

ROYAL CANADIAN NAVY
STRATEGIC PLAN
2017-2022



READY TO HELP, READY TO LEAD, READY TO FIGHT

CANADIAN
ARMED FORCES



FORCES ARMÉES
CANADIENNES



National
Défence

Défense
nationale

Canada 

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FOREWORD



READY TO HELP, READY TO LEAD, READY TO FIGHT.

For over a century, when Canada has needed to act swiftly and decisively to demonstrate its leadership and commitment in response to a humanitarian crisis, regional instability or global conflict, it has deployed its most flexible and versatile instrument of national power, the Royal Canadian Navy (RCN). **Ready Aye Ready** is much more than a motto, it is a commitment of those currently serving to follow in the wake of our predecessors who have established an impressive legacy as the nation's First Responders.

The new vision of the RCN – **Ready to Help, Ready to Lead, Ready to Fight**, draws inspiration from our past, is infused with the extraordinary commitment of our sailors to make a difference in the world today, and ensures that we are in all respects prepared for the uncertain challenges that will confront Canada in the future.

Ready to Help. Canada is one of only a handful of nations who deploy their Navy globally, and the Command Chief Petty Officer and I have been privileged to witness first-hand, the significant impact that Canadian sailors are making at home and abroad. In the last year alone, the RCN was **Ready to Help** when HMCS *Montreal* and eight Naval Reserve Divisions assisted their fellow Canadians in the aftermath of severe flooding in Quebec and Ontario. Internationally, HMCS *Vancouver* reacted immediately after the devastating earthquake in Kaikoura, delivering supplies and hope ashore to New Zealanders. HMCS *St. John's* provided assistance in the Caribbean after the severe impacts of Hurricanes Irma and Maria.

Ready to Lead. Leadership of complex Task Group operations is fundamental to the RCN and this leadership extends to all aspects of our business. HMC Ships *Summerside* and *Moncton*, as well as the Maritime Tactical Operations Group, led regional security activities and supported the UN Women's Rights initiatives in the Gulf of Guinea. Canada was **Ready to Lead** when it commanded an international coalition of some 30 nations to counter terrorism in the greater Middle East region. The RCN is a trusted and capable partner of the Canadian Coast Guard; we collectively lead to ensure the safety, security, and defence of Canada's vast maritime estate.

Ready to Fight. The currency of being a valued member of an alliance, or any international military partnership, is the trust and confidence in that nation to seamlessly integrate naval forces to form an effective and cohesive team **Ready to Fight**. In support of NATO, HMC Ships *Charlottetown* and *St. John's* monitored Russian forces in the Mediterranean and Black Seas and HMCS *Windsor* conducted Anti-Submarine Warfare patrols. Equally important, HMC Ships *Winnipeg* and *Ottawa* deployed to the Indo-Asia Pacific, as did HMCS *Chicoutimi*, which is the first time in almost 50 years that a Canadian submarine has been deployed to this region.

The execution of this strategic plan will enable the RCN to begin the transition to a 21st century fleet, solidify itself as a digitally-enabled organization, and take the steps necessary to better attract, recruit, and retain Canada's best and brightest, leading to a diverse team that reflects the strengths of all Canadians and institutionalizes Operation *Honour*.

The keel upon which the RCN is built is our impressive sailors and their families. Their dedication, service, and sacrifice is truly inspirational. I am confident that by remaining committed to **People First, Mission Always**, we will successfully execute this plan, stay true to our vision, and ensure the RCN continues to generate multi-purpose, combat effective naval forces as outlined in Canada's new Defence Policy.

Vice-Admiral Ron Lloyd
Commander Royal Canadian Navy

PART ONE



COMMANDER'S INTENT AND GUIDANCE

INTRODUCTION

The *RCN Strategic Plan 2017-2022* represents a continued focus to evolve as the RCN moves forward in its second century of existence. Change is critical to the future success of any organization – stagnancy or traditionalism has simply never been the bulwark of the RCN. This part of the *RCN Strategic Plan 2017-2022* provides an appreciation of where the RCN finds itself today, outlines the changes necessary to remain a combat-ready and effective Navy, and captures how we as a modern enterprise will manage this change.

RCN Strategic Plan 2017-2022 builds upon the achievements of the *RCN Executive Plan 2013 to 2017* whose focus was on Navy Renewal and fleet recapitalization. Navy Renewal sought to fundamentally change the organizational structure of the RCN as the predominant enabler to managing the complexity of fleet recapitalization that was on the horizon. It saw functional authorities created and aligned, and modern governance processes introduced. It also guided the necessary steps to ensure that the bridge to the Future Fleet was in place – a modernized *Halifax* Class, the *Victoria* Class at steady state, and a renewed Maritime Helicopter Project. All of this was accomplished while maintaining excellence at sea whenever called upon by Canada.

RCN Strategic Plan 2017-2022 manages an RCN that is returning to a steady operational tempo but is taking on a greater recapitalization effort. This challenge, coupled with the Government's Defence Policy – *Strong, Secure, Engaged* – necessitates that the RCN not only remains aligned with higher level intent but that we continue to look beyond the immediate horizon and continue to chart the longer-term direction of the Navy. This weather eye to the future is key to ensuring a combat-ready and effective Navy that is **Ready to Help, Ready to Lead, and Ready to Fight** both today and tomorrow.



RCN Strategic Plan 2017-2022 manages an RCN that is returning to a steady operational tempo but is taking on a greater recapitalization effort.

LOOKING BACK – PLACING A NAVY IN TRANSITION INTO CONTEXT

In 2001, the Navy released *Leadmark: The Navy's Strategy for 2020*, establishing a reference point by which to steer the development and employment of Canada's Navy into the future. The strategy emphasized globally deployable forces, whether individual units or task groups, that are "responsive, rapidly deployable, sustainable, versatile, lethal and survivable". That future is now the present.

Since 2010, when HMCS *Halifax* entered her modernization refit, the RCN has been progressing a complex effort to both modernize the *Halifax* Class and bring the *Victoria* Class to its steady operational state. All the while, the RCAF has reinvigorated the Maritime Helicopter Project while also introducing highly capable modernized long-range patrol aircraft through its Aurora Incremental Modernization project. These four lines of effort were key bridges to the future RCN Fleet. Collectively, they represent much of the “Next Navy” called for in Leadmark, albeit with two key but unforeseen operational gaps – long-range air defence capability and at-sea sustainment support.

While the work is still not complete, there is much to celebrate and be proud of for the members of the RCN, RCAF, and the broader Defence Team. This work was instrumental in setting the Fleet for continued operational success and it served as a pilot-project for the larger and more complex fleet recapitalization that is now upon us. The challenge that lies ahead goes well beyond merely introducing new ships. It involves our organizational structure, all naval occupations, the training system, maintenance and support constructs, tactics, techniques and procedures, and ultimately, our cultural fabric as a profession.

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STRATEGIC CONTEXT – GLOBAL SECURITY TRENDS

As the world continues to change, often faster than we expect and in unpredictable ways, the RCN also needs to evolve. *Strong, Secure, Engaged* highlights key security trends that are likely to shape events in the future: the evolving balance of power, the changing nature of conflict, and the rapid evolution of technology. In confronting the threats and challenges that will arise in the future, the RCN must develop in full concert with the Canadian Armed Forces (CAF), and pursue coordinated action across the whole-of-government. In doing so, it needs to strengthen its flexibility and responsiveness, deliver global reach and staying power, and continue to provide the Government with a broad range of options against the full spectrum of operations.

The evolving balance of power, the return of major power competition, and the emergence of challenges to the rules-based international order are playing out on the world’s oceans. There has, in recent years, been a significant investment in naval power in the world, principally in the Indo-Asia Pacific region. Non-state actors, transnational criminal groups and terrorist/violent extremist organizations have quietly but boldly entered the maritime realm, capitalizing upon the global reach it offers. The emergence of serious challenges by some countries to the governance of the world’s oceans threatens freedom of navigation upon which global trade and commerce rely. The RCN must continue to take such developments into account, for whenever the RCN puts to sea, it is upholding not just Canadian sovereignty in our waters, but also Canada’s strategic interests and longstanding commitment to a stable and rules-based international maritime order.

Navies must remain highly attuned to the changing nature of conflict as the ability to accomplish missions depends heavily upon the design of our ships, submarines and aircraft. Precision-strike weapons and the advent of highly sophisticated sensors are changing the naval battlespace. Climate change and the response to humanitarian disasters are influencing future force structure and ship design. The pursuit of conflict through hybrid



warfare, as well as the blurring of inter- and intra-state conflict, is putting a new emphasis on adaptability in modern naval platforms, and personnel. More than ever, the unique ability of navies to quickly re-role from one mission to another is key. Finally, in a world where weapons technologies are proliferating and the threat could emanate from states, non-state organizations, terrorists or criminals, maritime domain awareness and knowing one's adversary remain core to success in operations.

Last, the rapid evolution of technology is quite possibly the most widely appreciated force for global transformation today. The information age is driving an increasingly connected, fast-paced and data-dependent world. Navies, like the societies they protect, must strike a balance between human judgment and a computer's capacity and speed for data processing. Potential adversaries are also exploiting technology and in this light, interoperability and systems integration amongst our closest allies will be critical to force design. Managing big data, limited bandwidth, and the cyber vulnerability that this entails, will demand thinking and approaches that break with traditional mindsets. In other cases, for example watchkeeping at sea, we must preserve the age-old practice of heads-up navigation, and safeguard ourselves from an exclusive reliance on sophisticated technology that can fail, be spoofed, or purposefully hacked. The key will be to embrace a faster cycle of innovation while deliberately managing the risks that arise.

HIGHER INTENT – *STRONG, SECURE, ENGAGED*

Strong, Secure, Engaged: Canada's Defence Policy provides a new vision for the Defence Team framed in terms of being *Strong* at home, *Secure* in North America and *Engaged* in the world. This vision embodies a new approach to defence that values the ability to anticipate new challenges, adapt to changing circumstances, and act with exemplary capability and professionalism while supporting peace and security around the world.

The core of the new vision places a premium on investing in our people. It aims to ensure that members of the CAF and their families are well-supported, and that the entire Defence Team promotes a culture of healthy and respectful workplace behaviour. The policy demands a more inclusive and diverse CAF, one that engages and attracts the best and brightest of all Canadians. Finally, it emphasizes a more all-inclusive and comprehensive approach to the health and care of our people – Regular, Reserve, Civilian, and their families.

Ultimately, *Strong, Secure, Engaged* has one singular focus – to underpin the ability of the CAF to achieve success on operations. The credibility of our profession of arms rests on ensuring that we maintain the means to act decisively and deliver results across the entire spectrum of operations. For the RCN, this pursuit calls for a **Blue Water Navy** that possesses a balanced mix of platforms, including submarines, surface combatants, support ships and patrol vessels. It is a Navy structured around the ability to deploy and sustain a Naval Task Group, highly interoperable with allies, contributing meaningfully to joint action ashore, and the sustainment of joint operations from sea.

This is a Navy that day in and day out works collaboratively with its partners to maintain watch over Canada's ocean estate. One that is poised to project power responsively and effectively far from Canada's shores, with the inherent flexibility and staying power that allows it to succeed across a broad mission set.



COMMANDER'S APPRECIATION – A NAVY IN TRANSITION

The RCN finds itself at a critical juncture as we move forward on an extremely broad and complex program of fleet recapitalization. We have made great strides in the past several years to position the organization for success and to bridge the Fleet to the future. The importance of this work and the tremendous effort on the part of the entire Defence Team cannot be overstated. Furthermore, the significant Government commitment in *Strong, Secure, Engaged* provides the RCN with a

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clear focus and a challenging program of work. In this light, we must emphasize some fundamental elements that will enable success.

The RCN's success, no matter how it is defined or measured, lies in our people. ***People First, Mission Always*** is not just a bumper sticker – it must be the core principle that underpins how the RCN approaches all that it must do moving forward. We must hoist in what the Government and the Chief of the Defence Staff (CDS) have directed: to make ourselves open and

inviting to all Canadians. This is not merely virtue-signaling – the RCN must become a more inclusive organization that attracts, recruits and retains the best and brightest of Canadians. Diversity is a strength that must and will be harnessed. Gender inequality has no place in a modern 21st century organization that is predicated on leadership, professionalism and competence. It is thus fitting that we ensure our naval culture inculcates everything that the *RCN Code of Conduct* represents, and all that Operation *Honour* seeks to eradicate with a view to securing a healthy and respectful work environment for all.

No Navy can expect to be successful if it remains rigidly rooted in traditional methods and current practices – it must challenge itself constantly and have the organizational wherewithal to not merely accept change but to strive for it. The RCN has a history of being innovative and there is no more fitting time for all of us to embrace the need to innovate. The RCN must be bold and far-reaching in our approach to innovation with a view to not just focusing on new technologies to fit into ships and submarines, but to seek new ways of conducting core functions like training and maintenance, as well as better and more efficient ways to run our enterprise. The technology engine behind the information age presents new and very powerful opportunities to be leaders in sound and effective corporate management on par with the most successful firms in the business world. Each and every member of the RCN should take innovation to heart and shape a better navy future.

It is important to note that fleet recapitalization is a team sport, on a national scale. The RCN, the CAF, the broader Defence Team, and our key partner departments must certainly collaborate across many lines of effort but we must not lose sight that at the deck plate level, it is industry that must deliver practical results. The National Shipbuilding Strategy reflects the Government's commitment to establishing a long-term trusted relationship with industry to not only enable the continued success of the RCN and Canadian Coast Guard, but also to benefit Canada and Canadians from an economic perspective. In this context, what the RCN sees as a new platform or an innovative in-service support construct, reflects a national view to broader and lasting economic benefits to Canadians across the country and Canada as a whole.

As *Leadmark 2050* states: a Navy represents a “series of 40 to 50 year investments.” Such decisions and the maintenance of long-term relationships mean that we cannot afford to solely focus on our immediate tasks at hand, at the expense of scanning beyond the horizon. As *Strong, Secure, Engaged* makes clear, the CAF will work with the United States to renew Canada's strong commitment to NORAD. This effort involves the RCN understanding how it fits into the way forward. We must equally take note of the Government's direction that the RCN be positioned to contribute meaningfully to joint action ashore and to support the sustainment of

joint operations from sea. In this vein, we must work with the CAF on fundamental joint enablers including space, cyber and Intelligence, Surveillance, and Reconnaissance functions; with the RCAF on the connection between the future RCN Fleet and its aircraft; and with the Canadian Army and Canadian Special Forces Command on how the RCN can best support their forces in achieving success ashore. Finally, we must continue to understand how new competencies, such as operating in the Arctic, and expanded roles like capacity building and humanitarian assistance and disaster relief, will affect the Future Fleet.

Lastly, and fitting to where this Commander's Appreciation began, is the necessity to deliver on the RCN's *Mission Always*. Our credibility rests on excellence in operations, whatever the scale and wherever they are undertaken. We have positioned the Fleet for success; our sailors and their maritime air counterparts are some of the finest in the world and the support provided by the Defence Team and industry is first-rate. However, there remain risks that must be managed, including capability shortfalls in shipboard Anti-Submarine Warfare (ASW), long-range air defence and underway support. We must remember that much of what we do here at home is a product of how well we work with key national partners, especially the Canadian Coast Guard, in terms of exercising our sovereignty, off our shores. We must guard against complacency in our maritime domain awareness, how we ready our sailors and ships for operations and how we execute the missions assigned to us. The RCN must reinforce the importance of building strong Friendships, Relationships, and Partnerships.



VISION

The RCN's history shows a record of persistent service, dedication, and frequent sacrifice. In home waters or in distant seas, in both world wars and in other armed conflicts, in various global crises, during peace support missions, and in seeking to alleviate human suffering, the women and men of the RCN have unflinchingly served when summoned to the task. A history that has seen the RCN hold fast and true to its motto: **Ready Aye Ready**. A commitment that is demonstrated whenever called upon to protect and defend Canadians and their interests, at home and abroad. The pride that naturally and rightfully resonates from this history lights our way forward. Anchored by the tradition represented by our motto, the RCN stands **Ready to Help, Ready to Lead, Ready to Fight**.

READY TO HELP

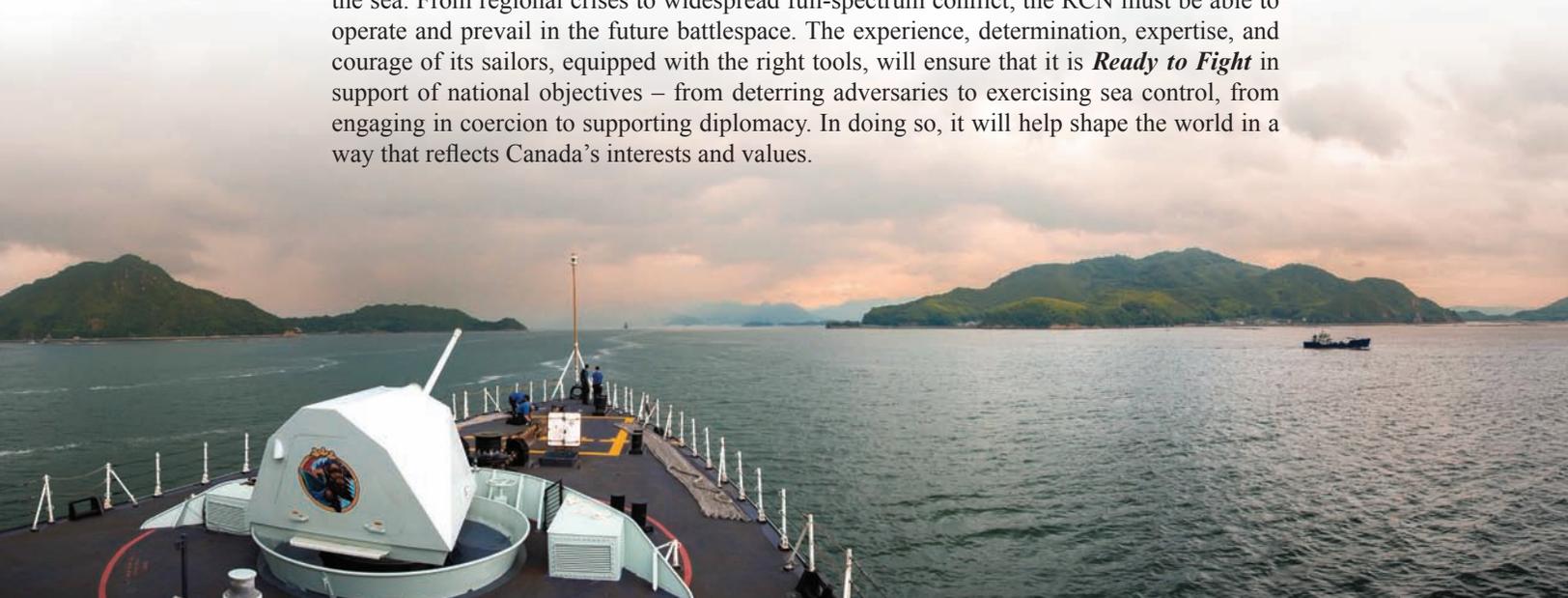
The RCN envisions a naval force that is ready to help – to working with other government departments, to capacity building alongside like-minded nations, to Search and Rescue on the high seas, to helping Canadians in time of need, to providing critical life-saving humanitarian assistance both at home or abroad. An RCN that is **Ready to Help** is a national institution that has the capabilities and people to be flexible, compassionate and dedicated to helping those in need, not only as an extension of basic Canadian values, but of enhancing Canada's standing in the world while bolstering confidence and security in the maritime realm.

READY TO LEAD

The RCN envisions a naval force that is ready to lead in an increasingly complex and uncertain world. As an instrument of national power and government policy the RCN is a strategically agile, adaptive and innovative institution able to exercise national and international leadership. Guided through adversity and unpredictability by the Naval Compass (Duty, Integrity, Loyalty, Courage), the RCN is **Ready to Lead**. Whether national or international missions, short-term deployments or longer multinational operations, the RCN's reputation and the quality of its people and naval forces will continue to command respect, both at sea and ashore.

READY TO FIGHT

The RCN envisions a naval force ready to fight: to fight and defend Canada, to fight alongside our allies, to fight for what Canadians hold to be right and just. The RCN's balanced, multi-purpose, combat-effective naval forces will need to stand ready for combat at sea and from the sea. From regional crises to widespread full-spectrum conflict, the RCN must be able to operate and prevail in the future battlespace. The experience, determination, expertise, and courage of its sailors, equipped with the right tools, will ensure that it is **Ready to Fight** in support of national objectives – from deterring adversaries to exercising sea control, from engaging in coercion to supporting diplomacy. In doing so, it will help shape the world in a way that reflects Canada's interests and values.



MISSION

To prepare combat-effective naval forces that support Canadian interests at home and abroad.

The RCN will deliver combat-effective, naval forces prepared to meet Force Posture and Readiness (FP&R) levels directed by the CDS, and ready to act to defend Canada, while protecting Canadians and the national interest.

RCN ships and special teams are always ready to respond to, and lead, missions when called upon by the Government. These domestic and international missions include, but are not limited to, the provision of humanitarian assistance and disaster relief, conducting Search and Rescue, provision of assistance to civil authorities and law enforcement authorities for counter-terrorism and drug interdiction operations, contributing to capacity building efforts, and full combat operations to defend Canada, its national interests, partners, and allies.

Maintaining and sustaining the RCN Fleet at the appropriate level of readiness requires balancing individual training of sailors, collective training of naval forces, the materiel management and maintenance of all platforms, and the ongoing development of our Future Fleet.

GOALS

The RCN has four overarching goals: maintain excellence at sea, evolve the business of our business, transition to the Future Fleet, and inspire and support the RCN Team.

MAINTAIN EXCELLENCE AT SEA

The RCN continues to excel at sea, providing Canada with first response capabilities by sustaining a highly responsive, agile and deployable fleet of combat-effective ships, submarines and special teams with credible multi-purpose combat capabilities. This fleet is built around the ability to deploy and sustain a Naval Task Group, composed of up to four surface combatants, a joint support ship and supplemented by a submarine when operationally required. The task group structure provides Canada with viable response options for a relevant contribution to any mission, while still assuring the ability to maintain security of our maritime estate. When appropriate and in accordance with the Government's priorities, the RCN Fleet will be prepared and employed through the concept of operating forward, extending the CAF's international presence, awareness, and engagement. The RCN's credibility rests on maintaining excellence at sea and delivering tangible results for Canada.

EVOLVE THE BUSINESS OF OUR BUSINESS

To better meet the challenges of the defence and security environment, and enhance the transparency of defence fiscal planning and spending, the RCN continues to modernize its business management practices through the use of industry-leading business intelligence tools and processes. In doing so, the RCN is making improvements to identify and eliminate inefficiencies, ensure financial and personnel resources are allocated to the highest priorities, and provide timely, accurate and evidence-based advice to the CDS and the Government.



TRANSITION TO THE FUTURE FLEET

The RCN's challenge in transitioning to the Future Fleet is to manage the complex undertaking of introducing new platforms, capabilities and competencies, while concurrently evolving our organizational structure, naval occupations, training system, maintenance and support constructs,

and operational methods. This transition must be well-planned, coordinated and sequenced. It also must spur a culture of forward-looking experimentation, problem-solving and adaptation as this both facilitates the introduction of major new platforms. More importantly, it must challenge outdated, inefficient, or less relevant ways of conducting our core work. The period covered by the *RCN Strategic Plan 2017-2022* will be the proving ground for the plans and processes that are in place to manage this complex transition, such that lessons can be learned and the enterprise adapted, prior to the next major step of introducing the Canadian Surface Combatant (CSC).



INSPIRE AND SUPPORT THE RCN TEAM

The RCN Team consists of Regular and Reserve Force sailors, Civilian employees, and our families, standing shoulder to shoulder. People are the core of all RCN success, so leading and supporting an inclusive and diverse RCN Team must be our top priority. Our people need to be well-supported, diverse and resilient – physically, psychologically, spiritually, and socially – to face the complexities and challenges of naval operations. Our sailors must remain ready to serve in operations as warriors, mariners, innovators, and ambassadors. They must possess specialized knowledge and skills, acquired through advanced education, training and experience, to lead and support the RCN and the CAF at the tactical, operational and strategic levels. The RCN Team warrants recognition for incredible achievements at home and abroad, and must be encouraged to proudly share its stories with Canadians, highlighting the Navy's successes in its service to Canada.



OUTCOMES – WHAT SUCCESS WILL LOOK LIKE

The work that lies ahead is by no means a small undertaking, nor is it unappreciated. The *RCN's Executive Plan 2013 to 2017* was a very ambitious plan and a great deal of progress was made. The *RCN Strategic Plan 2017-2022* follows on and provides minor course corrections to ensure we successfully transition to the Future Fleet. If we are successful, and I am confident we will be, success in 2022 will be:

- » Sailors digitally connected, through their personal devices, to friends and family when deployed.
- » *MV Asterix* underway and enabling a responsive and agile Navy with global reach.
- » *Victoria* Class submarines deployed globally to reinforce Canada's commitment to regional maritime security.
- » Sailors and their families unmistakably better supported throughout their careers and beyond.
- » An RCN that is leveraging industry, academia, and technology to bring forth innovative changes to core business.
- » Naval occupations reviewed and fully postured for a mid-21st century fleet.
- » A digitally enabled organization that optimizes materiel, technical, personnel, and combat readiness through the use of Business Intelligence and analytics.
- » A Naval Task Group consisting of four surface combatants, one submarine, *MV Asterix*, and CH-148 Cyclone helicopters leading a multinational theatre-ASW exercise.
- » *Harry DeWolf* Class delivered and deployed in Canada's three oceans.
- » New facilities built to support modern technology-enabled training.
- » Fleet Maintenance Facilities (FMF) and Industry working together seamlessly – each making an important contribution to the RCN's readiness.
- » Maritime Unmanned Systems (UAVs, AUVs, USVs) introduced and operational.
- » Meaningful steps towards a greener RCN footprint taken in our ships, on our bases and with our sailors.
- » The Request For Proposal for *Victoria* Class Modernization released to a ready and capable industry.
- » New and non-traditional opportunities for unique and rewarding careers in a harmonized and balanced Regular/Reserve structure.
- » The first *Protecteur* Class Joint Support Ship built.
- » The CSC fully designed and building underway.
- » A One Navy Team that more markedly reflects the rich diversity of Canada.

COMMUNICATIONS – WHAT SUCCESS DEPENDS ON

The importance of *Communicating, Communicating, Communicating* cannot be overstated. Our collective success lies in enabling our people with clear, confident and regular communications so that each of us can play our part.

PART TWO



EXECUTING THE PLAN

OVERVIEW

This part of the *RCN Strategic Plan 2017-2022* provides direction to its members by describing strategic changes that will evolve from the *RCN Executive Plan 2013 to 2017* and aligns the RCN Results Framework with the Departmental Results Framework (DRF) and *Strong, Secure, Engaged*. The alignment of activities and the clarification of functional responsibilities across the RCN enterprise will ensure a combat-ready and effective Navy that is **Ready to Help, Ready to Lead, and Ready to Fight**, both today and tomorrow.

DEPARTMENTAL RESULTS FRAMEWORK

In response to the Department of National Defence's (DND) adoption of the DRF, the RCN is developing a parallel results framework.

The DRF consists of the following Core Responsibilities:

- **Operations;**
- **Ready Forces;**
- **Defence Team;**
- **Future Force Design;**
- **Procurement of Capabilities; and**
- **Sustainable Bases and IT Systems and Platforms.**

By 2018, the DRF will provide evidence-based performance information and reporting, enabling smarter resource allocation and driving innovation across DND.



RCN RESULTS FRAMEWORK

The RCN Results Framework aligns with DND's DRF and consists of the following Program Responsibilities: Ready Naval Forces, Naval Force Development, and Naval Bases.

Ready Naval Forces. This program will be responsible for the production and sustainment of Naval Readiness levels required to perform tasks assigned by the CDS Directive on FP&R, and any tasks assigned by the Government. The program consists of four segments that cover collective training, individual training, equipment servicing, and the overall management of Naval Readiness.

Naval Force Development. This program will be responsible for conceiving, designing, building, and managing new capabilities for the RCN.

Naval Bases. This program will be responsible for administrative services, operations and emergency services, logistic services, Information Management and Information Technology services, and environmental and safety services.



Through the RCN Results Framework, the RCN will establish a consistent approach to systematically collect, analyze, and report the results of the RCN program responsibilities.

This framework, which incorporates the elements from the Naval Output Model (NOM), will enable a commonly understood and transparent view of what was planned and what was delivered or executed. This in turn will support decision-makers at all levels by providing timely and relevant information to identify what must be adjusted in order to better achieve the RCN's mission and optimize Naval Readiness. Effective performance management means having sustainable and repeatable processes established within L1 to L4 organizations, and identifying reliable and standardized measurement data to ensure success and drive adjustments when necessary.

THE RCN CONTINUAL IMPROVEMENT STRATEGY

The RCN is committed to continual improvement and innovation. Strategic objectives articulate how the RCN will evolve into an increasingly efficient and effective institution. The six strategic objectives are:

- a. Deliver the RCN Future Fleet;
- b. Recover and Rebalance the RCN Workforce, and Enable Support to the RCN Team;
- c. Improve the Delivery of Materiel Sustainability for the RCN Fleet;
- d. Optimize Individual Training and Military Personnel Readiness;
- e. Optimize the Delivery of Readiness and Combat Effectiveness; and
- f. Maintain Modernized Business Management and Communication Practices.

It is the responsibility of the functional authorities for each of the strategic objectives mentioned above to recognize improvement opportunities, and propose them for inclusion in the online annexes of the *RCN Strategic Plan 2017-2022*.

Through governance, it will be the responsibility of the functional authorities to define and evolve their assigned strategic objective using the RCN's preferred performance management tools, including the logic model. This logic model identifies the desired impact of its objective, the expected outcomes, and the specific activities or initiatives to achieve the desired impact. Ultimately, through the use of logic models, functional authorities will identify specific, measurable, achievable, relevant and time-phased performance indicators to monitor progress of their initiatives, and achievement of outcomes and impact.

Functional authorities will be responsible to develop a plan of action and milestones (POAM) for the execution of their assigned strategic objective. Once completed, the six logic models and POAMs for the strategic objectives will be included as online annexes to the *RCN Strategic Plan 2017-2022*.

The progress and performance of the strategic objectives are to be reported by the responsible functional authority through RCN Quarterly Reports, Naval Strategic Management Board (NSMB), and Naval Board.

Functional authorities are to direct their L3 and L4 organizations to develop logic models and POAMs that align with their strategic objective and to report the performance of their lines of activities.

STRATEGIC OBJECTIVES

DELIVER THE RCN'S FUTURE FLEET

The Director General of Naval Force Development (DGNFD) will be responsible for the delivery of the RCN Future Fleet. As a result of *Strong, Secure, Engaged*, planned investments in the RCN will result in a navy that is designed and structured to project naval power at sea but also to contribute meaningfully to joint action ashore and support the sustainment of joint operations from sea. Further, the RCN will have more capable means to operate in the Arctic, alongside the Canadian Coast Guard, and a more comprehensive ability to contribute to capacity building with partner nations around the world.

Key to putting this Future Fleet in place is the successful progression of the following major crown projects: Interim Auxiliary Oiler Replenishment (iAOR), Arctic and Offshore Patrol Vessel (AOPV), Joint Supply Ship, and CSC. In addition, the following capital equipment projects are central to achieving the combat relevancy and support of the RCN's Fleet: RCN Intelligence, Surveillance, Target Acquisition, and Reconnaissance; Underwater Warfare Suite Upgrade; Light Weight Torpedo Upgrade; Strongbow, Naval Electronic Warfare System Sub-Surface; Multi-Role Boat; and Naval Large Tug. Additionally, DGNFD must ensure the RCN's capital program is also designed to maintain the combat relevancy and effectiveness of existing platforms, including the *Victoria*, *Kingston* and *Halifax* Classes. Finally, DGNFD must make certain that shore-based infrastructure to support the Fleet – from jetties to school-houses – is appropriately identified, planned and coordinated.



» Desired Impact

The RCN has progressed towards a point in delivering the Future Fleet that now calls for a nuanced but significant shift in mindset. An organization that is predominantly structured and focused on identifying requirements – the “what” elements of the Future Fleet, must now turn its attention more towards enabling their delivery – “how” we bring in a new Fleet. Success is an RCN that is looking downrange and specifically undertaking efforts that lead to a smooth and deliberate transition. It requires embracing the necessity of coordinating complex activity and laying the intellectual groundwork that will support what we are doing and where we are heading. It demands an institution that seeks to avoid complacency by challenging its solutions for the future and its way of operating, in pursuit of more innovative approaches. It also necessitates an organization that readies the follow-on-watch for success and with a professional culture that aims, at every turn possible, whether in our own lines or external ones, to strive towards the improvement of the force development enterprise and its processes. It is in pursuit of this nuanced shift in mindset that we can be confident that the RCN will be best positioned to ensure delivery of the Future Fleet.

The desired impact of this objective is an RCN that is much better structured and capable at coordinating across organizations, on cross-cutting issues, that have no clear owner but are key to introducing new capabilities. It will have a new library of doctrinal and conceptual documents that paints the picture of where it is the RCN is headed and why, such that those who have their own roles to play in supporting and enabling the future Navy can think and plan earlier. This future Navy is an institution that refuses to be stuck in its traditional ways as it moves forward, in favour of one that takes calculated risks in pursuit of its and the CAF's improvement. This involves a Force Development cadre of professionals that have a more fulfilling career path, better visibility into their future trajectory and more confidence and creativity in the execution of Force Development work. Finally, there will be an organizational attitude that encourages taking tangible steps towards improving the business of Force Development.



Initiatives

This Strategic Objective will be achieved through five initiatives:

Institutionalizing New Capability Introduction. Ensuring this function is appropriately incorporated, resourced and executed within the RCN so as to enable the well-planned, coordinated and sequenced introduction of new capability.

Conceptual and Doctrinal Underpinnings. Pursuing a concerted effort to foresee how the RCN is evolving in terms of its future operating concepts and to facilitate the arrival of new platforms with modern doctrine and tactics.

Establishing an RCN Innovation Programme. In order to ensure the RCN continues to remain combat relevant and adapts to an ever-changing environment, an RCN innovation programme will be established.

Investing in Force Development Warriors. Continuing to invest in the development and professionalization of the RCN cadre of Force Development warriors with a view to ensuring personnel can expertly navigate Force Development processes and execute well-formulated capability development work.

Managing a Complex Capital Acquisition Programme. Directing dedicated effort towards the adoption of modern tools and more agile approaches to managing the complexity and delivery of a capital acquisition programme, with a view to improving overall programme success.

» Performance Measurement

In order to measure the success of this strategic objective, DGNFD will develop a set of appropriate performance indicators. In developing these indicators, the following key performance questions should be considered:

- Are we fielding the right capabilities and are they aligned to CAF and Government policies?
- Have we developed an appropriate force development plan(s) from which to communicate and coordinate?
- Are we delivering as much capability into the current and new fleets as we should and/or could be?
- Are we delivering on our priorities in a timely and relevant manner?
- Are we confident and spirited about what it is we are doing and where it is we are going?



RECOVER AND REBALANCE THE RCN WORKFORCE, AND ENABLE SUPPORT TO THE RCN TEAM

This strategic objective is assigned to the Director General of Naval Strategic Readiness (DGNSR).

While DGNSR holds a broad set of responsibilities, this strategic objective focuses specifically on the effective strategic management and support of our human resources (HR): the RCN Team. The RCN Team consists of Regular and Reserve Force sailors, a Civilian workforce, and their families. Since 2013, the RCN has identified a clear requirement to improve the way in which we manage HR as we integrate new capabilities and respond to and influence change. We will continue these efforts by ensuring that we maintain healthy occupation structures capable of meeting the changing demands of our organization. This strategic objective proposes to grow and rebalance the total RCN workforce. The RCN will publish its first RCN HR Strategy, with the aim of providing detailed guidance for the design and implementation of HR related plans in the near and medium-term.

» Desired Impact

By aligning our functional organization structure to strategic intent, developing strategic HR policy and direction based on progressive principles, improving our ability to recruit and retain talent, and evolving HR governance to allow a more fully integrated workforce, we will strengthen the RCN Team. A strong RCN Team will result in a more resilient and integrated workforce all working toward the same strategic goals. These improvements will allow the RCN to better manage our personnel, rapidly adjusting priorities as necessary, to ensure success on operations now and well into the future.

The RCN HR Strategy must be developed and implemented within the context of the unique challenges and opportunities that the RCN is facing in order to ensure that every member of the RCN Team is provided with a challenging, rewarding, and fulfilling career. DGNSR will aim to provide our personnel with meaningful career opportunities, and professional challenges, while optimizing a work-life balance. This will be achieved by realizing the right mix of people (military & civilian) with the right skills, at the right place, at the right time, in an inclusive and diverse workplace environment. DGNSR is accountable for the design and maintenance of a functional organization structure that is aligned to the RCN's strategic priorities and HR philosophy. Furthermore, DGNSR is accountable for the design and maintenance of occupation structures, personnel policies, and strategic training direction that will enable continuous and sustained operations. More specifically, DGNSR will oversee a plan to ensure that the Regular Force has the right number of trained personnel, the Reserve Force is on track to grow to full establishment and the Civilian establishment is on track to grow to the levels required to deliver and support the Future Fleet.



Initiatives

RCN HR objectives will be accomplished by optimizing and aligning our organizational structure, strengthening the RCN Team by adhering to our principles, sustaining the workforce through improved attraction, recruiting and retention efforts, and continuing to integrate the RCN Team through improved governance.

Optimizing and aligning the organization. With limited human resources, it is imperative that we prioritize our positions and people to achieve the RCN's mission. Our organizational structures must be analyzed and re-aligned to enable strategic success.

Strengthening our personnel by adhering to our principles. The RCN HR Strategy will expand upon the principles of Leadership, Flexibility, Talent Acquisition, Professional Development, Innovation, and *People First, Mission Always*. The RCN understands that people are its greatest asset and resource, and these principles ensure that they are managed in a way that maximizes their potential, provides the greatest level of flexibility, and develops the leaders of tomorrow. By following these principles, the RCN will grow a stronger, integrated workforce.

Sustaining the workforce through improved attraction, recruiting, and retention. Although the RCN continues to achieve success in operations, workforce shortages put these outcomes at risk. The RCN must work closely with Military Personnel Command to influence the improvement of attraction and recruiting efforts, while internally improving the work-life balance for the RCN Team. The goal is to ensure that the workforce supply outpaces the demand caused by periods of volatility.

Continuing to integrate the RCN Team through improved HR governance. HR governance limitations challenge our ability to fully integrate our distinct workforces. We must therefore continue to work with key stakeholders to improve personnel policies. We must update our policies to reflect an integrated and diverse workforce, ensuring that the needs of all members of the RCN Team are considered and addressed. We will complete HR governance audits as to identify shortfalls, and take corrective action.

» Performance Measurement

The critical success factor (CSF) within this strategic objective is the complex management of the current Organization and Establishment to meet today's requirements, while transitioning to the Future Fleet. To this end, we must address current challenges with recruiting and retention in order to ensure the RCN benefits from healthy occupations in the coming decades.



The achievement of this objective will be monitored through the following Key Performance Questions:

- To what extent are RCN personnel ready for their intended employment as they progress through their career?
- To what extent are RCN Human Resources aligned to RCN and CAF priorities?
- How healthy and sustainable is the RCN workforce?
- To what extent does our organizational structure support the execution of the strategy?

IMPROVE THE DELIVERY OF MATERIEL SUSTAINABILITY FOR THE RCN FLEET

Responsibility for this strategic objective is shared between the Director General of Maritime Equipment Program Management (DGMEPM) and DGNSR.

Materiel Readiness is delivered by multiple L1, L2, and L3 organizations. While the RCN has been achieving materiel readiness, there is opportunity for improvement to ensure that it is achieved in a deliberate, collaborative and efficient manner. While a materiel governance structure exists to synchronize the various authorities involved in delivering materiel readiness, an expanded focus is needed to consider strategic materiel sustainability.

» Desired Impact

In order to improve the delivery of materiel readiness to the RCN fleet, this strategic objective aims to accomplish two results. The first result to be achieved is ensuring that the current fleet is materially sustained and operationally relevant until such time as new capabilities are delivered. The second is ensuring that resource allocations to materiel readiness are expended on the RCN's top priorities, and are managed effectively and efficiently.

Sustaining the existing fleet for the foreseeable future will require precise planning that takes into account numerous operational and technical considerations. Not only must we weigh combat effectiveness against materiel readiness by ensuring an appropriate balance between days at sea and days alongside, but we must ensure that those days alongside are leveraged to their greatest effect. Rationalizing schedules will become both more difficult and more important in the coming years as the existing fleet continues to age. In order to support command decision making for prioritizing schedules, it will be of paramount importance that this strategic objective produces a process to analyze and report on the impacts of changes in operational and technical schedules using business intelligence.

Achieving effective and efficient resource allocation requires an evolution of existing practices and structures across several lines of business. The desired result will be realized through modernizing and optimizing supply chain management, procurement, and contracting methods, as well as through the effective alignment of our workforces in order to meet the needs of the Future Fleet and the contract driven system that will accompany it. This will entail an investigation into the existing structures for the FMFs and Base Logistics Organizations (BLog) to determine whether those workforces can be aligned and integrated to achieve greater efficiencies. Additionally, efforts will continue to optimize disposal processes to ensure that obsolete equipment is disposed of in a timely fashion so as to reduce wasted warehouse resources. Finally, this line of effort will be enabled by implementing the recommendations of the Logistics Functional Review. This will provide total asset visibility throughout our supply chain, accurate volumetric data, improved processes for tracking materiel, and the implementation of smart contracting tools.





Initiatives

This Strategic Objective will be achieved through the completion of a number of supporting initiatives, several of which are already underway and will need to be seen through to completion. Despite the shared nature of this objective overall, some of these initiatives may exclusively be the responsibility of either DGMEPM or DGNSR, while others may be undertaken jointly.

Naval Engineering & Maintenance Strategic Initiative (NEMSI). NEMSI has made significant progress in improving and aligning business processes of the FMFs, reducing redundancies and inefficiencies. The continued implementation of NEMSI recommendations, sustainment of approved FMF workforce levels, and the inculcation of the essential management of NEMSI sub-initiatives will remain an important initiative for the next few years.

Naval Materiel Assurance. DGMEPM, with the support of Commanders Maritime Forces Atlantic (Comd MARLANT) and Maritime Forces Pacific (Comd MARPAC), will continue the implementation of an enhanced Naval Materiel Assurance program, including the integration of the new Classification Society partners, to enhance the RCN's collective ability to ensure that all ships are safe, fit for purpose, and environmentally compliant.

Naval In-Service Support. The implementation of an updated Naval Materiel Management System (NaMMS) including modern in-service support strategies that are optimized by the integration of strategic industry partners within the RCN's naval materiel service delivery processes.

Logistic Functional Review. The implementation of recommendations derived from this review will put in place several key enablers to optimize materiel management, including total asset visibility, warehousing volumetrics, smart contracting, and improved workforce structures.

Disposal Process. While the RCN has made recent improvements in the management of the disposal process, there is further room for improvement. Jointly, DGMEPM and DGNSR will continue to evolve the disposal process in search of improved efficiency.

Scheduling Analysis. Led by DGNSR and enabled by business intelligence, DGMEPM, DGNSR and Comd MARLANT will develop a process to analyze the impact of changes to technical and operational schedules in an effort to avoid unintended maintenance delays or periods of unserviceability.

Alignment of FMF and Bases. Duplicating the successes achieved by NEMSI, a similar initiative will seek to align, optimize, and standardize business processes and structures between CFB Halifax and CFB Esquimalt, particularly in the BLog sections, but not exclusively, as well as aligning processes between the bases and their respective FMF.

Materiel Governance. DGMEPM and DGNSR, in conjunction with the Director of Naval Strategic Management (DNSM), will formalize Terms of Reference, authorities and responsibilities, and the governance structure for the management and reporting of materiel readiness and spares availability. This will include an analysis of the materiel management organizational structure to determine opportunities for more efficient staff and governance structures.

FMF and Base Logistic Workforce Analysis. Finally, DGMEPM and DGNSR will conduct a workforce study with the aim of understanding the organizational structures in the FMF and BLog. This study would include an analysis of the merits of the current command structure and the potential merits of a more integrated structure, and determine if those organizations are prepared to transition to the future materiel support environment which will see an increased use of In-Service Support contracts.

» Performance Measurement

The CSF within this strategic objective are two-fold. First, the RCN must identify early any possible capability gap between the Halifax Class and the CSC. Unlike the unforeseen gap in the RCN's replenishment capability, currently bridged through an iAOR, a combatant capability gap would be challenging to mitigate and the resulting impact on the institution would be significant. Second, is the necessity to develop an understanding, and ultimately an acceptance, of the increasing maintenance requirements of an aging fleet. Such an understanding will allow us to develop appropriate maintenance plans to sustain today's fleet until it is replaced by tomorrow's.

The achievement of this objective will be monitored through the following Key Performance Questions:

- How available is the Fleet?
- How serviceable is the Fleet?
- To what extent are we prepared to integrate the Future Fleet?
- To what extent are the FMFs and Naval Bases aligned?
- To what extent are we effectively operating two fleets during the transition period?





OPTIMIZE INDIVIDUAL TRAINING AND MILITARY PERSONNEL READINESS

This strategic objective is assigned to Comd MARPAC, as Assistant Chief of Naval Staff, Personnel and Training (A/CNS P&T).

Individual Training (IT) describes the core trade training that a sailor receives at each level of their career prior to being posted to an establishment position in a ship or special team. Effective IT is the foundation required for a sailor to be able to join and contribute as a trained sailor to a ship, submarine, or tactical unit, to competently take part in collective training, and therefore requires a measured approach to any change. The IT system must evolve to be more effective and produce well-trained sailors, but at the same time, that change cannot outpace the other interconnected systems within the CAF and RCN, such as the collective training system, as those outputs must remain synchronized.

For the purposes of this objective, it must also be noted that the Naval Training System transformation is already well underway. While challenges still exist, this continued evolution of the IT system presents an opportunity to optimize and modernize the training system, leveraging technology in order to provide more efficient and effective training delivery and management.

» Desired Impact

The IT and Military Personnel Readiness Logic model seeks to implement an integrated, sustainable One Navy military personnel & Naval Training System and to ensure that the navy effectively meets the operational military personnel demand. Accomplishing these outcomes will produce sailors who are prepared and competent to execute their duties at the tactical and operational levels, and ensure a healthy force structure that is contributing to RCN success.

There are several organizational outcomes that will enable these impacts. First and foremost is the realization of modernized and technology-enabled learning. This will be produced through the development of infrastructure plans. Additionally, the implementation of an effective training strategy requires sufficient candidates within the establishment to be trained. Therefore, it must be recognized that the success of the IT system requires an appropriate quantity of military personnel for the RCN to meet its targets, and that the personnel management system is managing these members effectively, particularly in instances where trade structures are being modified and modernized in order to meet future requirements.

The Naval Reserve plays an important part in delivering effect and in achieving personnel readiness across the RCN, and it contributes significantly to our operational successes. The task of continuing the modernization of the Naval Reserve's role through Naval Reserve Evolution is the responsibility of Comd MARPAC, supported by DGNSR and DGNFD. In order to ensure the continued contribution and health of the reserve force, Comd MARPAC will continue to optimize the military Personnel & Naval Training system. Supporting this end state will enable a Naval Reserve returned to a full establishment through the development of achievable growth and employment targets in order to support the skilled augmentation and special team role.



Initiatives

Naval Training System transformation. This first stage of IT optimization and modernization is already well underway. This initiative must be completed to enable and support the interrelated initiatives including the implementation of all new occupation structures and the realization of Naval Reserve Transformation.

Operational Personnel Management. Comd MARPAC will be responsible to produce sailors and officers employed in the right places, who meet the RCN personnel staffing and experiential requirements. This effort supports Formation and Fleet requirements, through an integrated One Navy concept, to plan and coordinate operational RCN military personnel management and to be responsive for tactical military personnel management. Comd MARPAC will examine, propose and implement options to create a separate organization to manage military personnel at the operational level.

Naval Reserve Evolution. Comd MARPAC, through the Commander Naval Reserve will continue the evolution and strengthening of the Naval Reserve to ultimately enable the fulfillment of its mission: providing trained Naval Reservists for employment at sea and ashore, in a targeted augmentation role. The Naval Reserve will offer full-time capability through part-time service. Success of this initiative relies on the RCN's ability to provide positive training experiences leading to common qualifications, exciting employment opportunities and meaningful career progression.

Comd MARPAC will work in conjunction with DGNSR to achieve this initiative as the health and growth of the RCN workforce, at the strategic level, is ultimately DGNSR's responsibility.

» Performance Measurement

The achievement of this strategic objective will be enabled by three CSF.

The evolution towards the Future Naval Training System relies heavily upon new infrastructure, and therefore the approval and funding of that infrastructure plan are critical.

Attaining desired military personnel readiness targets can only be achieved if the training system has a sufficient number of naval personnel available to be trained. Achieving promulgated growth targets for RCN personnel is considered critical.

Finally, in order to effectively manage the training of naval personnel, the RCN needs to thoroughly understand its personnel, their needs, and their experience and qualifications as they move through their careers. Therefore, an effective system for the tracking and management of personnel must be implemented.



The achievement of this objective will be monitored through the following Key Performance Questions:

- How well and efficiently does Naval Personnel and Training Group meet the RCN's IT requirements?
- To what extent is the Naval Reserve making progress toward milestone targets for growth, readiness and the delivery of meaningful naval employment?
- How well and efficiently does MARPAC meet the RCN's critical military personnel requirements?
- How well do course scheduling and loading processes permit rationalization, prioritization and optimization of training in support of collective and individual production requirements?

OPTIMIZE THE DELIVERY OF READINESS AND COMBAT EFFECTIVENESS

Responsibility for this strategic objective is assigned to Comd MARLANT, as Assistant Chief Naval Staff Afloat Training & Readiness (A/CNS AT&R).

The RCN operates in an environment of constrained resources, not only financial, but also in terms of people and availability of ships. As such, the RCN must manage priorities and schedules so as to ensure the optimal balance of combat effectiveness against materiel readiness (maintenance activities), and the availability of sea-going personnel. Overall, while we generate highly effective ships for deployed operations and missions assigned by the Government, our current methodologies need to continue to be modernized to reduce any resultant inefficiencies in the remainder of the fleet.

» Desired Impact

The desired impact of this Strategic Objective is for A/CNS AT&R to provide responsive, agile and combat-effective naval forces for Canada. This capability must be managed such that the RCN's combat effectiveness is sustainable into the foreseeable future.

Achieving and maintaining this level of readiness will require a careful balancing of the activities that enable a ready fleet. This means ensuring naval forces are flexible in their employability; sufficiently available to meet the Government's expectations; ready in terms of personnel, materiel and training, for employment; and proficient in the delivery of combat effectiveness. Production of a schedule that allows the RCN to balance these factors is the responsibility of the Director of Naval Force Readiness (DNFR). Through DNFR and the Director of Naval Operations and Plans (DNOP), A/CNS AT&R will produce an effective, pan-RCN schedule for both operations and maintenance. This balance currently occurs through the development and management of the Managed Readiness Plan (Maintenance), and the Force Assignment Schedule (Operations). The Force Assignment Schedule is validated through strategic-level governance chaired by DGNSR and informs the development of detailed schedules within each formation – acts as a pictorial of the coastal Fleet Schedules. The continued improvement of the naval scheduling process will increase the ability to deliver on readiness targets, and leverage the existing capability levels within the fleet at all levels of readiness. The desired output of an optimized and modernized scheduling process is an integrated, pan-RCN schedule integrated with enterprise systems (DRMIS & Business Intelligence). A scheduling system that achieves this will ensure that our ships are materially ready and that our sailors are adequately trained; the end result being the optimal use of both human and materiel resources to produce a capable, flexible fleet. As a further outcome of this line of business, the RCN will better be able to manage ships' programs as they move through the readiness cycle, allowing us to leverage greater effect from ships that are not destined for high-readiness operations.

As the RCN prepares to conduct an increased pace of Arctic operations, Comd MARLANT has been assigned as the lead for the development of concepts of use for the *Harry DeWolf* Class and Nanisivik Naval Facility, and Arctic exercise and operations planning in concert with Canadian Joint Operations Command (CJOC). A/CNS AT&R leads the Sea Training Group (STG), who are responsible for the delivery of collective training, and for assessing the readiness and combat effectiveness of ships and special teams proceeding through the readiness continuum. STG will continue to develop programs that optimize the delivery of collective training, allowing for efficient use of training resources, and expediting the progression through the readiness process. As part of this optimization, an investment into the modernization and expansion of our synthetic training capabilities must be undertaken. The ability to use a synthetic training environment to generate combat readiness will improve our ability to deliver on readiness targets while also increasing our flexibility by reducing our reliance on sea days as our primary means of conducting combat training.



Initiatives

Policy Development. As the key producer of readiness policy, A/CNS AT&R will continue to manage and produce warfare policy in concert with emerging threats and capabilities as well as producing the appropriate policy framework for the introduction of new vessels, specifically iAOR and AOPV, into the RCN fleet in order to allow for these new capabilities to be seamlessly integrated within the existing construct.

Scheduling Optimization. DNFR will continue the optimization of the naval scheduling process. In order to achieve the goals laid out under this objective, it is imperative that we are able to produce a pan-RCN scheduling process for both operations and maintenance. Rather than existing in the current form as a collection of standalone products, naval scheduling will move into an enterprise data environment which will enable the seamless integration of fleet scheduling into the business planning process, and allow for in-depth analysis through business intelligence.

Collective Training Modernization. STG will continue the refinement and development of improved Collective Training methods, including the use of synthetic training and an increased focus on Task Group operations, with the goal being to produce ready, combat effective forces in a timely and efficient manner.

DNOP Transformation. Comd MARLANT will integrate DNOP into their readiness line of business. This activity will include investigating reporting relationships, governance structure, and staff composition to ensure the effective management of combat effectiveness and Maritime Component Commander (MCC)-CJOC liaison at the strategic level.

Readiness Monitoring. In order to better manage readiness today, and the RCN's ability to generate future readiness, DNFR and STG, supported by the Command Analytics Support Centre, will continue developing a suite of analytical tools in order to have increased access to timely, objective data from which to make optimization decisions on the delivery of readiness and combat effectiveness.

» Performance Measurement

Given the breadth of responsibility captured under the provision of readiness and combat effectiveness, it is logical that there are several success factors that can impact this objective, and that not all of those factors reside within the control of A/CNS AT&R. In order to ensure success, the following CSF must be achieved: materially ready, and quality assured naval forces, to ensure they are ready and proficient for operations; in concert with A/CNS P&T - operational personnel management, to ensure there are enough, properly-trained individuals

ready for employment; and naval forces must train like they would fight in actual operations, to ensure that they are proficient within the conditions in which they would be called upon to succeed. Additionally, to assist with the optimized delivery of readiness and combat effectiveness, A/CNS AT&R must: promote a self-assessment and self-correction culture; work with Allies in order to share resources and to be prepared to seamlessly work together on operations; schedule operationally, to optimize the coordination and use of resources; and a successful brand must be maintained.

The achievement of this objective will be monitored through the following Key Performance Questions:

- How well are we meeting FP & R requirements?
- How proficient are naval forces across the pillars of: Personnel, Materiel, and Collective Training?
- To what extent are we able to maintain crew stability?





MAINTAIN MODERNIZED BUSINESS MANAGEMENT AND COMMUNICATION PRACTICES

Responsibility for this strategic objective is assigned to Deputy Commander of the RCN (DComd RCN) as the Vice Chief of Naval Staff (VCNS).

VCNS is responsible for all RCN business planning activities. As such, it is VCNS' responsibility to ensure the efficient use of resources, and that resource allocations are aligned to RCN priorities. As the RCN steadily moves towards an increasingly results-oriented and transparent financial management structure, it is important that we also adopt the same tools and practices that allow private sector businesses to effectively manage their resources.

This concept of requiring modernized practices is not, however, limited to fiscal management. VCNS, through the RCN Comptroller, is also responsible for RCN policies on safety and environmental matters. The consequences of failing to appropriately manage these policies can be severe, and we must ensure that we do everything possible to effectively implement, enforce, and manage these strategic policies.

Additionally, VCNS is responsible for RCN Public Affairs and Strategic Communications through DNSM. VCNS is therefore responsible for the implementation and execution of the RCN's Public Affairs and internal communications strategies. In an increasingly connected world, an effective communications strategy is more important than ever and as such, DNSM will ensure that strategic communications and Public Affairs products are effectively targeted and distributed via the most appropriate means.

» Desired Impact

The desired impacts of this strategic objective are to maintain modernized business management practices and modernized communication practices. Modernized business practices will allow the RCN to more effectively manage its resources, and be more responsive to potential safety and environmental issues. Modernized communication practices will enable us to better share strategic messaging, both internally and externally.

DNSM enables business management through the coordination and delivery of the RCN Business Plan, through the RCN Governance Framework, and the increasingly prevalent integration of Business Intelligence into decision-making processes. The RCN Comptroller, through in-year fiscal oversight ensures that the processes and expenditures taking place within these systems adhere to the appropriate regulatory constructs. Modernizing these processes and decision-making structures allows for senior RCN leadership to benefit from improved information thereby enhancing Command decision-making. This in turn allows for greater flexibility to reallocate resources towards priorities, under the Plan, Execute, Measure, and Adjust concept.

The modernization of Public Affairs and Strategic Communications practices will allow for an integrated approach to Public Affairs products, and a synchronized effort across the various communications platforms by which we pass our messages. This will increase the RCN's visibility and the public's knowledge regarding our activities conducted on their behalf.



Initiatives

Alignment of the governance, business planning and operational scheduling cycles. DNSM will align the RCN's governance cycle to ensure RCN readiness objectives and fleet missions as articulated in the Fleet Schedule are produced in a manner that ensures they are aligned with the resource allocation processes both in-year and as part of the 5-year rolling business plan. The efficient alignment of the business planning and resource management processes with the operational schedules planning cycle will enable the efficient engagement of decision-makers at the right time, with the right level of information.

Business Planning and Consolidation (BPC) Integration. DNSM will integrate the RCN business planning process into the Defence Resource Management Information System (DRMIS) through the implementation of BPC.

Business Intelligence Integration. DNSM will continue to lead efforts to enable the effective use of business intelligence throughout the RCN. This includes the need to continue progressing efforts to expose critical data to the SAP suite of tools.

Digital Business Transformation. DNSM will execute a digital business transformation initiative, migrating existing standalone processes and systems into Military Command Software and enabling its inclusion in the enterprise environment through DRMIS.

Integrated Strategic Communications Plan. RCN Public Affairs will develop an integrated, coordinated approach to Public Affairs and Outreach activities, implementing a strategy that encompasses all applicable media methods for messaging.

RCN Green Strategy. This strategy will be the RCN's first step in fighting climate change and the pursuit of innovation toward that end. It will identify key program outputs and guidance, across all functional areas. The intended outcome is an incremental but genuine movement towards a green culture and imbedding adaptation into our daily activities and business.

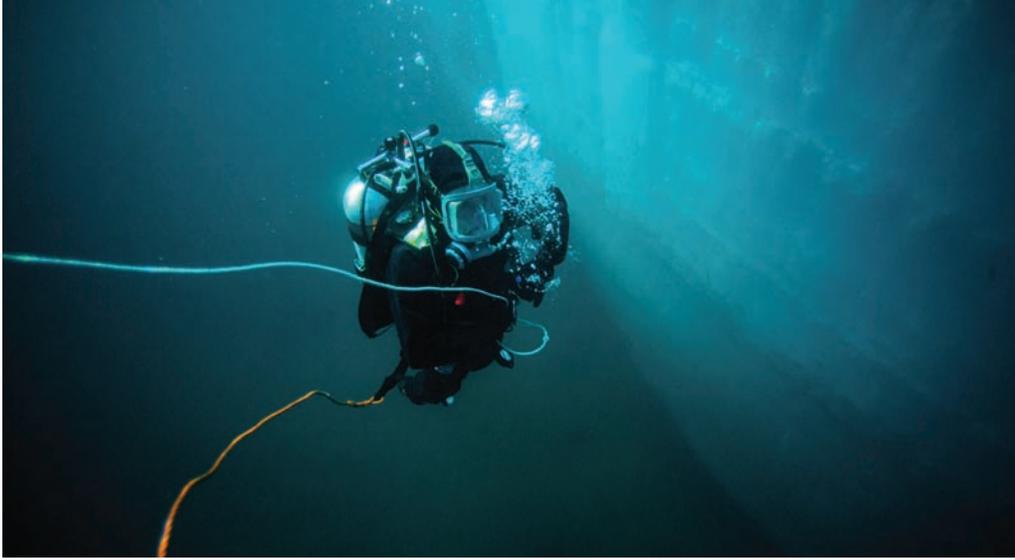
» Performance Measurement

The success of this strategic objective focuses on enabling decision-makers to make effective resource allocation decisions. The primary CSF is therefore a transition to an enterprise fiscal management system that provides accurate data and enables precise tracking and adjustment of in-year expenditures, through business intelligence. The achievement of this CSF hinges upon the RCN having full access to all required data through the aforementioned enterprise data systems.

The achievement of this objective will be monitored through the following Key Performance Questions:

- How well are we managing our resources?
- What percentage of business plan activity was executed in accordance with the plan?
- How well are business intelligence products supporting key decisions?
- How effectively do we communicate?





REPORTING ON THE STRATEGY

The *RCN Strategic Plan 2017-2022* will be evaluated through the lens of the Integrated Risk Management process, whereas the execution and performance measurement of the plan will be reported through the RCN Quarterly Reports and the RCN Governance Framework.

INTEGRATED RISK MANAGEMENT

Integrated Risk Management (IRM) is embedded within the processes for the development of the *RCN Strategic Plan 2017-2022*. IRM inherent within planning drives resource alignment, including people, money and effort, towards the reduction of key risks and the achievement of distinct strategic priorities. Monitoring risk is supported by way of periodic updates delivered by Risk Champions to the Naval Strategic Management Board. Moreover, IRM activities to support prudent risk-taking continue to grow within RCN strategic governance bodies.



The first key risk that needs to be monitored over the next five years is the health of the RCN workforce: Regular and Reserve Force military personnel and the civilian workforce. The overall workforce needs to both grow and be re-balanced across all components or the RCN will risk not having the workforce required to deliver, maintain, and operate the Future Fleet.

The second key risk that needs to be monitored is the balance between the operations and maintenance of the current fleet and the delivery of the Future Fleet. The RCN needs to balance the operation and maintenance of its fleets in order to ensure we avoid further gaps between current and future capabilities, and mitigate the existing ones.

RCN QUARTERLY REPORTS

As per business practices where Boards of Directors report to their stakeholders via quarterly reports, the primary means for reporting the *RCN Strategic Plan 2017-2022* is through the RCN Quarterly Report. This report will consist of reporting on the RCN's program results and, when appropriate, reporting on the continual improvement objectives. Quarterly Reports will be comprised of Business Intelligence visualization and analytics, supported by contextual assessment by the responsible authority. Quarterly Reports will be submitted to the Commander RCN in July, October, January and April.



RCN GOVERNANCE FRAMEWORK

The RCN Governance Framework is the system by which the RCN makes and implements decisions. Governance aligns our enterprise risks, our strategy and its activities, and our resources, allowing for a strategically focused decision-making process. The governance cycle will be synchronized with DND/CAF key decision points, in particular aligning naval scheduling with business planning processes.

NAVAL STRATEGIC MANAGEMENT BOARD

The Naval Strategic Management Board (NSMB) is the governing body that manages RCN resources and provides oversight to the *RCN Strategic Plan 2017-2022*. NSMB will analyze the performance of the plan, and make decisions to adjust the prioritization of in-year resource allocations.

In addition to NSMB, the DComd RCN will chair a bi-monthly meeting designed to coordinate with functional authorities the development and approval of logic models, POAMs, and performance indicators enabled through Business Intelligence.

NAVAL BOARD

Naval Board is the governing body comprised of senior RCN leadership to whom key issues regarding RCN performance are reported. Naval Board discussions and decisions will adjust the RCN plan and prioritize out-year resource allocations.

ADMIRAL'S COUNCIL

Admiral's Council is the RCN's highest level of governance. Commander of the RCN will lead discussions regarding RCN strategy, vision and necessary adjustments.

RCN FUNCTIONAL AUTHORITIES

COMMANDER OF THE RCN

The Commander of the RCN (Comd RCN) is responsible to the CDS to deliver ready Naval Forces. Comd RCN exercises command over formations and all units allocated to the RCN. Comd RCN also acts as the Chief of the Naval Staff (CNS), responsible to the CDS to provide advice in all naval and maritime affairs.

DEPUTY COMMANDER OF THE RCN

The Deputy Commander of the RCN (DComd RCN) acts as the Vice Chief of the Naval Staff (VCNS) and of the Rear-Admirals, he is *primus inter pares*. VCNS is primarily responsible to CNS for RCN resource allocation and management. VCNS provides direction for Naval Staff activities, addresses issues of strategic importance, and directs allocation of resources. VCNS is responsible for the development and promulgation of the RCN's Business Plan, the provision of Comptrollership oversight, management of the RCN Governance Framework, development and management of Business Intelligence tools, the implementation of the *RCN Strategic Plan*, and the coordination of Strategic Communications.

COMMANDER MARITIME FORCES ATLANTIC

As the senior RCN Commander in the Atlantic and Eastern Arctic region, the Commander of Maritime Forces Atlantic (Comd MARLANT) exercises command over assigned forces. Comd MARLANT exercises the duties of MCC for all RCN operational employment, leading the planning, support and execution of all aspects of RCN units assigned to CJOC led missions and operations. Comd MARLANT holds the position of Commander of Joint Task Force (Atlantic) (Comd JTF(A)) and Commander of the Halifax Search and Rescue region. As such, Comd MARLANT is responsible for the preparation and employment of assigned JTF(A) units in the conduct of domestic operations, the provision of regional support services within the Atlantic Region area of responsibility, and the coordination of Search and Rescue operations in the Halifax Search and Rescue Region.

Comd MARLANT is assigned the role of Assistant Chief of Naval Staff for Afloat Training and Readiness (A/CNS AT&R). In this role, Comd MARLANT is responsible for Collective and Operational Training for the RCN. Comd MARLANT is also the functional authority responsible for the pan-RCN management and coordination of Operational Readiness and Combat Effectiveness. Comd MARLANT is tasked with enabling force generators to meet assigned readiness states in accordance with CFCD 129 based on strategic direction from FP&R. Comd MARLANT is also responsible for the execution of international naval force generation. The planning for this force generation will still reside with each formation, but will be approved by the Maritime Component Commander for execution.

Comd MARLANT, through DNOP, provides advice with respect to the RCN fleet's combat readiness through operational liaison with the Strategic Joint Staff (SJS) and Canadian Joint Operations Command (CJOC).

Comd MARLANT is the functional authority responsible for the operational planning, support, and execution of pan-RCN Collective Training, with the aim of maintaining assigned readiness levels, in accordance with FP&R and other strategic direction. This includes the development and coordination of aligned operational and technical schedules. This also includes the prioritization of fleet schedule activities on both coasts.

Through the Commander Sea Training Group, Comd MARLANT is the functional authority responsible for the production and validation of operational readiness including oversight of collective readiness training, readiness validation, and stewardship over the RCN's core warfare competencies.



COMMANDER MARITIME FORCES PACIFIC

As the senior RCN Commander in the Pacific and Western Arctic region, the Commander of Maritime Forces Pacific (Comd MARPAC) exercises command over assigned forces. Comd MARPAC holds the position of Commander Joint Task Force Pacific (Comd JTF(P)) and Commander of the Victoria Search and Rescue Region. As such, Comd MARPAC is responsible for the preparation and employment of assigned JTF(P) units in the conduct of domestic operations, the provision of regional support services within the Pacific Region area of responsibility, and the coordination of Search and Rescue operations in the Victoria Search and Rescue Region.

Comd MARPAC is assigned the role of Assistant Chief of Naval Staff for Personnel and Training (A/CNS P&T). In this role, Comd MARPAC is the functional authority responsible for pan-RCN Individual Training, Individual Readiness (Naval Reserve) and the operation of the Naval Training System, including all RCN training establishments that provide individual training to sailors. Comd MARPAC is also the functional authority responsible for operational and tactical personnel management and reporting, including the operation of the Personnel Coordination Centres Atlantic, Quebec, and Pacific.

Through the Commander of the Naval Reserve (Comd NAVRES), Comd MARPAC is the functional authority responsible for the organization and management of the Naval Reserve.

Through the Commander Canadian Submarine Force, Comd MARPAC is the functional authority responsible for the management and operation of the Canadian Submarine Force, including individual training, personnel and materiel readiness.

DIRECTOR GENERAL NAVAL STRATEGIC READINESS

The Director General of Naval Strategic Readiness (DGNSR) is responsible for pan-RCN strategic-level personnel and materiel readiness.

DGNSR will provide strategic personnel, training, and administration policy for the RCN including liaison with MILPERSCOM to ensure CAF policy meets RCN requirements. DGNSR will also provide strategic management of current and future organization and establishment. This responsibility will include the health of RCN-managed occupations for both Regular and Reserve Forces, the establishment of production requirements leading to a Strategic Intake Plan, the establishment of occupation-specific training requirements and contribution to the development of viable occupation structures in support of the Future Fleet. DGNSR is also responsible for the development and management of the civilian HR plan.

Through liaison with DGMEPM and through the Director of Naval Logistics (D Nav Log), DGNSR is the functional authority for the pan-RCN strategic-level management of materiel readiness. This responsibility is shared with Director General of Maritime Equipment Program Management (DGMEPM), the RCN's Chief Engineer, and requires close liaison to effectively manage the RCN's materiel enterprise. DGNSR is also responsible for the management of the RCN supply chain, warehousing, contracting and procurement processes in order to ensure that the fleet is materially supported in order to meet directed readiness level.

DGNSR is responsible for overseeing support services, at the strategic level, both to fleet units and to personnel. In this regard, DGNSR will ensure alignment between both Bases and FMFs.

Through the Director of Naval Information Warfare, DGNSR is the functional authority responsible for pan-RCN Information Warfare and Naval Intelligence capabilities of today and, working with DGNFD, for those of tomorrow. This includes implementation of the RCN Cyber Strategy, coincident with the objective articulated in *Strong, Secure, Engaged* for the CAF to assume a more assertive posture in the cyber domain.

DIRECTOR GENERAL NAVAL FORCE DEVELOPMENT

The Director General of Naval Force Development (DGNFD) is responsible for the development of the future RCN Fleet. This includes the development of naval strategy, concepts and doctrine (including tactics), the identification of naval requirements, the project directorship of all capital projects for which Commander RCN is Sponsor and the introduction of new capabilities into service. DGNFD serves as the principle RCN office to support CAF capability-based planning and acts as the lead in coordinating infrastructure requirements and program delivery with Assistant Deputy Minister (Infrastructure & Engineering). Finally, DGNFD is charged with oversight of the RCN's experimentation, Science & Technology (in company with the Assistant Deputy Minister (Science & Technology)), and Maritime Innovation programmes.

DIRECTOR GENERAL MARITIME EQUIPMENT PROGRAM MANAGEMENT

The Director General of Maritime Equipment Program Management (DGMEPM) is responsible to the Assistant Deputy Minister (Materiel) but maintains a unique reporting relationship to Comd RCN as the RCN's Chief Engineer.

As the RCN's Chief Engineer, DGMEPM is the Naval Materiel Authority, and shares the responsibility for the management of strategic materiel readiness with DGNSR.

CONCLUSION

The *RCN Strategic Plan 2017-2022* aims to align the RCN mission, vision, and objectives with those set by the Minister of National Defence and CDS. Its purpose is to ensure that the entire RCN Enterprise is aligned in delivering on key portfolios and objectives. With a concerted effort to communicate intent and to ensure ***People First, Mission Always***, the RCN, as an institution, will continue to be ***Ready to Help, Ready to Lead and Ready to Fight***.



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ANNEX A

RCN STRATEGY MAP

CAF Values	Integrity – Loyalty – Courage – Stewardship – Excellence OPERATION HONOUR					
CAF Vision	STRONG, SECURE , ENGAGED CANADA'S DEFENCE POLICY					
Core Missions	Detect, Deter, Defend against threats to Canada	Detect, Deter, Defend against threats to North America	Lead and/or contribute to missions ISO of global security	Lead and/or contribute to international peace operations		
	Engage in capacity building with allied partners	Provide assistance to OGDs ISO national security and security of Canadians abroad	Provide assistance to civil authorities and NGOs in responding to disasters and emergencies	Conduct SAR operations		
Strategic Outcomes	Canadian Security and Prosperity	Global Stability	Rules based International order			
Defence Priorities	Well supported, diverse, resilient people and families	Inclusion and Diversity	Fixing Defence Funding	Defence Diplomacy		
RCN Code of Conduct	Duty – Integrity – Loyalty – Courage					
RCN Vision	READY TO HELP – READY TO LEAD – READY TO FIGHT					
RCN Mission	To prepare combat-effective Naval Forces that support Canadian interests at home and abroad					
RCN Goals	MAINTAIN EXCELLENCE AT SEA EVOLVE THE BUSINESS OF OUR BUSINESS			TRANSITION TO THE FUTURE FLEET INSPIRE AND SUPPORT THE RCN TEAM		
	PEOPLE FIRST, MISSION ALWAYS					
RCN Strategic Objectives	Deliver the RCN's Future Fleet Business Owner: DGNFD	Recover and Rebalance the RCN Workforce and Enable Support to the RCN Team Business Owner: DGNSR	Improve the Delivery of Materiel Sustainability for the RCN Fleet Business Owners: DGNSR & DGMEPM			
	Optimize Individual Training and Military Personnel Readiness Business Owner: A/CNS (P&T)	Optimize the Delivery of Readiness and Combat Effectiveness Business Owner: A/CNS (AT&R)	Maintain Modernized Business Management and Communication Practices Business Owner: VCNS			
DND's Departmental Results Framework	Operations	Ready Forces	Defence Team	Future Force Design	Procurement of Capabilities	Sustainable Bases and IT Systems and Platforms
RCN's Results Framework	Ready Naval Forces		Naval Force Development		Naval Bases	

ANNEX B

THE RCN RESULTS FRAMEWORK

The DRF will provide evidenced based performance information and reporting, and enable smarter resource allocation. It enables reporting up and out but also facilitates the management of the RCN down and in. The RCN is currently developing the RCN Results Framework to further articulate the expected result in each RCN program. RCN organizations are expected to submit their plans IAW the new RCN Results Framework which supports the RCN DRF programmatic outputs and immediate outcomes through the three program responsibilities and their associated program segments. The Framework incorporates the elements of the NOM, and once complete will replace both the *5F model* and the Program Activity Architecture for reporting and planning.

PROGRAM	SEGMENTS	DELIVERY OFFICER	PROGRAM OFFICIAL
Ready Naval Forces	Naval Collective Training	A/CNS AT&R	CNS
	Naval Individual Training	A/CNS P&T	
	Naval Equipment Servicing (includes materiel)	DGMEPM	
	Naval Readiness Management	VCNS	
Naval Force Development	Conceive	DGNFD	CNS
	Design		
	Build		
	Manage		
Naval Bases	Base Administrative Services	DGNSR	CNS
	Base Operations and Emergency Services		
	Base Logistic Services		
	Base IM/IT Services		
	Base Environmental/ Safety Services		