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**GENERALISTS OR SPECIALISTS:
SHOULD THE RCA ADOPT TWO MOSIDS?**

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SERVICE PAPER - ÉTUDE MILITAIRE

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AIM

1. The aim of this service paper is to propose a way forward for a restructure of the Royal Regiment of Canadian Artillery's (RCA) Military Occupation Structure Identification (MOSID) of officers and non-commissioned members (NCM) to the Director of Artillery. This service paper proposes a MOSID structure that will support the RCA to better meet its current mandate as well as meeting its future commitments outlined in *Strong Secure Engaged (SSE)*.

INTRODUCTION

2. The current structure of having one MOSID for officers, 00179 - Artillery Officer, and one MOSID for NCMs, 00368 – Gunner¹, is ineffective and unsustainable for the future. The RCA already has multiple roles and responsibilities within the current construct, however, *SSE* added a strategic goal of putting more emphasis on targeting² and that the Canadian Army will “Acquire ground-based air defence systems and associated munitions (GBAMD) capable of protecting all land-based force elements from enemy airborne weapons.”³ The RCA is a key stakeholder in the targeting community and will be the trade primarily responsible for GBAMD. With two significant additions to the RCA's mandate, this service paper demonstrates that the artillery has become too *generalist* and requires an MOSID restructure in order to better meet future demands. A problem definition paper (PDP)⁴ was written this past spring, and it supports the theory that a restructure of the MOSIDs is necessary.

3. The RCA has previously had two different MOSIDs, one for Field Artillery (FA) and one Air Defence (AD). When the CA divested the last remaining GBAMD capability, the Air Defence-Anti Tank Systems (ADATS), in 2012⁵, it led to multiple changes to the RCA construct. Firstly, the 4th Air Defence Regiment, RCA was renamed to the 4th Artillery Regiment (General Support) (4 Regt (GS)) and the FA and AD MOCs were combined for both officers and NCMs.⁶ This led to RCA officers and NCMs being responsible for advising and providing expertise in lethal fires, non-lethal effects, Surveillance Target Acquisition (STA), Targeting, and now Air Defence/Air space.

¹ Department of National Defence, A-MD-154/000/FP-000, *Task Statement for Military occupational structure identification* (Ottawa: DND Canada, 2012), Annex D.

² Government of Canada, *Strong Secure Engaged*, (Ottawa: Department of National Defence, 2017), 33.

³ *Ibid*, 37.

⁴ Marc Lafortune, “The Royal Regiment of Canadian Artillery Military Employment Structure Review Problem Definition Paper – Artillery Officer (00179) & Gunner (00368)”, (Ottawa: Department of National Defence, 2019).

⁵ David, Pugliese, “The Sun Sets on some Defence Systems: The 2012 Budget cut a swath through the Defence Department,” *Esprit De Corps* 19, issue. 6 (2012), 8-9.

⁶ R. Read, *Artilleryman (ARTYMN) - Military Employment Structure Implementation Plan* (Department of National Defence: DPGR 004/12, 13 September 2012).

4. This service proposes a re-structure consisting of the adaptation of the two current MOSIDs into four, two for officers and two for NCMs, with the addition of sub-occupations for NCMs in order to assist the RCA in becoming better *specialists* within a *generalist* domain. The proposed MOSIDs would be called “Close Support Artillery Gunner,” “Deep Support (DS) Artillery Gunner,” “Close Support Artillery Officer,” and “Deep Support Artillery Officer.” The Canadian Armed Forces (CAF) use the Military Employment Structure (MES) to describe how the occupations of the CAF are regulated. In order to change aspects of the MES, a PDP must be written⁷. The RCA has already written a PDP identifying the need for a study into the current Artillery MOSIDs and the Director Personnel Generation Requirements (DPGR) 2 – Artillery Subject Matter Expert is currently in the *identification* phase of the study⁸. This paper offers further options by firstly analysing the functions of CS and DS Artillery, as well as the newly proposed NCM and Officer MOSIDs, and finally providing recommendations.

DISCUSSION

5. The regular force artillery is composed of three Close Support (CS) Regiments (1st Regiment, Royal Canadian Horse Artillery (RCHA), 2 RCHA and 5^e Régiment d’artillerie légère du Canada), one General Support Regiment, 4 Regt (GS) and the Royal Regiment of Canadian Artillery School (RCAS). The Regiments are already organised to allow a smooth transition to the proposed MOSID restructure.

6. Close Support. CS Artillery is defined as “the timely and intimate [effect] that is provided to the supported formation or unit . . . integrated with the fire, movement and other actions of the supported force.”⁹ This is the traditional definition, and for the most part, the CS Regiments still offer this to their supported arm. CS Regiments are broken down as follows: two gun batteries (Bty), one STA Bty, one Observation Post (OP) Bty, and one Headquarters and Services (HQ&S) Bty.¹⁰ All three CS Regiments are equipped and organised to meet the definition above.

7. General Support/Deep Support. The traditional definition for GS Artillery is defined as “artillery which executes the fires directed by the commander of the unit to which it organically belongs or is attached. It fires in support of the operation as a whole”¹¹ Canada’s only GS Artillery Regiment, the 4th Regt (GS), is composed of an HQ&S Bty, three composite Btys that have an STA and Airspace Coordination capability, and a Regimental HQ that maintains a Fire Support Coordination Centre

⁷ Department of National Defence, A-PD-055-001/AG-001, *The Canadian Armed Forces Military Employment Structure* (Ottawa: DND Canada, 2015), 5-1.

⁸ Telecon between DPGR 2 and Maj Lanouette, 21 Oct 19.

⁹ Department of National Defence, B-GL-371-001/FP-001, *Field Artillery Doctrine* (Ottawa: DND Canada, 1999) 6.

¹⁰ T.J.B. Bishop, “Modernizing the Royal Regiment of Canadian (RCA) in support of Adaptive Dispersed Operations”, Presentation, Ottawa, On, 2015.

¹¹ Department of National Defence, B-GL-374-001/FP-001, *General Support Artillery in Land Operations DRAFT* (Ottawa: DND Canada, 2019), 1-3.

(FSCC), STA Coordination Centre (STACC), and an Airspace Coordination Centre (ASCC) made to support Division HQs.¹² With its current role, but mainly because it does not contain any firing capability, the 4th Regt (GS) is not a traditional GS Artillery Regt. This author accepts that and proposes a renaming of 4th Regt (GS) to 4th Regt (Deep Support) with the following mission statement: *Through the use of multi-purpose Coordination Centres (FSCC, ASCC, and STACCs), divisional STA assets, and joint targeting, the 4th Regt (DS) will provide planning and advice as well as assets that are responsible for fighting the Deep battle in support of Canadian Army Operations.*

8. If we accept that the roles of CS and DS Artillery are fundamentally very different, then the officers and NCMs should not be receiving the same general training for both roles.

9. CS Artillery Gunners. The current soldiers of the gunner MOSID within a CS Regt generally spend one year in a gun Bty upon arrival after their Developmental Period 1 (DP 1). The DP 1 qualifies all gunners as gun line soldiers. Afterwards they are typically split into a “stream,” that are roughly aligned with the different sub-units of a CS Regt: gun, STA, or Observation Post. Members might, from time to time, change stream; however, for the most part, they will spend the majority of their career progressing through the developmental period model of their respective stream as shown in Annex A. For CS Artillery gunners, it is recommended that the streams become formalised sub-occupations. The current training and employment model works rather well; however, career management becomes an issue when trying to compare the different streams within a single MOSID. Going into the details of the different streams goes outside the scope of this paper, but as shown in Annex A, it is evident that the streams are all fundamentally different. The MES states that sub-occupations can be created when there is a need for “. . . unique requirements for which it is neither effective nor efficient to train all members of the occupation”¹³ The streams are so different and specific that they all require their own Assistant Instructor-In-Gunnery (AIG) course and specialists. In order to ensure a common understanding at senior levels however, all streams are combined at the DP4 level for the Battery Sergeant Major course, and this should not change with the newly proposed sub-occupations.

10. DS Artillery Gunners. For the DS Gunner MOSID, it is again proposed that three sub-occupations are created: STA, AD/ASCC, and Targeting. Currently, the soldiers that are sent to 4th Regt (GS) after their gun line DP 1, are also broken down into streams, either STA or AD/ASCC. However, some of them are trained in both streams for redundancy, but also because Canada has no GBAMD capability.

a. Sub-occupation GS STA Gunner. STA responsibilities for CS and DS are fundamentally different. CS STA assets will primarily focus on local counter-battery detection and Intelligence Surveillance Target Acquisition and

¹² P.A. Little, “4th Regt (GS), RCA” Brief to the Royal Canadian Artillery Association, Ottawa, On, 20 Sep 2018.

¹³ *Canadian Armed Forces Military Employment Structure*, 3-2.

Reconnaissance (ISTAR) at the brigade level; with a limited targeting capacity.¹⁴ Further, Unmanned Aerial Systems (UAS) are often used like forward observers in order to conduct calls for fire. Moreover, STA assets from a CS Regt can often be attached to maneuver units within a brigade. For DS STA, assets such as Medium-Range Radars and UAS are normally maintained at a divisional level. STA planning and the use of STA in a DS role is very different than in a CS role. The force development of STA gunners should reflect that. However, as it stands currently, all STA streamed soldiers receive the same training whether they go to a CS or GS regiment. It is recommended that different Training Plans (TP) be developed for STA courses focusing on DS operations.

b. Sub-occupation DS AD/ASCC Gunner. Even though the CAF does not currently own any GBAMD capability, the RCA decided to continue teaching the AD doctrine in order to maintain the skills and knowledge within the corps. ASCC courses also exist and have remained as a task for the 4th Regt (GS). Annex C shows that a structure already exists for the AD/ASCC stream, therefore the creation of this sub-occupation could be done with relative ease. There would be a requirement to add training when Canada receives the GBAMD capability as mentioned in *SSE*.

c. Sub-occupation DS Targeting Gunner. This is arguably the most difficult specialty to convert into a sub-occupation. Canadian doctrine defines targeting as the “process of selecting and prioritizing targets and matching the appropriate response to them, taking into account operational requirements and capabilities.”¹⁵ This can be further refined as selecting the means, lethal or non-lethal, for prosecuting those targets that would be used to achieve a certain intent.¹⁶ Presently, gunners from both CS and GS Regts are required to Force Generate targeting specialists and targeteers. There are several targeting courses that officers and NCMs take to become proficient within the targeting community. Courses range from the Joint Tactical Targeting Course given by the Land Targeting School to more *Operational* and *Strategic* targeting courses given by the Canadian Joint Warfare Centre.¹⁷ Further, the RCA is often required to fill hard targeting positions from a Force Employment perspective on operational tours. An argument can be made that CS artillery would also require targeting specialists. However, targeting at the CS level would be confined to a Canadian Mechanised Brigade Group, where the majority of targeting being dynamic or combat engagements. Therefore, a specific sub-occupation for targeting expertise at the CS level is not required; rather CS Gunners could take the necessary

¹⁴ Department of National Defence, B-GL-373-001/FP-001, *Artillery Surveillance and Target Acquisition in Land Operations* (Ottawa: DND Canada, 2016), 1-1-1.

¹⁵ Department of National Defence, B-GL-352-000/FP-001, *Canadian Forces Manual of Land Targeting* (Ottawa: DND Canada, 2015), 11.

¹⁶ Adam James, “Targeting Does not Require a MOSID” (Joint Command and Staff Program Service Paper, Canadian Forces College, 2017), 2-3.

¹⁷ Canadian Forces Warfare Centre, *Targeting Courses Cheat Sheet*, https://collaboration-cjoc.forces.mil.ca/sites/jtic/Course/20160909-UU-Joint%20Targeting%20Courses%20Cheatsheet_V1.pdf

targeting courses. More analysis is required in order to define the career progression model for this sub-occupation, however, with the current courses available, and positions required to fill, it should be easy to define.

11. Artillery Officer. All officers of the RCA conduct their DP 1.1 and 1.2 training that focuses on gun line operations and positions such as reconnaissance and command post. Officers are then posted to either the RCAS, one of the CS Regts or the 4th Regt (GS). There is a belief that artillery officers should remain *generalists* and NCMs should be *specialists*. As a whole, the author agrees, however, as the capability portfolio of the RCA is rapidly evolving with the procurement of new capabilities, there is scope to further specialise our officers with the separation of the current MOSID 00179 – Artillery Officer.

a. CS Artillery Officer. Currently and as per Annex B, after a certain time within a gun Bty of a CS Regt, officers progress onto one of their DP 2 courses, either the Forward Observation Officer (FOO) or the STA Officer. Afterwards, officers, whether FOO or STA, conduct the DP 2 Artillery Operations (Arty Ops) course. This course focuses on planning the tactical employment of artillery. Moreover, it exposes officers of different streams to the various Coordination Centres. An argument can be made that this course is still too focused on the more traditional FSCC and instead provides only rudimentary exposure to the STACC and ASCC.¹⁸ This course, along with the Bty Commander (BC) course, are both trying to provide too *general* of an approach to training. The current BC course again provides exposure to STA and AD concepts but it is currently too focused on traditional FA.¹⁹ The course is arguably only useful to those who will command a Gun Bty or an OP Bty in a CS Regt; leaving those who command an STA Bty, HQ&S Bty or Btys at the 4th Regt (GS) with inadequate training. That means only nine of 19 Regular Force BCs who are properly prepared to command their Btys. It is recommended that for CS Artillery Officers that two streams remain, either Field (Gun and OP) and STA. Moreover, rigorous STA training and PO checks need to be introduced to the BC course for those selected to be STA BCs.

b. DS Artillery Officer. Like a CS Artillery Officer, it is proposed that a DS Artillery Officer would have the opportunity to follow two streams. Similar to the DS STA NCM sub-occupation, an STA stream should exist for DS Officers. It is further recommended that DS STA Officers have the opportunity to specialise in targeting but not necessarily as a separate stream. A separate stream is required for AD/ASCC however, especially with the addition of GBAMD in the near future. These officers should still be required to do the Arty Ops course, however,

¹⁸ Department of National Defence, A-P1-002-CCO/PG-B01, *DP 2 Artillery Operations Officer Training Plan* (Ottawa: DND Canada, 2015), 1-4/5.

¹⁹ Department of National Defence, A-P1-002-A3A/PH-B01, *DP 3 Battery Commander Training Plan* (Ottawa: DND Canada, 2013), i-iii.

a separate BC's course would be necessary for those selected to command an AD battery when Canada gets the capability.

c. In the past, when there were two trades for officers, all officers would complete Phase 3 (now known as DP 1.1 with modifications to the TP) which was also focused on gun line operations. Afterwards, FA officers would complete their phase 4 and continue their progression as it is known today. AD officers would complete an AD specific phase 4 before being posted to 4 AD Regt. It is proposed that a similar model be used if a DS Artillery Officer MOSID be created. Both CS and DS Officers would complete a common DP 1.1, and then CS officers could go on to complete the DP 1.2 FA Troop Commander (TC) course. For DS officers, they would either complete a DS STA or an AD TC course. Some may argue that by separating the current officer trade, we are further specialising artillery officers, thereby creating problems at the senior officer level. However, the benefits of doing so far outweigh the costs, specifically at the tactical and operational levels. To further counter that *specialist* officers are not as valuable at the senior levels, an artillery officer DP 4 course could be created and given at the LCol level. It would mainly be a staff and planning course bringing together all concepts of CS and GS artillery. This course would qualify individuals so they would be comfortable enough to advise Division commanders or higher on both CS and DS to an acceptable *generalist* level.

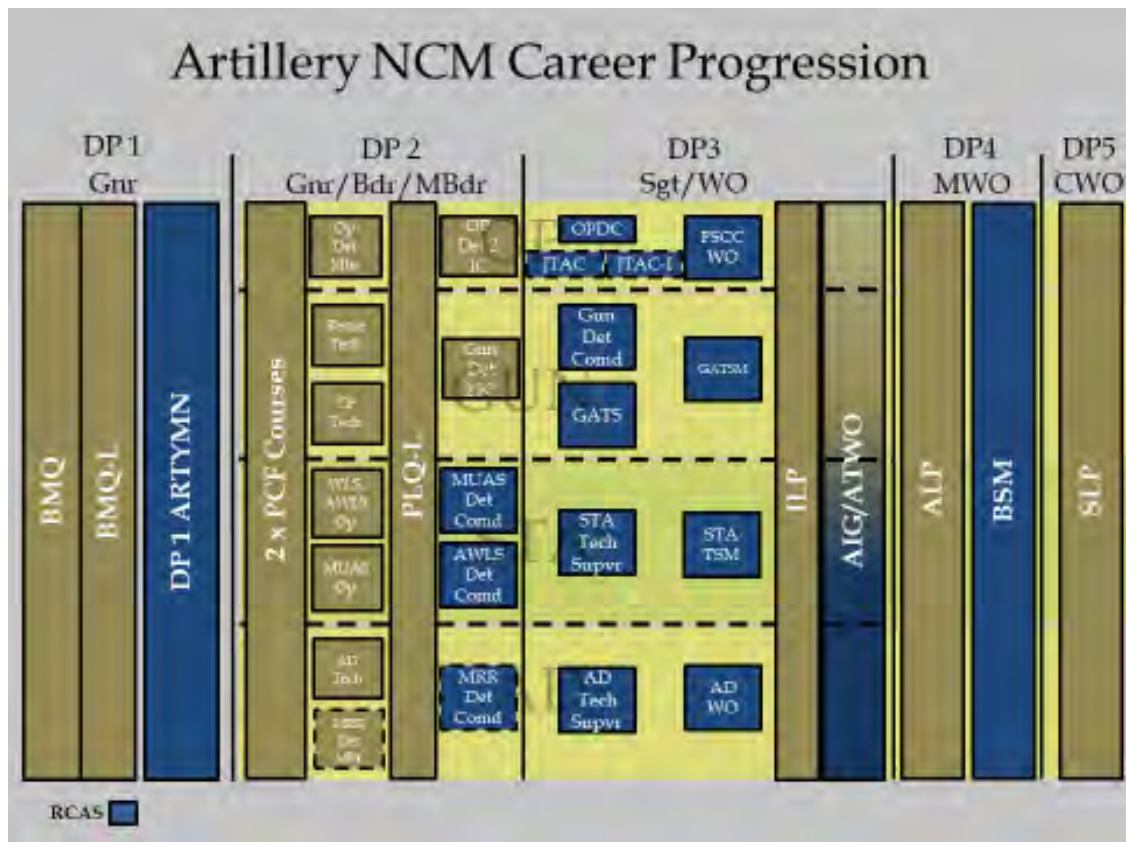
CONCLUSION

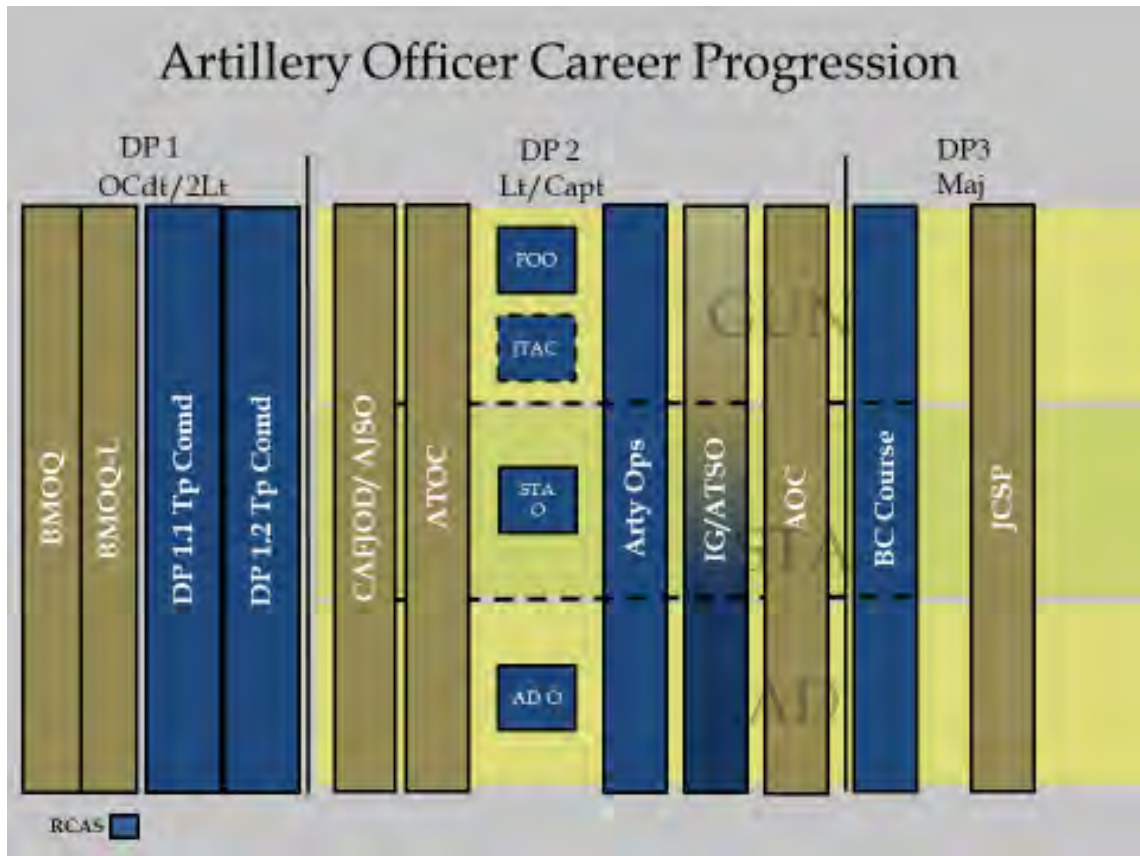
12. This service paper demonstrates that the artillery is a complicated trade that requires particular consideration of its structure in order to maximise effectiveness and efficiencies and prepare for future responsibilities. In order to address this, this paper offers a re-structure solution, providing an avenue for officers to become better *generalists* by first specialising within CS or DS artillery MOSIDs.

RECOMMENDATION

13. It is recommended that the RCA create four different MOSIDs. Two MOSIDs (one for officers and one for NCMs) for CS Artillery and two MOSIDs for DS Artillery. Moreover, the MOSIDs for NCMs should have sub-occupations created to match the streams which already exist in the RCA. Lastly, improvements to Force Development are required, such as revisiting certain courses like the BC course, the Arty Ops Course and all the DS Artillery courses.

Annex(es): A. Artillery NCM Career and development model
B. Artillery Officer Career and development model





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