

Canadian  
Forces  
College

Collège  
des  
Forces  
Canadiennes



## **Blending the Artillery: Providing Specialized Leaders With Generalist Context**

**Major Paddy Knox**

### **JCSP 48**

#### **Service Paper**

##### **Disclaimer**

Opinions expressed remain those of the author and do not represent Department of National Defence or Canadian Forces policy. This paper may not be used without written permission.

© Her Majesty the Queen in Right of Canada, as represented by the Minister of National Defence, 2022

### **PCEMI 48**

#### **Étude Militaire**

##### **Avertissement**

Les opinions exprimées n'engagent que leurs auteurs et ne reflètent aucunement des politiques du Ministère de la Défense nationale ou des Forces canadiennes. Ce papier ne peut être reproduit sans autorisation écrite.

© Sa Majesté la Reine du Chef du Canada, représentée par le ministre de la Défense nationale, 2022

CANADIAN FORCES COLLEGE – COLLÈGE DES FORCES CANADIENNES

JCSP 48 – PCEMI 48

2021 – 2022

Service Paper – Étude militaire

**Blending the Artillery: Providing Specialized Leaders With Generalist Context**

**Major Paddy Knox**

*“This paper was written by a student attending the Canadian Forces College in fulfilment of one of the requirements of the Course of Studies. The paper is a scholastic document, and thus contains facts and opinions, which the author alone considered appropriate and correct for the subject. It does not necessarily reflect the policy or the opinion of any agency, including the Government of Canada and the Canadian Department of National Defence. This paper may not be released, quoted or copied, except with the express permission of the Canadian Department of National Defence.”*

*“La présente étude a été rédigée par un stagiaire du Collège des Forces canadiennes pour satisfaire à l'une des exigences du cours. L'étude est un document qui se rapporte au cours et contient donc des faits et des opinions que seul l'auteur considère appropriés et convenables au sujet. Elle ne reflète pas nécessairement la politique ou l'opinion d'un organisme quelconque, y compris le gouvernement du Canada et le ministère de la Défense nationale du Canada. Il est défendu de diffuser, de citer ou de reproduire cette étude sans la permission expresse du ministère de la Défense nationale.”*

## **BLENDING THE ARTILLERY: PROVIDING SPECIALIZED LEADERS WITH GENERALIST CONTEXT**

### **AIM**

1. The aim of this service paper is to propose a training methodology on the Royal Regiment of Canadian Artillery's (RCA) Artillery Officer Military Occupation Structure Identification (MOSID) 00179. It will propose a way to support the Director of Artillery's August 2021 decision<sup>1</sup> to maintain the Artillery MOSID with three specialties: field artillery, Surveillance and Target Acquisition Artillery (STA), and air defence artillery. This service paper will study the evolving problem set and make recommendations to the Commandant of the Royal Regiment of Canadian Artillery School (RCAS) that allows for the depth required of the three specialties while looking at the breadth required of a shared cap badge.

### **INTRODUCTION**

2. The RCA holds a variety of capabilities<sup>2</sup> within it that are evolving as the Canadian Army<sup>3</sup> upon them. Artillery Officers are associated with all of the RCA's capabilities by other trades, neglecting to recognize that they may be less competent in the specialties in which they are neither experienced nor trained. While a Troop Commander (TC) lieutenant's role and tasks<sup>4</sup> are narrowly focused on their particular troop's capabilities, junior officers in manoeuvre arms or formation headquarters, as well as all senior officers, are expected to provide competent advice on the RCA's capabilities<sup>5</sup>. Adding to the complexity of the problem set, all streams of the artillery are highly technical and require considerable investments in time and resources<sup>6</sup>.

3. This service paper will propose a methodology whereby all-new artillery officers are given the depth of understanding required so that they can excel in their specialty while developing the breadth required to provide competent advice on the other capabilities held within the RCA. It will discuss the need to produce artillery leaders that understand the larger threat from multi-domain effects and how each part of the artillery is interconnected. It will also propose a restructure of training for artillery officers from second-lieutenant to major.

### **DISCUSSION**

4. There are multiple factors driving the evolution of the artillery officer trade: new capabilities and organizational restructuring, dated Military Employment Structures (MES) and Qualification Standard (QS) and Training Plan (TP). The updated MES is

---

<sup>1</sup> S. Hewitt, Record of Decisions- Artillery (00179) Sponsor Advisor Group 3 Meeting 12 August 2021 (Department of National Defence: DPGR 2-5), 12 August 2021.

<sup>2</sup> For the field artillery, increased digitization and precision munitions, for the STA, new remote piloted aerial systems and multi-role radars, and for the air defence, acquiring systems.

<sup>3</sup> Government of Canada, Strong Secure Engaged, (Ottawa: Department of National Defence, 2017), 36-37.

<sup>4</sup> Richard Little, Arty 00179 Occupational Requirements (Department of National Defence: DPGR 2-5), 23 September 2021.

<sup>5</sup> Ibid.

<sup>6</sup> Ibid.

currently in the approval process<sup>7</sup>, however, its implementation, as well as the corresponding QS and TP writing boards (analysis required to produce updated QS and TPs), are in the preliminary stages.<sup>8</sup>

5. The artillery is an interconnected web of capabilities. Linking the three specialties is the coordination between them. In the field specialty, the ability to provide counter-battery fires is dependent on the information derived from the STA that is then converted into actionable intelligence. The use of any indirect fire through the battlespace is equally dependent on the coordination of the airspace by the air defence. Concurrently, the air defence is dependent on the STA for operating the sensors required to generate an air picture while the STA requires the effects of the field artillery to achieve their aims. While the specialties of the artillery often act as if they are in silos, the reality is that the integration of all of the capabilities of the artillery is critical to its success.<sup>9</sup> This generates the need for capable generalist artillery officers.

6. The RCA is in a period of considerable change; Force 2025<sup>10</sup> is adjusting what capabilities are housed in what units, Strong Secure Engaged (SSE)<sup>11</sup> and the Canadian Army Modernization Strategy (CAMS)<sup>12</sup> are re-enabling the Canadian Army with new and enhanced capabilities. These include reacquiring air defence capabilities and growing STA capabilities with the addition of both the Blackjack Small Unmanned Aerial System (SUAS) and Medium Range Radar (MRR). This evolution of the RCA is leading to a requirement to evolve the artillery officer trade.<sup>13</sup> An occupational study of the Artillery Officer MOSID MES was conducted with the following planning key planning requirements: positions with the trade and their corresponding tasks reflecting the modern artillery, coordinated between all aspects of the Artillery Officer and Gunner MOSIDs, and integrated between the Army Reserve (ARes) and Regular Force (RegF) components<sup>14</sup>.

7. Force 2025 has adjusted the ARes RCA with field tasks and the addition of STA tasks<sup>15</sup>. In particular, the ARes will be responsible for force-generating field artillery

---

<sup>7</sup> S. Hewitt, Record of Decisions- Artillery (00179) Sponsor Advisor Group 3 Meeting 12 August 2021 (Department of National Defence: DPGR 2-5), 12 August 2021.

<sup>8</sup> Email conversation between the RCAS and Maj Knox.

<sup>9</sup> Department of National Defence, B-GL-371-001/FP-001, Field Artillery Doctrine (Ottawa: DND Canada, 1999), 10,63.

<sup>10</sup> J.M. Watson, Briefing Note for Army Council: Force 2025 COA3 – High Readiness Level 2 HQ. (Department of National Defence: DLFD), 19 November 2021.

<sup>11</sup> Government of Canada, Strong Secure Engaged, (Ottawa: Department of National Defence, 2017), 36-37.

<sup>12</sup> Department of National Defence, A-PP-106-000/AF-001, Advancing with Purpose: The Canadian Army Modernization Strategy, (Ottawa: December 2020).

<sup>13</sup> 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).

<sup>14</sup> Ibid, 5.

<sup>15</sup> J.M. Watson, Briefing Note for Army Council: Force 2025 COA3 – High Readiness Level 2 HQ. (Department of National Defence: DLFD), 19 November 2021, Annex A-2. Note that Force 2025 has not been fully announced but the initial plan was released as the approved COA through CADTC and is being applied in the development of this proposal.

troops that form a gun battery<sup>16</sup> and STA troops that will be included in a RegF STA battery. This force employment concept requires producing both ARes STA and field artillery officers.

8. Concurrent to the RCA evolving, the artillery TC course is thirteen years old<sup>17</sup> and reflects a time when Canada was engaged in a conflict built around counter-insurgency operations and focused on one particular aspect of the artillery. While an adequate, if dated, design for training new field artillery officers, it fails to encompass the entire MOSID and trains neither STA nor air defence TC roles.<sup>18</sup> The course is currently split into two modules totaling 109 days: the first module is common between the ARes and RegF and provides the skills required to operate in the troop environment<sup>19</sup> while the second module is designed primarily for the RegF and changes the focus from troop to battery operations<sup>20</sup>.

9. In the current artillery officer career structure, there are four common courses: Developmental Phase (DP) 1 Artillery TC, the optional Instructor-in-Gunnery, DP2 Artillery Operations Officer, and DP3 Battery Commander.<sup>21</sup> All other artillery courses are for specific specialties.<sup>22</sup>

10. The updated MES<sup>23</sup> includes a revised career progression sequence that captures the variations in how artillery officers are employed by specialty. The sequence is split up by stream and mandates only one common course: the DP2 Artillery Operations Officer course<sup>24</sup>. In the updated structure, all other courses are specialty-specific. The two largest changes involve eliminating the common TC qualification in favour of specialty-specific courses and splitting the battery commander's course into three specialty courses.<sup>25</sup>

---

<sup>16</sup> Multiple ARes units combining at a division level to generate a battery within their associated RegF unit.

<sup>17</sup> Department of National Defence, A-P1-002-A10/PH-B01, DP 1 Artillery TC- Mod 2 / PRes DP1 Mod 6 (Supplemental). (Ottawa: DND Canada, 2015), 1-1-6.

<sup>18</sup> Ibid. Currently the DP2 Air Defence and STA Officer courses conduct training encompassing both TC and subsequent battle management tasks up to planning at the formation level.

<sup>19</sup> Department of National Defence, A-P1-002-A10/PH-B01, DP 1 Artillery TC- Mod 1 / PRes DP1 Mod 1 to Mod 5. (Ottawa: DND Canada, 2015), 1-1-7.

<sup>20</sup> Department of National Defence, A-P1-002-A10/PH-B01, DP 1 Artillery TC- Mod 2 / PRes DP1 Mod 6 (Supplemental). (Ottawa: DND Canada, 2015), 1-1-6.

<sup>21</sup> Jordan Beatty, Artillery MOS ID 00179 Career Manager Briefing 2021/22, 2021, Ottawa, Canada.

<sup>22</sup> Ibid. For the AD: Air Defence Officer. For the STA: STA Officer. For the Field Artillery: Dismounted followed by Mounted Forward Observation Officer.

<sup>23</sup> T. Hogan, Occupational Analysis Feasibility Report: Artillery Officer Occupational Analysis (Department of National Defence: DPGR 2 TL), 7 July 2021.

<sup>24</sup> T. Hogan, Occupational Analysis Feasibility Report: Artillery Officer Occupational Analysis (Department of National Defence: DPGR 2 TL), 7 July 2021. Annex A.. Annex A Appendix 1. The STA involves the following courses: STA TC, STA Battle Management, optional STA Instructor-in-Gunner, and STA Battery Commander. The AD involves the following courses: AD TC, AD Battle Management, optional AD Instructor-in-Gunner, and AD Battery Commander. The field artillery involves the following courses: Field Artillery TC, Dismounted Forward Observation Officer, Mounted Observation Officer, optional Field Instructor-in-Gunner, and Field Battery Commander.

<sup>25</sup> Ibid.

11. The revised career structure is aligned to “provide better artillery officers with improved artillery capabilities as well as better advisors to other arms”<sup>26</sup>. To achieve that aim, there is an opportunity to produce leaders capable of being generalists while achieving specialist-level capabilities concurrently. A potential way forward to train junior officers is to give general context on all RCA troops during the initial artillery training, specialize them prior to their first regimental tour, and then broaden their understanding in how the specialties interact as they prepare to be employed either in brigade headquarters or employed outside of an RCA unit<sup>27</sup>.

12. The DP1 Artillery TC course is broken into two modules, both containing many of the same tasks, but assessed at two different competency levels. The first module is designed to provide a general understanding of tasks required of an artillery TC and encompasses all of the skills required to lead a field artillery troop.<sup>28</sup> It has a dual purpose design as it both introduces RegF officers to the field artillery while providing ARes officers all of the training they have been prescribed to achieve their occupational function point<sup>29</sup>. The second module focuses on how to be a TC within a regimental context. Because of this, there are some significant inefficiencies, both in terms of time and resources, in the training system as it leads to similar material being taught and assessed twice. An example of this is fire planning versus multi-unit fire planning where the assessment is very similar but under slightly different circumstances.<sup>30</sup>

13. The following proposed training model reflects the needs of the RCA based on the new MES and Force 2025. The first major change would be the creation of separate qualification courses for the ARes and RegF. This would establish five qualifications from the current one<sup>31</sup> based on the new Master Task List (MTL)<sup>32</sup>: RegF Field Artillery TC, ARes Field Artillery TC, RegF STA Artillery TC, ARes STA Artillery TC, and AD Artillery TC. While the STA and AD courses were already planned, the addition of two

---

<sup>26</sup> S. Hewitt, Record of Decisions- Artillery (00179) Sponsor Advisor Group 3 Meeting 12 August 2021 (Department of National Defence: DPGR 2-5), 12 August 2021, 2. Director of Artillery’s comments on new MES.

<sup>27</sup> Jordan Beatty, Artillery MOS ID 00179 Career Manager Briefing 2021/22, 2021, Ottawa, Canada.

<sup>28</sup> Department of National Defence, A-P1-002-A10/PH-B01, DP 1 Artillery TC- Mod 1 / PRes DP1 Mod 1 to Mod 5. (Ottawa: DND Canada, 2015), 1-1-7.

<sup>29</sup> Ibid.

<sup>30</sup> Department of National Defence, A-P1-002-A10/PH-B01, DP 1 Artillery TC- Mod 2 / PRes DP1 Mod 6 (Supplemental). (Ottawa: DND Canada, 2015). Author’s experience as past Senior Instructor Gun Area and Battery Commander responsible for both courses. The DP1.1 and DP1.2 courses both contain the same core material: reconnaissance, command post operations, fire planning, force protection, and command of the gun line. Each of these topics is expanded upon during DP1.2 but if taught consecutively, training efficiencies would be found. The reason for these inefficiencies involve producing a course designed for the ARes and RegF instead of two separate courses.

<sup>31</sup> Currently the ARes and RegF share the same competency code, ACZY, despite having different training requirements.

<sup>32</sup> T. Hogan, Occupational Analysis Feasibility Report: Artillery Officer Occupational Analysis (Department of National Defence: DPGR 2 TL), 7 July 2021. Annex A, Appendix 1.

ARes courses would allow for a more common RegF structure while enabling the RCAS to deliver a course tailored to the ARes.<sup>33</sup>

14. The ARes has the opportunity to have bespoke DP1 courses based on the different nature of its equipment and unique leadership and administrative challenges. To minimize the time required for them away from their civilian employment, the recommendation is for an initial distance learning package that can be conducted remotely to include at a minimum: organizational structures, fire discipline, communications procedures, an introduction to the different specialties, and administration<sup>34</sup>.

15. The ARes could then be broken down into their separate specialties with new DP1 courses for the STA and field. The ARes DP1 STA course would be a new course that provides the training necessary for a different skillset within the ARes. The ARes DP1 field course would be a modernized version of the current DP1.1, reflecting updates to equipment, the new MTL, and reducing where there is overlap with the distance learning package.

16. For the RegF, new courses are required for the STA and AD specialties<sup>35</sup>, and there is also an opportunity for a new field course. The current DP1 Artillery TC's course has two distinct issues: dated processes and an over-dependence on technical instruction and assessments. The current course, combining both modules, is 109 days long. During those 109 days, 70 days are dedicated to training purely technical skills and 28 days to the field leaving only 11 days for lectures on administration as well as leadership and command<sup>36</sup>. The course has limited opportunities for students to be assessed in command, with only 21%<sup>37</sup> of the assessments containing a leadership or command aspect. The equipment in use, especially on the DP1.1, reflects primarily ARes capabilities and while the equipment and training provide a good baseline for Gun Area Technical

---

<sup>33</sup> From discussion with the RCAS. ARes RCA units currently employ a mixture of C3 and LG1 105mm howitzers with wheeled command posts. Neither the howitzers nor the command posts currently used are scheduled for digitization upgrades.

<sup>34</sup> Richard Little, Arty 00179 Occupational Requirements (Department of National Defence: DPGR 2-5), 23 September 2021.

<sup>35</sup> S. Hewitt, Record of Decisions- Artillery (00179) Sponsor Advisor Group 3 Meeting 12 August 2021 (Department of National Defence: DPGR 2-5), 12 August 2021, Annex A. The existing DP2 ADO and STAO courses are being split into two separate courses: DP1 STA or AD TC and DP2 STA or AD Battlespace Manager

<sup>36</sup> Department of National Defence, A-P1-002-A10/PH-B01, DP 1 Artillery TC- Mod 1 / PRes DP1 Mod 1 to Mod 5. (Ottawa: DND Canada, 2015).

Department of National Defence, A-P1-002-A10/PH-B01, DP 1 Artillery TC- Mod 2 / PRes DP1 Mod 6 (Supplemental). (Ottawa: DND Canada, 2015).

Analysis on DP1.1 and DP1.2 TPs conducted jointly by Majs J.P. Knox and S.R. Paish.

<sup>37</sup> Department of National Defence, A-P1-002-A10/PH-B01, DP 1 Artillery TC- Mod 1 / PRes DP1 Mod 1 to Mod 5. (Ottawa: DND Canada, 2015).

Department of National Defence, A-P1-002-A10/PH-B01, DP 1 Artillery TC- Mod 2 / PRes DP1 Mod 6 (Supplemental). (Ottawa: DND Canada, 2015).

Analysis on DP1.1 and DP1.2 TPs conducted jointly by Majs J.P. Knox and S.R. Paish.

Supervisors<sup>38</sup>, who will be working for the officers, their use does not impact the employment and deployment concepts and expertise expected of an officer.<sup>39</sup>

17. Evolving all of the DP1 TC courses provides an opportunity for the RCA to produce more creative officers.<sup>40</sup> While all specialties in the RCA require technical expertise<sup>41</sup>, a requirement to not lock “officers into a particular capability”<sup>42</sup> has been specified. An option for achieving this is splitting the first development phase into two modules: common followed by specialist modules. While this will limit an officer to one capability as a TC, it will provide opportunities in their future to change specialties.

18. The first module would provide context on the RCA writ large. In particular, it would prepare students to be troop leaders throughout the RCA, giving them the administrative and tactical skills required to be a leader, but not a commander, in any artillery troop. To avoid over-specializing officers, it would discuss the employment and deployment concepts for all three specialties, not focusing on the technical details but the planning concepts. The assessments would focus on the common leadership-related tasks: mounted movement to include navigation, convoy command, and force protection, selection and occupation of hides and harbours, and the deployment of a system from each specialty.<sup>43</sup> The force protection package would also allow for a comprehensive discussion on multi-domain threats to the artillery ranging from kinetic to space and cyber<sup>44</sup> that captures the challenges to the various enabling functions that the RCA fulfills within the Canadian Army. It would involve planning defensive operations beyond the current context of gun area focus only<sup>45</sup>. The various specialty experts within the RCA, both at the RCAS and within the field force, could have the opportunity to highlight certain skillsets critical in their specialty<sup>46</sup>.

19. The first module’s administrative focus would allow for all of the students to study the critical garrison skills required of all artillery officers<sup>47</sup>. The administrative

---

<sup>38</sup> The Gun Area NCM specialty that provides technical advice to officers.

<sup>39</sup> Richard Little, Arty 00179 Occupational Requirements (Department of National Defence: DPGR 2-5), 23 September 2021.

<sup>40</sup> Florenta Teodoridis, Michael Bikard, and Keyvan Vakili. "When Generalists are Better than Specialists, and Vice Versa." *Harvard Business Review*, -07-13T12:05:28Z, 2018a.

<sup>41</sup> 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).

<sup>42</sup> S. Hewitt, Record of Decisions- Artillery (00179) Sponsor Advisor Group 3 Meeting 12 August 2021 (Department of National Defence: DPGR 2-5), 12 August 2021.

<sup>43</sup> Richard Little, Arty 00179 Occupational Requirements (Department of National Defence: DPGR 2-5), 23 September 2021. There would be some pressure on the RCAS to choose the ideal overarching concepts that give adequate context on all three specialties.

<sup>44</sup> Department of National Defence, Draft Pan-Domain Force Employment Concept: Prevailing in an Uncertain World (Ottawa: DND Canada, 2021).

<sup>45</sup> Department of National Defence, A-P1-002-A10/PH-B01, DP 1 Artillery TC- Mod 2 / PRes DP1 Mod 6 (Supplemental). (Ottawa: DND Canada, 2015).

<sup>46</sup> As a field artillery officer, the author recommends teaching all artillery officers how to conduct a basic area neutralization call for fire, similar to the all arms call for fire of the infantry, but using fire discipline.

<sup>47</sup> Richard Little, Arty 00179 Occupational Requirements (Department of National Defence: DPGR 2-5), 23 September 2021.

learning outcomes would include troop administration, troop training plans, running courses, and vehicle and equipment maintenance and inspections<sup>48</sup>. There would be an opportunity to produce leadership and command vignettes that exercise the student's ability to handle common administrative challenges.

20. The benefit of this module is the production of better-rounded officers who have a greater context on the whole RCA. While there would be some inefficiencies created in this training due to providing context on all of the specialties, the expectation is that it would reduce some of the tribalism that comes from specialization.<sup>49</sup> It would also provide the students an opportunity to see all three specializations and make a more informed decision on which career path they would prefer.<sup>50</sup>

21. The second module would be split into three courses that provide the technical and command background required for each of the three specialties. The courses would prepare the students to be TCs in various roles. For the field specialty, officers would become gun area officers. For the air defence, they would become air defence officers. For the STA, they would become qualified to be weapon locating radar officers, medium ranger radar officers, mini unmanned aerial system officers, small unmanned aerial system officers, and sound ranging officers.<sup>51</sup>

22. The completion of one of the specialty DP1 courses would mean that the officer had achieved their occupational function point and would be ready for employment within the RCA. The new MES has adjusted the career path of the Artillery Officers MOSID, particularly STA and air defence, creating separate battlespace management courses for each specialty. Those courses will prepare officers to work beyond the troop level in artillery unit command and control structures. Concurrently, the field specialty will be given the forward observation officer course<sup>52</sup>.

23. The current Artillery Operations Officer Course meets the needs as laid out in the updated Occupational Specification<sup>53</sup> as well as the remaining artillery prescribed prerequisite for the Army Operations Course<sup>54</sup>. The course enables

“personnel to be capable of planning artillery operations and to supervise a Fire Support Coordination Centre, or a Surveillance and Target Acquisition Coordination Centre, or an Air Space Coordination Centre at Brigade and higher.”<sup>55</sup>

---

<sup>48</sup> Ibid.

<sup>49</sup> David Epstein. *Range: Why Generalists Triumph in a Specialized World*. New York: Penguin Publishing Group, 2019, 79.

<sup>50</sup> Understanding that not all students will get their first choice.

<sup>51</sup> Richard Little, Arty 00179 Occupational Requirements (Department of National Defence: DPGR 2-5), 23 September 2021.

<sup>52</sup> Ibid.

<sup>53</sup> Ibid.

<sup>54</sup> Jordan Beatty, Artillery MOS ID 00179 Career Manager Briefing 2021/22, 2021, Ottawa, Canada.

<sup>55</sup> Department of National Defence, A-P1-002-CCO/PG-B01, DP 2 Artillery Operations Officer Training Plan (Ottawa: DND Canada, 2015), 1-1/5.

The course is intended to train artillery officers to learn about all of the specialties within the artillery and allow them to plan and execute operations.<sup>56</sup> As per the new MES, the course will continue to bring all the specialties together and ensure that artillery staff officers are speaking with a common voice and purpose at formation and higher formation levels.

24. The updated MES breaks down the DP3 battery commander course into three specialty-focused courses<sup>57</sup>. Given the unique challenges of the headquarters battery commander, there is an opportunity for a fourth battery commander course that gives better insight into the challenges related to managing the combat service and support requirements of an artillery regiment.<sup>58</sup>

25. The role of the headquarters battery commander is unique amongst all artillery battery commanders<sup>59</sup>. Commanding the largest battery in any RCA unit, there are a variety of support trades integrated into it. Beyond management of personnel, the additional demands placed on headquarters and services battery commanders with regards to building and managing relationships with other support elements such as the service battalion require unique training<sup>60</sup>. A course targeting those service and support skills as well as the unique leadership challenges related to the position would give the RCA an opportunity to improve a key enabler to its success.

## CONCLUSION

26. The modernization of the artillery officer MES has given the impetus for the RCA to generate “better artillery officers”<sup>61</sup>. This service paper lays out an option for producing officers that are more capable leaders, more exposed to all the specialties of the RCA, and capable of planning as a generalist while performing as a specialist. By producing officers prepared to be troop leaders in any RCA troop, building specialized skillsets to enable tactical level success, and then diversifying planning capabilities for staff employment, the RCA can produce more capable Artillery Officers.

---

<sup>56</sup> Ibid.

<sup>57</sup> T. Hogan, Occupational Analysis Feasibility Report: Artillery Officer Occupational Analysis (Department of National Defence: DPGR 2 TL), 7 July 2021. Annex A.

<sup>58</sup> Richard Little, Arty 00179 Occupational Requirements (Department of National Defence: DPGR 2-5), 23 September 2021.

<sup>59</sup> Ibid.

<sup>60</sup> Richard Little, Arty 00179 Occupational Requirements (Department of National Defence: DPGR 2-5), 23 September 2021.

<sup>61</sup> S. Hewitt, Record of Decisions- Artillery (00179) Sponsor Advisor Group 3 Meeting 12 August 2021 (Department of National Defence: DPGR 2-5), 12 August 2021, 2. Director of Artillery’s comments on new MES.

## **RECOMMENDATIONS**

27. It is recommended that the RCAS develop five distinct DP1 Artillery TC Courses, with both the ARes and RegF having a distinct common module:

- a. DP1.1 ARes Common,
- b. DP1.2 ARes Gun Area TC,
- c. DP1.2 ARes STA TC,
- d. DP1.1 RegF Common,
- e. DP1.2 Gun Area TC,
- f. DP1.2 STA TC, and
- g. DP1.2 Air Defence TC.

The creation of a headquarters battery commander course should also be considered beyond the current plan of three distinct battery commander courses.

## BIBLIOGRAPHY

Beatty, Jordan, Artillery MOS ID 00179 Career Manager Briefing 2021/22, 2021, Ottawa, Canada.

Department of National Defence, A-PP-106-000/AF-001, Advancing with Purpose: The Canadian Army Modernization Strategy, (Ottawa. December 2020).

Department of National Defence, A-P1-002-A10/PH-B01, DP 1 Artillery TC- Mod 1 / PRes DP1 Mod 1 to Mod 5. (Ottawa: DND Canada, 2015).

Department of National Defence, A-P1-002-A10/PH-B01, DP 1 Artillery TC- Mod 2 / PRes DP1 Mod 6 (Supplemental). (Ottawa: DND Canada, 2015).

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

Department of National Defence, Draft Pan-Domain Force Employment Concept: Prevailing in an Uncertain World (Ottawa: DND Canada, 2021).

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

Epstein, David. Range: Why Generalists Triumph in a Specialized World. New York: Penguin Publishing Group, 2019, 79.

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

Hewitt, S., Record of Decisions- Artillery (00179) Sponsor Advisor Group 3 Meeting 12 August 2021 (Department of National Defence: DPGR 2-5), 12 August 2021.

Hogan, T., Occupational Analysis Feasibility Report: Artillery Officer Occupational Analysis (Department of National Defence: DPGR 2 TL), 7 July 2021.

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

Little, Richard, Arty 00179 Occupational Requirements (Department of National Defence: DPGR 2-5), 23 September 2021.

Teodoridis, Florenta, Michael Bikard, and Keyvan Vakili. "When Generalists are Better than Specialists, and Vice Versa." *Harvard Business Review*, -07-13T12:05:28Z, 2018a.

Watson, J.M., Briefing Note for Army Council: Force 2025 COA3 – High Readiness Level 2 HQ. (Department of National Defence: DLFD), 19 November 2021.