



**THE  
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**AFCEAN**  
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**Capt(N) Kevin D.W. Laing**

**Commandant, Canadian Forces Experimentation Centre (CFEC)**

**The Canadian Forces Experimentation Centre**

*November PD Meeting Presentation, reported by Bill Hawken*

### *PD Presentation Report*

Capt(N) Laing opened by saying that he was pleased and honoured to speak to AFCEA Ottawa, informing his audience that he is looking forward to the opening of a new CFEC building at the Shirley Bay Campus in the near future. He explained that the aim of his presentation was to provide an overview of CFEC, Canada's developing Joint Concept Development and Experimentation capability, activities and future. He began by highlighting CFEC's Mission:

"As the Centre of Excellence for Joint Concept Development and Experimentation, CFEC will lead the exploration of emerging concepts and the experimentation of capabilities that support CF transformation."

He then outlined the various means CFEC uses to explore new ideas and develop joint concepts intended to provide future capability for a transformed CF, to be explained during the course of the presentation.

Capt(N) Laing set the stage by outlining various major initiatives of CF Transformation, including the stand-up of Canada Command (CANADA COM) for domestic regional operations and the Canadian Expeditionary Force Command (CEF COM) for command and control of Canadian Expeditionary Operations, including development of a High Readiness Standing Contingency Task Force. He also covered the re-alignment and refinement of force generation and development activities, the promotion of a greater interagency "Team Canada" approach to operations and application of "effects-based" and "net-enabled" concepts of operations.

He posed the question "Why CF Experimentation?" and answered it by explaining how the world has changed, e.g. increasing worldwide terrorism, requiring the CF to adopt new operating concepts (continued on page 2)

### **Upcoming Events**

#### **Luncheons:**

**January 10<sup>th</sup>, 2006, Army Officers' Mess Speaker: Art Pelletier, EDC**

**February 7<sup>th</sup>, 2006, Army Officers' Mess**

*Chapter website:* [www.afceaottawa.ca](http://www.afceaottawa.ca)

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## The Canadian Forces Experimentation Centre

(continued from page 1) and force structures to meet new roles. CFEC will: identify promising concepts, methods, technology & benefits; minimize risk and identify implications (training, infrastructure, etc) of major change/transformation; apply scientific methodology; and test new concepts without affecting current operations. He highlighted the fact that experimentation is not an exercise, operation or project, and is therefore naturally much more risk and failure tolerant. Bottom line: a more coherent, logical and transparent force development process that reduces acquisition risk and timelines.

He then showed the CFEC development timeline, beginning with the Canadian review of the Revolution in Military Affairs in 1998. He noted that CFEC stood up in 2001, recognized as an independent unit in 2002, and achieved its initial operational capability with limited experimentation capability in 2003. Full operational capability is anticipated in 2008, delayed by the need to add a fourth floor to the CFEC building to meet demand.

He then explained the Canadian strategic, joint and environmental Concept Development and Experimentation hierarchy, noting that the situation will change when CFEC moves to Chief Force Development as a result of CF Transformation, resulting in new interactions in the transformed organization, i.e. "stay tuned".

He gave a brief overview of the CF Experimentation Network linking CFEC with various sites in the defence operational, R&D and other government department (OGD) communities, and then went on to show its linkage to the Combined Federated Battle-Lab Network (CFBLNet), using multinational networks connecting a number of allies, NATO HQs and others.

Capt(N) Laing then moved on to cover specific CFEC activities, starting with work in the Command, Control, Information and Intelligence (C2I2) area. CFEC is looking at capabilities and shortfalls, has determined that C2 and sustainment need attention, pending a yet-to-be-developed joint operational concept for guidance. Experimentation activity is focused on C2I2, especially interoperability with allies and other government departments. CFEC work is guided by a hypothesis: If CF are to remain interoperable with transformational allies, then CF will have to identify, investigate, evaluate, modify and adopt transformational C2I2 concepts applicable to future CF ops. This area is under continuous concept development and refinement and therefore, current focus is on promoting interoperability with coalition partners. Significant concepts include Effects Based Approach (EBA) and Net Enabled Operations (NEOps). Some means of evaluation employed by CFEC are: Research & Studies, Multinational Experimentation (MNE), Coalition Warrior Interoperability Demonstrations (CWID), Wargaming, National experimentation activities and the Atlantic Littoral ISR Experiment (ALIX) to explore Integrated Intelligence, Surveillance and Reconnaissance (ISR) Architecture (IISRA) requirements. The aim was to integrate and exploit multiple sensors in the integrated architecture, including assessment of Uninhabited Aerial Vehicle (UAV) deployment. ALIX was the first network-enabled operations (NEOps) experiment and it helped participants understand the potential of a NEOps environment. ALIX permitted development of an all-source Army/Navy/Air Common Operating Picture in a classified domain, and highlighted the potential for government-wide use over the unclassified CANMARNET to allow OGDs access to near-real-time information via a web-based portal. He showed examples of the wide range of imagery, unit status and other information available on the site to facilitate situational awareness, along with a "lessons learned" repository.

Capt(N) Laing then summarized the findings from ALIX, including: UAVs are viable platforms for integration into the domestic airspace picture but operation north of 60 is presently not practical for real-time surveillance due to reliance on geo-stationary satellite communications; the Remote Viewing Terminal concept for various platforms, tested on the Aurora, at-sea onboard a Tribal class destroyer and on the ground with the land force Commander, was validated pending development of a viable display; and while a robust network can be built without difficulty, robust networking poses a major challenge - dealing with the issues of collection, indexing and timely, accurate distribution of the flood of information.

Speaking of future CFEC development, he said the CFEC facility will be wired such that the whole building can operate as a battle lab. Other partners in the building include DRDC (its Future Force Synthetic Environment and the Information Operations group), the Air Experimentation Centre and a future capability that will be oriented to better integrate joint concept development, experimentation, doctrine development and lessons learned. This last capability is a new partner and has been generated by the new CDS' efforts to transform the CF. This spawned the requirement for the fourth floor in the experiment facility as it only makes sense to co-locate it with CFEC. In his personal view ("TWATL" – The World According To Laing), as Canada is pursuing a 3-D (Defence, Diplomacy, Development), "whole of government" strategy, there is a requirement for greater interagency/whole of government involvement in this latter effort. As a consequence, while "warfare" may be the *raison d'être* of the military, it will likely be conducted in a more holistic, "Team Canada" approach and that is why such a facility should be considered in broader terms such as "Defence Development Centre." As well, he expects that the existing secure, high bandwidth CF Experimentation Network (CFXNet) that connects the DRDC labs, the services warfare centres and Staff College in Toronto will evolve into a multi-layered capability to accommodate those presently unable to use it for various technical, operational or security reasons.

Finally, looking forward to his proposal for CFEC's Full Operational Capability (FOC), he outlined FOC staffing and organization and explained his vision of how the CFEC would become the core of a CF Defence Development Centre comprising several battle labs.

(cont on p. 3)

**AFCEA Membership Information**

For information about joining AFCEA, or to make changes to your membership profile (e.g. change of address), visit the AFCEA International website at [www.afcea.org](http://www.afcea.org) - click on "Join/Renew" or check the Portal.

If you should encounter problems, call 703-631-6158 or email [services@afcea.org](mailto:services@afcea.org).

**January PD Meeting:**

**Tuesday, January 10<sup>th</sup>, 2006 at 12:00 noon**

**Army Officers' Mess, 149 Somerset Street, Ottawa**

**Speaker: Art Pelletier, EDC**

**Topic: Business Continuity**

**Luncheon Sponsor: Nasittuq**

**Cost:** \$5.00 for government; \$15 for industry.

**To Register:**

Fill out the [Meeting Registration Form](#)

[Pay for Meetings with Credit Card](#)

or by email at [info@afceaottawa.org](mailto:info@afceaottawa.org)

or by calling 721-6031.

**Deadline for registrations is Friday, January 6<sup>th</sup>, 2006**

**For more information please call 721-6031.**

(from page 2) Capt(N) Laing concluded by looking ahead to the next major event, the upcoming June 2006 CWID. He spoke of the challenges of meeting the CFEC mission and his constant search for qualified personnel. He said that CFEC is a busy organization, which he believes is achieving its mission.

Capt(N) Laing then took questions from the audience. Asked about the classification level of ongoing work, he replied that most work is unclassified, but that some experimentation work is conducted at the Secret level. He noted that CFEC is slated to have its own Secure Compartmented Information Facility (SCIF) to allow work at the Top Secret level.



**Ottawa Chapter Past President Debbie Wolfenden thanked Capt(N) Laing for his presentation**

Asked if industry can play a role, he said that industry is a fully integrated partner with the CWID, noting that CWID 2006 will include ten Canadian technologies.

To a question regarding the relationship between CFEC and the R and D community, he replied that there are four Defence Scientists working at CFEC and that both DRDC and CORA support every aspect of CFEC's activities from human-machine interfacing to operationalizing of experiments. He emphasized that everything in experimentation revolves around people and that the interaction of people with systems is at the heart of CFEC's work.

Capt(N) Laing then expressed his thanks for the invitation and opportunity to speak to the AFCEA Ottawa Chapter.

[Capt(N) Laing's presentation slides will be found at <http://www.afceaottawa.ca/presentations.htm>, Ottawa Chapter.]

### AFCEA Canada Executive Breakfast

On 8 December 2005, AFCEA Canada was honoured to have Mr. Michel Brazeau, Executive Vice President of EDS Canada as our guest speaker at the Executive Breakfast. Mr. Brazeau spoke to us about the *Trends in IT Procurement in Militaries around the World*. Mr. Brazeau started by sharing with us a thought from the Minister of National Defence, The Honourable Bill Graham, that when he became Minister, he never imagined that procurement would be his focus, but it became his number one priority to support the deployment and return of our men and women in the Canadian Armed Forces.

In his presentation he covered three simple trends – What to Procure, How to Procure and what Governance is required to manage procurement and service delivery.

He outlined some of the trends which are occurring in many of the militaries: e.g. operations are taking a higher priority; personnel are difficult to find, train and retain; and all are under constant budget pressures. Add this to the rapid change in technology and the difficulties on what to procure become clear.

In answering the “WHAT” question, he suggested that there was a need for a shift to capabilities and outcome procurement. There was also a need towards a common services approach to drive costs out and efficiencies up. Mr. Brazeau suggested that militaries need to leverage suppliers for the non-operational tasks and that there are many examples in the world where industry helps to recruit, train, maintain and provide essential in-theatre services.

Concerning the “HOW” to Procure, Mr. Brazeau suggested that we need more innovative contracting mechanisms and that requirements should be outcome based. He cited examples where governments break IT requirements into small packages to ‘reduce’ the risk, but increase the risk of getting a good overall solution when there is no one responsible for the integration. Everyone becomes more involved in managing their individual piece and no one is looking at the operational outcome. He also suggested that governments need to start looking somewhere else besides at the lowest priced proposal and coined the phrase “Risk Adjusted Whole Life Cycle Costs” as one way to do so. On risk sharing he stated that this can and should be done, but do not try to give away a risk that really belongs to you. His final point here was to ensure that industry is included in the requirements discussion and then let industry find the right implementation.

His last point was on governance and how militaries and industry need to establish a joint approach to problem solving including sharing joint visions, objectives and a code of conduct.

AFCEA is very grateful to Mr. Brazeau for his insight into the procurement problems which are common to many military organizations.

The AFCEA  
Ottawa  
Chapter would  
like to express its  
continuing  
gratitude to  
TIME ICR for  
providing its  
voice message  
system.



From Left to right  
BGen (ret'd) Bob Martineau, Allstream, Chair of the  
AFCEA Canada Program Management Committee  
Tony Baldock, VP Public Sector, Canada, Computer  
Sciences Corporation and a member of the AFCEA  
Canada Council of Advisors.  
Mr. Gilles Dupont, CEO and Chair of the AFCEA  
Canada Council of Advisors  
Mr. Michel Brazeau, VP EDS Canada.



Marv Sywyk, General Manager AFCEA  
Canada (left) and Mr. Stephane St. Amour  
(right) representing Design Fabrications.  
Marv congratulated them on being a Cor-  
porate Member of AFCEA.

### *Reader Feedback and Newsletter Submissions*

In keeping with Chapter direction to bring more discussion to the areas of professional development and to broaden the scope of the AFCEAN newsletter, we would welcome your comments, articles and other contributions. All are encouraged to submit items of topical or general AFCEA interest (contracts and awards, promotions, upcoming events and courses) to the Editor for publication. Original articles which you the members may wish to submit or comment upon for publication are most welcome. Please take advantage of this opportunity to let AFCEANs worldwide know what you and your Chapter are doing. If you have any questions concerning the appropriateness of a submission please contact the AFCEAN Editor Bill Hawken at 841-2912 or [hawkenw@hotmail.com](mailto:hawkenw@hotmail.com)