develop institutional structures that reinforce civil control of policy and outcomes in the Armed Forces in emerging democracies.

Byron, Captain John. (2002). "A Navy Out of Balance", *Proceedings*, May, pp. 44-46.

Byron feels that the ethical motivation of naval officers is eroding due to competing values of personal naval interests rather than what is best for the mission and the nation. Also sees that an elite and segregated subculture of the closed society of the navy is emerging that believes it is superior to the culture it serves and dangerously places its own military values ahead of societal values. Byron suggests that we need to define and control all military service and return to the roots of the profession to put it back in balance with society.

Critchley, Harriet W. (1989). "Civilianization and the Canadian Military", *Armed Forces and Society*, Vol. 16, No. 1, Fall, pp. 117-36.

A unified and integrated Canadian Forces across different operational and support types and between military and civilian personnel remains controversial to this day. Discusses problems with the civilianization of defence, focusing on the perception that civil servants are increasingly performing "strictly military jobs" and making "strictly military decisions" at NDHQ and how this is a result of the unification policy. Argues that CF has not been increasingly civilianized, but instead the military has a greater influence over defence decision-making than in the past.

Dowd, James J. (2001). "Connected to Society: The Political Beliefs of U.S. Army Generals", *Armed Forces and Society*, Vol. 27, No. 3, Spring, pp. 343-372.

Many see a widening gap between the values and sentiments of senior military officials and the rest of society in the United States. Also see this gap creating and increasingly inbred militaristic culture, weaker civilian control of the military and discouraging young people from considering the military profession as a career. This article examines the connectedness of military leaders to civil society through an analysis of the political beliefs of a sample of U. S. Army general officers using qualitative methods. Concludes that Army generals are not disconnected from mainstream political views and future of civil-military relations is secure.

English, Dr. Allan D. (2001). Understanding Military Culture: A Canadian Perspective, Minister of National Defence, Canada.

Study of the American cultural influence on the Canadian military over the past 50 years. Focus on how the "Americanization" of the CF will affect them in the future. It is found that the American military presents dysfunctional tendencies in that they are non-adaptive and resistant to change. Suggests there are some risks in interoperability with US forces, adopting US doctrine and applying their technical solutions. CF needs to maintain their distinct military culture with distinct institutions, roles, missions and a separate national culture. The CF can lead the way with innovative solutions to future challenges based on the adaptive Canadian military culture that has proved its worth in the past.

Feaver, Peter D., Richard H. Kohn, and Lindsay Cohn. (1998). The Military Profession and American Society in Transition to the 21st Century: Project on the Gap between the Military and Civilian Society, Triangle Institute for Security Studies, U.S.

Empirically examines the cultural gap in values and attitudes of military personnel and civilians in the American military, which threatens the effectiveness of the Armed Forces and civil-military cooperation. Assesses the civil-military gap and provides policy recommendations to prevent the widening of the gap, which would result in undermining the effectiveness of civil-military co-operation and military effectiveness and harm American National Security.

Friedland, Marin L. (1996). Controlling Misconduct in the Military, Commission of Inquiry into the Deployment of Canadian Forces to Somalia, May, Minister of Public Works and Government Services, Canada.

After the public outcry over misconduct in Somalia this report seeks to examine how military structures and institutions that provide controls on behaviour can be improved to make soldiers more accountable for their conduct without diminishing their effectiveness as a fighting force. Looks at the military as very different from the rest of society, in its functions and expectations of personnel to defend the country and as a much more controlled system governed by separate laws and ethics in addition to civilian laws.

Greely, Lieutenant Colonel Brendan. (2002). "Open the Gates", *Proceedings*, June, pp.52-60.

Gap between military and society is really a gap between the military and the media, need to grant the media unfettered access to get messages across to the society they are defending and from which they recruit. Need to balance academics and military training to attract more elite graduates and to be more competitive.

Handy, Charles. (2002). "Elephants and Fleas: Is Your Organization Prepared for Change?" *Leader to Leader*, No. 24, Spring, pp. 29-33.

Organizations need constant reinvention to survive in a changing world. Organizations grow, peak and decline and in order to stay on top they must change and start a second curve before the first curve peaks. Discusses elephants, established and settled organizations, and fleas, creative individuals or groups destined to make a difference. Suggests federalism works best to combine independent individual parts with the collective center to move forward and lead change.

Harbaugh, Lieutenant Kenneth E. (2001). "Bridging the Civil-Military Divide", *Proceedings*, May, pp. 34-38.

Much recent attention to the crisis in the cultural civil-military divide in the US, many believe that the military consider themselves distinct from the rest of the nation because they are separated from society. Suggesting we reinvest the military into society through domestic operations to improve civil-military relations. Rebuild ethic dedicated to democracy, the constitution and unquestioned civil authority to rebuild the citizen-soldier.

Higate, Paul Richard. (2001). "Theorizing Continuity: From Military to Civil Life", *Armed Forces and Society*, Vol. 27, No. 3, Spring, pp. 443-460.

After undergoing the military socialization process transforming individuals from "civilian" to "service person/recruit", this article looks at the post-discharge resettlement of military personnel back into civilian life. Argues that there should be a balance between the universalizing effects of military life and creating transferable skills for another career, should not be institutionalization.

Hoffman, Frank G. (2001). "Needed: Civilian and Military Leaders", *Proceedings*, pp.2.

Speaks of the crisis in US civil-military relations and sights a need for civilian leaders to connect civilian society and military subculture. Feels that the military ethics is fading and that there is a need for "old school" values to preserve the "sacred trust" between the deep understanding of bonds between military services and the democratic society they protect. Need for the resettlement of societies liberal values on the military system as well as obedience to civil authority and selfless service to the nation.

Ignatieff, Dr. Michael. (2001-2002). "Ethics and the New War", *Canadian Military Journal*, Vol. 2, No. 4, Winter, pp. 5-10.

This speech was presented at RMC about the moral and ethical challenges of the war on terror. The speaker claims that the military must rely on the maintenance of old traditions of morals and ethical values to guide the use of military violence. Despite the use of terrorist methods, which do not rely on "just war" theory, the Canadian military must use ethics as a positive enabler and multiplier to legitimize Canadian beliefs in a strong moral identity and principles and to strengthen this role of ethics on the global theme.

Kelloway, E. Kevin, Julian Barling, Steve Harvey, and Major JE Adams-Roy. (1999). Ethical Decision-Making in DND: The Development of a Measurement Instrument, National Defence Ethics Program, Canada.

Assessment of ethical values of the military and civilian components of DND. Developed an underlying model of ethical decision-making using individual characteristics such as moral reasoning, individual values and beliefs, moral philosophy and individual ethical ideologies and situational characteristics to develop a questionnaire based upon that model.

Legault, Albert. (1997). Bringing the Canadian Armed Forces into the Twenty-First Century, Report Submitted to the Minister of National Defence, the Honourable Douglas Young, March 1st, Canada.

Looks at the issues of accountability and leadership, the dominant themes of public debate since the Commission of Inquiry on Somalia. Crisis in CF not unique to Canadian Military. Covers the areas of accountability, command and control and civilian-military relations; as well as ethics and the Canadian Armed Forces within Canadian society.

Looks at these issues within the context of democracy and within a comparative international context.

Morton, Desmond. (1997). What to Tell the Minister, A Paper Prepared for the Minister of National Defence, McGill Institute for the Study of Canada, March 25th, Canada.

After the events in Somalia, the Canadian defence structures, policies and values were called into question. This paper offers 19 recommendations on how to best shape the future of the forces to serve Canada's national interest, under civilian control.

National Defence. (2000). Report on Plans and Priorities- 2000, Department of National Defence, Canada.

Outlines the mission of the Department of National Defence and the Canadian Forces to defend Canada and Canadian interests and values and to contribute to international peace and security. Provides specific functions, objectives, initiatives and directives of the DND and CF as well as plans and priorities for the year 2000, including the 2020 strategy.

Okros, Captain A. C. (2001). Different Missions, Different Values? A Canadian View on Military Professions in a Global Society, Canadian Forces Leadership Institute, Department of National Defence, October, Kingston, Canada.

Discusses the gap between military attitudes, opinions and values in comparison to civil society and how this has been the focus of considerable research in the U. S. Examines whether or not this gap is present in other countries and finds considerable differences. Specifically looks at the Canadian example and finds these relations and gaps vary across missions and can actually be desired in many instances.

Pollick, Sergeant Sean. (2000). "Civil Military Cooperation: A New Tool For Peacekeepers", *Canadian Military Journal*, Vol. 1, No. 3, Autumn, pp. 57-63.

Many civilian organizations play an essential role in creating conditions for a lasting peace in societies that have been torn apart by conflict, while the military has a transient role. The CF needs more emphasis on Civil-military Co-operation (CIMIC) to enhance military effectiveness in peace support operations by reducing friction between the CF and civilian agencies and creating infrastructures that are needed for true and lasting peace.

Romses, Colonel R. R. (1998). "Ethics and Non-Commissioned Officers: A Critical Link!" *War, Peace and Security Server*, Department of National Defence, Canada.
<http://wps.cfc.dnd.ca/irc/amsc/amsc1/034.html>

Link between ethics and leadership must be re-established after the Somalia affair in 1992-93. Non-commissioned officers are a critical link in the ethical decision-making chain. Describes the need for military ethics and outlines the fundamentals of the Canadian Defence Ethics Program and how it relates to the CF.

Schmidt, Commander J. Frederick. (1998). "Professional Ethics for the Canadian Officer Corps: Establishing a Common Frame of Reference", *War, Peace and Security Server*, Department of National Defence, Canada.
<http://wps.cfc.dnd.ca/irc/nh/nh9798/0078.html>

In the midst of great cultural and social change in Canada, there is a need for ethical training in the Officer Corps. This author believes that the CF must establish a framework for recruiting members of the Officer Corps that makes them aware of the roles and responsibilities of joining the military and ensures values consistent with the democratic society they serve.

Schulz, Fred L. (2001). "George F. Will Interview", *Proceedings*, May, pp. 42-44.

George F. Will believes we need to understand the gap between the military and civilian society as real, but not necessarily bad. He sees that the military has different functions and demands, higher standards and steaks and believes the gap should be cultivated. He also states that the gap was easier to understand when more people served in the military and saw it first hand and that ethics are a large part of job.

Symposium Working Group, Defence Management Committee. (2000). Creating the CF of 2020: Concept Development and Experimentation and Modeling Simulation, Ottawa, Canada, July 31.

A concept paper designed to create tools for implementing the *Revolution in Military Affairs* (RMA) and for creating the future forces based on the ideas of the *Symposium on Canadian Defence and beyond 2010- the Way Ahead* and *Shaping the Future of Canadian Defence: A Strategy for 2020* in June of 1999. Provides recommendations how to employ the CDE so that DND/CF can rigorously explore the options available to create the future forces and to examine and provide recommendations for the integrated use of M&S within DND/CF. Guiding the future of the forces through planning for a more responsive and adaptable force for an uncertain world.

Tangredi, Captain Sam J. (2002). "Learn to Love the Gap", *Proceedings*, May, pp. 36-39.

Despite the high amount of research and reports on the dangers of the cultural gap between military and civilian society, this author claims that the gap is a natural distinction and is no cause for concern. The gap represents the vast differences between military and civilian culture but this author suggests that divergence from social norms is inaccurate or misunderstood. Feels that the true gap is between professional ethics of the military profession and society, which is a natural distinction. The gap cannot be eliminated unless everyone served in the military and would truly understand its purpose and ethos; therefore we should stop worrying about it.

Taylor, Commander R. K. (2001). "2020 Vision: Canadian Forces Operational-Level Doctrine", *Canadian Military Journal*, Vol. 2, No. 3, Autumn, pp. 35-42.

This paper states that current Canadian Forces operational-level doctrine is incomplete and incoherent and presents a blueprint for more relevant doctrine. The new doctrine consists of four main pillars; common philosophy, common purpose, common language, and unity of effort designed to actively guide the Canadian Forces. Solidifying these pillars will serve to minimize the gap between doctrine and operations.

Volker, Franke and Lindy Heinecken (2001). "Adjusting to Peace: Military Values in a Cross-National Comparison", *Armed Forces and Society*, Vol. 27, No. 4, Summer, pp. 567-595.

Examines the extent to which the military socialization process at military academies shapes attitudes, values and identity that shape behaviour and performance effectiveness. Also looks at what other factors shape values and attitudes, such as social, political or cultural influences. Compares the students at the United States Military Academy with the South Africa Military Academy to see if military socialization and education prepares military students for new challenges.

Young, Honourable M. Douglas, P.C., M.P. (1997). Ethos and Values in the Canadian Forces, Report to the Prime Minister, March 25th, Canada.

Describes Canadian ethos and values and how they relate to the character and spirit of the Canadian soldier. Must reexamine, redefine and reaffirm the ethos and values of the CF for solid ground to base conduct and expectations. Ethos and values of CF must be consistent with Canadian society to meet the expectations of the Canadians they serve in a democratic society and live up to a standard of service as well as to protect the values it represents.

Young, Honourable M. Douglas, P.C., M.P. (1997). Leadership and Management of the Canadian Forces, Report to the Prime Minister, March 25th, Canada.

Recent disturbing events in the military have led the public to question its leadership, discipline, command, management and honour. This paper reviews the leadership and management of the Canadian Forces and makes 35 recommendations to reform the military and guide its future course through more capable leadership in the areas of roles, discipline, values and ethics, military leadership, command and rank, operational missions, terms and conditions of service, an integrated civilian-military headquarters, and informing Canadians. Suggests an ongoing renewal and adjustment to change.

Young, Honourable M. Douglas, P. C., M. P. (1997). A Benchmark Study of the Armed Forces of Australia, Italy, The Netherlands, Sweden, the United Kingdom and Canada, Report to the Prime Minister, March 25th, Canada.

Compares the armed forces of five foreign countries and Canada, on topics such as defence budgets, personnel strengths, key elements of force structures, core operational roles, personnel policies and defence management. Rapid changes taking place in many armed forces around the world, this study will serve to benchmark the CF and the Department of National Defence with trends and realistic standards in the armed forces of other countries.

Zens, Major L. D. (1997-98). "Military Ethics: the Need for an Officer's Code", *War, Peace and Security Server*, Department of National Defence, Canada.
<http://wps.cfc.dnd.ca/irc/nh/nh9798/0018.html>

The CF is confronted with the challenge of creating a cohesive ethical environment in the face of competing cultural obligations and beliefs. The Defence Ethics Program strives to create the highest moral and ethical values within military culture, consistent with military roles and missions as well as with Canadian democratic rights and freedoms. This author believes the key to success for this program is to acknowledge individual leadership responsibilities.