

CHIEF OF THE DEFENCE STAFF INTRODUCTION

Introduction

As Commanding Officers (COs) you must understand the vision and intent that underpins the various orders and instructions that regulate military activities. There are sufficient policies and direction in effect to guide the Chain of Command, but they must be studied and understood. Moreover, they must be communicated and enforced by the leaders at all levels under your command.

Purpose


The purpose of the *CDS Guidance to Commanding Officers* is to convey my views on selected topics that I consider important to effective functioning at the unit level and to provide access to additional information and direction pertaining to the command of Canadian Forces (CF) units.

Scope

This pre-command, self-paced learning package is designed to assist COs in resolving issues that may arise in areas such as leadership, unit administration, resource management, legal matters including Rules of Engagement and personnel administration. It is promulgated as the *CDS Guidance to Commanding Officers*, which provides my personal vision, philosophy and direction on each topic. You are obliged to access related supplemental professional development information through hyper-links contained within each chapter. The supplemental information has been developed by various L1 organizations, and their respective Offices of Primary Interest and Subject Matter Experts, to assist COs in applying the topics addressed, and includes additional guidance and information as well as references and recommended readings.

Direction to Commanding Officers

I expect you to understand and apply both the letter and spirit of this guidance as well as to maintain a detailed knowledge of the topics presented. I congratulate you for reaching this important stage in your career. I suggest that you take some time to reflect on the serious responsibilities that have been passed to you. Your superiors have determined that you have the potential to be a successful CO. It is now up to you.



R.N. Hillier
General