

ON TRACK

There are too many names to mention, but I would point you to individuals such as Louie Palu, the photographer who has incidentally spent more time with Canadian and American troops than any other journalist.

Calgary Herald journalist Michelle Lang gave up her life covering Canadian soldiers last year.

With all due respect to the distinguished judges who awarded me the Ross Munro prize, I would suggest she was more deserving of the tribute. Her compendium of defence writing my not have been large, but the spirit which brought her here; the desire to bear independent witness while our fellow citizens shed blood was every bit as much deserving of recognition as the gallons of ink spilled in my copy.

At least three other Canadian journalists have been wounded in Afghanistan; many others have returned irrevocably changed by their experiences.

There have been so many gifted, honest people who've gone through Kandahar and given journalism a better name.

They didn't sit behind the wire.

Few of us do.

I'm confident history will find a way of reconciling the different viewpoints, but in the meantime I cling to something Edward R. Murrow once said:

"To be persuasive we must be believable; to be believable we must be credible; credible we must be truthful."

Those are words for all of us to live by in war and in peace. ©



Canada's Army Reserve - Post the Combat Mission in Afghanistan

by Brigadier-General Gary O'Brien

Canada's success in Afghanistan has shaped a new vision and confidence in its Army Reserve. The mission could not have been accomplished without the significant Reservist contribution at home and in theatre. At home, most Reservists were employed to ensure that all operational requirements to sustain efforts were delivered. The war has done much to shape the transformation plans within the Army and a substantial new realization about the depth of contribution of the Army Reserve is leading to a more Operational style Reserve, capability based, and actively engaged in the Army missions of the future.

Army Reserve Transformation—now linked and driven by the requirements of the Army through Army Transformation—is forging the roles of the Army Reserve in a focused manner. Clearly supporting the capabilities required by the *Canada First Defence Plan*, Reserve roles, missions, and tasks are being developed to deliver real capability and relevance within the Army's missions. It is important to understand that these new requirements of the Army Reserve are fundamentally changing the culture and essence of this proud institution and are shaping a new Reserve confidence that will be important in securing success. There

In March of 2006 Brigadier-General O'Brien deployed to Afghanistan where he served as the Deputy Commanding General, Political Military Integration, in the Coalition Headquarters of Combined Security Transition Command - Afghanistan for nine months. Upon his return to Canada he was appointed Director General Land Reserve and is now Chief of Staff Land Reserve.

remain many challenges. Thoughtful and rigorous analyses will be help ensure that this institution is not broken through the process.

These new capabilities are focused to deliver effect in both the Domestic and Expeditionary realms. In addition to these operational requirements, a new focus on connecting with communities and Canadians will ensure that the Army Reserve is achieving the critical success the people of Canada expect.

Domestic

The Army Reserve has always been available for military response in a domestic crisis. In recent history almost all of the domestic operations have had substantial Reserve participation. In some cases, the Reserve has supplied all of the support. Soon the Army is standing up the remaining Territorial Battalion Groups (TBG) to bring this capability to ten battalions in total, one from each Reserve Canadian Brigade Group (CBG). These TBGs formalize the capability the Army Reserve will deliver for basic Domestic Operations. The TBG may be a Force Employment model, but it shapes how each CBG will organize and train its soldiers to conduct these operations. Every unit will contribute and it is designed to act as the follow on force after the Immediate Response Units have deployed or to deploy as the Army's first response to a domestic emergency. It will be structured to deliver capability across the military spectrum and its integral Command and Control will provide for the basic functionality required of an organization to conduct domestic operations. TBGs will be self-sustaining and

THE ROSS MUNRO MEDIA AWARD

PRIX MÉDIA ROSS MUNRO

Nominations are invited for the 2011 Ross Munro Media Award.

Nous invitons les nominations pour le prix média Ross Munro, 2011.

The Ross Munro Media Award was initiated in 2002 by the Conference of Defence Associations (CDA) in collaboration with the Canadian Defence & Foreign Affairs Institute (CDFAI). Its purpose is to recognize, annually, one Canadian journalist who has made a significant and outstanding contribution to the general public's understanding of issues that relate to Canada's defence and security.

Le prix Média Ross Munro a été décerné pour la première fois en 2002 par la Conférence des associations de la défense (CAD), en collaboration avec l'Institut Canadien de la Défense et des Affaires Etrangères (ICDAE). Ce prix a pour but de reconnaître annuellement un journaliste canadien qui a contribué de manière importante et remarquable à la sensibilisation du grand public aux questions liées à la défense et à la sécurité canadiennes.

The recipient of the Award will receive a replica of the Ross Munro statue, along with a cash award of \$2,500.

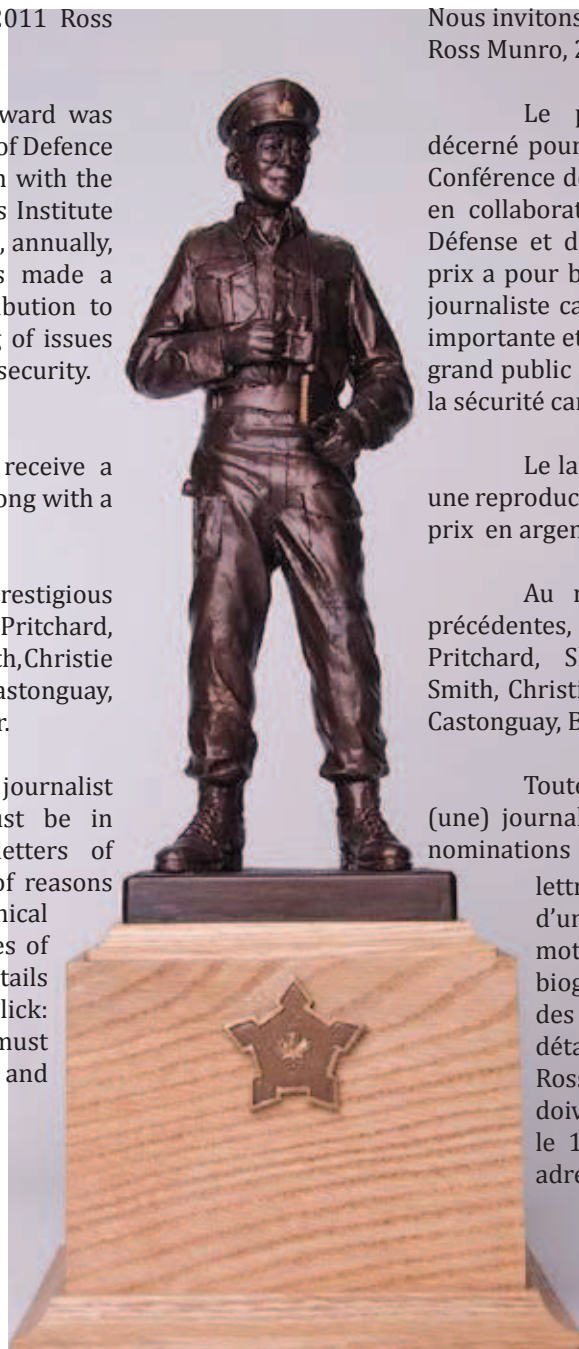
Le lauréat ou la lauréate du Prix recevra une reproduction de la statuette Ross Munro et un prix en argent de 2500 \$.

The past recipients of this prestigious award are Stephen Thorne, Garth Pritchard, Sharon Hobson, Bruce Champion-Smith, Christie Blatchford, Matthew Fisher, Alec Castonguay, Brian Stewart, and Murray Brewster.

Au nombre des lauréats des années précédentes, figurent Stephen Thorne, Garth Pritchard, Sharon Hobson, Bruce Champion-Smith, Christie Blatchford, Matthew Fisher, Alec Castonguay, Brian Stewart, et Murray Brewster.

Anyone may nominate a journalist for the award. Nominations must be in writing, accompanied by two letters of support, and include a summary of reasons for the nomination, a brief biographical sketch of the nominee, and samples of the journalist's work. Further details are available at www.cda-cdai.ca, click: Ross Munro Award. Nominations must be received by 1 September 2011, and should be addressed to:

Toute personne peut nommer un (une) journaliste pour le prix Ross Munro. Les nominations doivent nous parvenir par deux lettres du soutien, être accompagnées d'un sommaire citant les raisons qui motivent votre nomination, d'une biographie du candidat et des exemples des travaux du journaliste. Pour les détails voir www.cda-cdai.ca, click: Ross Munro Award. Les nominations doivent nous parvenir au plus tard le 1 septembre 2011, et doivent être adressées au:



ROSS MUNRO MEDIA AWARD
SELECTION COMMITTEE
CONFERENCE OF DEFENCE
ASSOCIATIONS
222 SOMERSET STREET WEST, SUITE 400B
OTTAWA, ON K2P 2G3

COMITÉ DE SÉLECTION DU PRIX
MÉDIA ROSS MUNRO
LA CONFÉRENCE DES
ASSOCIATIONS DE LA DÉFENSE
222, RUE SOMERSET OUEST, SUITE 400B
OTTAWA, ON K2P 2G3

The Ross Munro Media Award will be presented on Friday, 18 November 2011, at the Vimy Award dinner that will be held at the the Canadian War Museum.

Le prix média Ross Munro sera présenté vendredi, le 18 novembre 2011, à un dîner qui aura lieu au Musée canadien de la guerre.

For more information, including ticket orders for the Award dinner, contact the Conference of Defence Associations at: fax (613) 236-8191, e-mail pao@cda-cdai.ca, or telephone (613) 236-9903.

Pour plus d'informations, incluant la demande de billets pour le dîner, veuillez contacter la Conférence des associations de la Défense: télécopieur (613) 236 8191; courriel pao@cda-cdai.ca, ou téléphone (613) 236 9903.

capable of operating in austere environments where civilian infrastructure has become severely degraded or overloaded. Fundamentally, the TBG is a significant step forward in ensuring that the Army Reserve delivers real capability in real time when required.

In addition to the Territorial Battalion Groups the Army Reserve makes further contribution in providing HQ capability and detailed liaison between the multi agency response organizations during any event. Significantly, as the military plans develop domestic readiness, the TBG concept will evolve to ensure the Army Reserve has an important role in defending Canada.

Arctic

The growing importance of the Arctic will have a significant effect on the Reserves. To provide capabilities for potential operations in the Arctic, the Army has stood up four specifically identified Arctic Reserve Company Groups (ARCGs). These groups are based on four Reserve units, each in the four Land Force Areas: The Royal Winnipeg Rifles, The Grey and Simcoe Foresters, Les Voltigeurs de Québec, and the 1st Bn, The Royal New Brunswick Regiment (Carleton and York). The purpose of these company groups is to provide additional soldiers specially trained in Arctic operations, and resources for these operations. Critical to this important and potentially dangerous task is that each of these Units are being resourced with appropriate equipment sets and special training to be able to provide follow on forces for Domestic operations. The Army has already seen successful training exercises with these new ARCGs and they will participate broadly across all tasks in the Arctic.

Expeditionary

The Army has recognised that future expeditionary missions will not succeed without significant inclusion of reservists, especially with the Civil Military Cooperation (CIMIC) and Psychological Operations (PSYOPS) capabilities coming from the Reserve Force. To meet the evolving threats and to shape the Army's contribution to CF missions abroad the Army has developed the Affiliated Battle Group (ABG) concept. This concept delivers an integrated Regular and Reserve battle group, scalable by mission. Reserve Units will receive specific Force Generation tasks to augment both individually and in sub-sub-units to assist in building the ABG. The ABGs are shaped around the nine existing Infantry battalions and the specific linking of Reserve units in support of individual ABGs will greatly assist in identifying the readiness requirements and more predictable tasks for Reserve Augmentation. Every arm in the ABG will have a Reserve contribution whether that is a troop, gun detachments, or a rifle section. The fourth rifle company of every ABG will be a Reserve company and each of the rifle companies will receive additional Reserve soldiers to bring them up to operational strength. Overall the ABG will be

20% Reserve soldiers that are prepared and integrated long before the mission training begins.

The Army Reserve was very successful in supporting the Afghan mission and shared the terrible cost as well. This success contributes to the confidence the Army has with its choice for the way forward and the ABG approach. In addition to the tactical forces, the Army Reserve will continue to contribute select Reservists for roles in the higher HQs and potential capacity building organizations around the world.

Institutional Capabilities

The impact of these new tasks and a more operational focus for the Army Reserve is also putting pressure on the basic processes and policies for Reserve management in the Army. A maturing of the systems within the Army is allowing for more detailed examination of the Reserve dynamic and highlighting key policy changes required in supporting this new environment. The implementation of a Reserve Annual Military Occupational Review (RAMOR) will lead to a deeper understanding and more deliberate method of manning critical occupations across the Army Reserve. This process also allows for improved planning of individual training and training capacity. It will have a profound impact on Army Reserve Culture by enabling a deeper understanding of the make up of the force.

Key to sustaining this operational focus will be the establishment of a separate training capability that will leverage the success of many of the ad hoc training structures across the Reserve. The establishment of an effective management organization at the Brigade-level capable of coordinating the complex requirements of our individual training system is critical to sustaining the Reserve force today.

Lastly, within the institutional pillar, the Army is in the last stages of a fundamental review of its Army Reserve Establishment Model. This has been a bottom up review with the intent of revising the establishment model and subsequently, the actual establishment to correct and align the Army Reserve to the emerging new requirements. This review has been undertaken with participation from all components of the Army and will set the baseline foundation for a more disciplined management approach across the Army Land Force Areas.

Summary

The Army Reserve has matured in the last few years. We have learned and relearned many important lessons. Our Soldiers are proud and committed. It is also no secret that the operations in Afghanistan required the Army Reserve to do more than ever before. At the height of these operations in 2010, almost one in three Reservists was working full-time in the Army. A substantial number of these full-time Reservists were critically employed to back-fill the Army and reinforce the systems supporting and force generating for operations.

Reducing this dynamic is not an easy task as the effect of this large scale activation has been to reduce the leadership available on the Armoury floor. With the coming changes in the operations and commitments we need to address these positions and reconstitute the part time Army Reserve.

Each of the new capabilities discussed here strengthen the Army Reserves' place in the Army and greater

Canadian Forces capability. It demonstrates a greater commitment from the Army Reserve to our communities, the nation, and the people of Canada. Many challenges remain, but the confidence now exuded by the Army Reserve is proof of our acceptance of these challenges and tasks. We are re-loading and ready for the future. ©

WAR POSTERS?

by Gertrude Kearns

"Editorial in nature, propaganda like in energy and attitude, with a bias towards chivalry and a hint of the devious, this series is about the nature of command perspectives in modern operations. From Lieutenant-Commander to Colonel to General and Defence Analyst this group of four Canadians creates a cross section of platforms spanning post cold war Balkans, Canadian security, and the current Afghan counterinsurgency."

This article is in part an artist's statement, the term used in current art practise whereby the visual arts practitioner explains the intentions, ideas and contexts of his work, in general as regards his practice, or as here specifically in relation to a particular body of work.

This series of posters (2004-2010) is a war art documentation of sorts using Canadian Forces individuals as subjects. These expanded portraits function on three levels: military portraiture, editorially tinged commentary, quasi historical records, inasmuch as each subject's Canadian defence career is represented in the context of a specific yet verbally abstracted mission type. The one exception is the Col Brian MacDonald piece which is about the nature of defence analysis.

It is equally imperative that these works function in the contemporary art forum, establishing another viable credibility. This age of irony with a penchant for nihilistic predisposition seeks integrated message and can be as crucial as any visually technical prowess. These posters seem to appeal to civilians even if the message remains somewhat unclear. Even when they function as 'just guys in uniforms', and by association the military in general, there is an existential ring of sorts which bridges civilian and defence interpretations.

Gertrude Kearns of Toronto has worked both officially and unofficially as a Canadian war artist for nearly two decades. She had a 2006 contract with TFA Roto 0 embedded in theatre in Kandahar and Kabul under Colonel S P Noonan. Work is in private, public and corporate collections in Canada; currently in the 2009-2012, eight venues across Canada "Brush with War: military art from Korea to Afghanistan", under DND and the Canadian War Museum. She is the 'unofficial' war artist in residence at the RCMI and a SSC member, on the SITREP Boulter Award jury for 4 years.

These posters are the antithesis of traditional war posters, which targeted specific audiences for immediate results in the 'war effort'. They were highly emotional sales devices via propaganda, not reliant on symbolism, humour or metaphor. (*The two earlier posters in this series can be seen in ON TRACK Vol 15 No 3 and Vol 15 No 4, at <http://cda-cdai.ca/cdai/on-track-library> - ed.*)

My intentions are contrary in every sense. These 'posters' are not made to be reproduced in quantity, understood easily, or sell anything. They need to be interpreted, and gradated through an inherent understanding of the concern in question. In other words 'they are meant for a sophisticated audience'; these words came in response to a recent informal presentation I made of this group in a Toronto think tank environment. They cannot even hint at 'real' propaganda as they are not selling defence, not even questioning it. Rather they aim to express the hinge in operations via apparent oxymoron. However they are intended to 'look' like propaganda, to suggest some campaign is being waged as they are responding to the urgency of the times. Because these portraits are heroic in nature, they are meant to command attention and impart military ethos and the psychological and strategic rationale of modern defence sensibilities.

Suggested paradox and the general aesthete of each work are points of departure from historical military art into modern expressions of 'social commentary' it has been said, but more significantly from my perspective, an attempt to make 'defence commentary'. If they do not function in this respect, they are not successful.

Each poster idea evolved slowly, in the midst of other related work. My intention was to say as much as possible with the fewest words. A 1942 war poster study by the Toronto agency Young and Rubicon showed emotional appeal to be the most effective, whereas humour and symbolism were ineffective sales tools/methods. Relying on