



Strategy to Plans:

Strategic Analysis and Operational Research Support to RCAF's Way Forward

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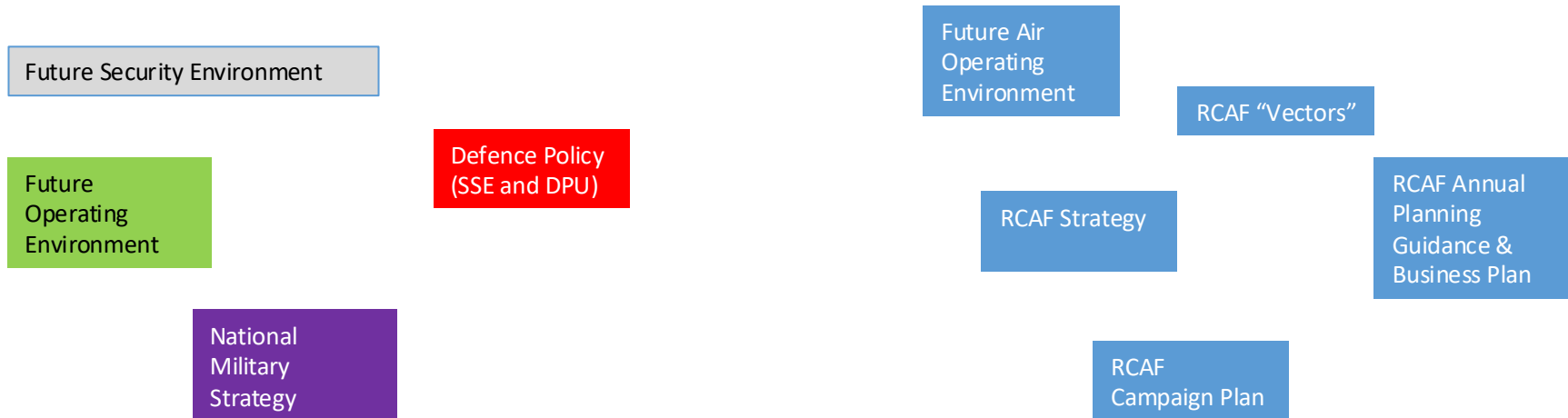


Problem Space

- RCAF lacked a strategy for at least 16 years
 - What is the purpose of an institutional strategy
 - How does it influence other institutional guidance (e.g., plans) and what influences the strategy
- RCAF's tactical focus hampers high-level understanding of what key documents mean and understanding of how they should fall out from each other
- A need to establish a way for the RCAF Strategy to shape future RCAF activities without merely being “a necessary read”
- No current way to systematically monitor progress within the RCAF to achieving the goals of the Strategy
- A disconnect between “strategic” documents and reporting to Government on yearly activities
- Fixation on groupings rather than activities

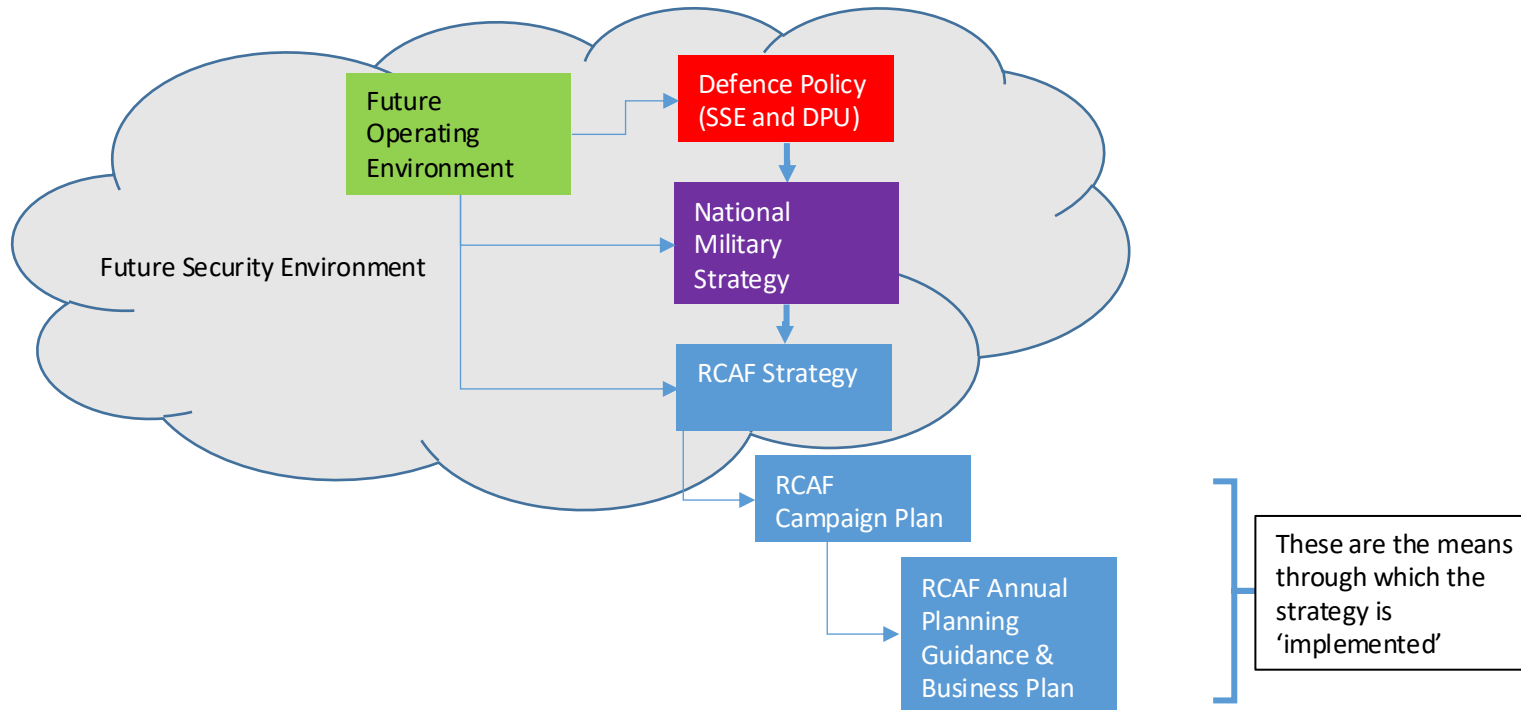


The Essential Context: Eclectic Guidance to Consider





The Essential Context: Establishing Linkages





RCAF Strategy Development

- Embedded DRDC CORA (strategic analysts and operational research scientists) were asked to help with development of the RCAF Strategy
- OR&A support included:
 - Establish the linkage between the guiding documents to understand where the RCAF Strategy resides
 - Review of allied strategies, outlining strengths and weaknesses
 - Conduct survey of general officers on their views to the RCAF future
 - Conduct interviews with key general officers, including Comd RCAF, to help develop the Strategy's vision
 - Wrote a sample version of the RCAF Strategy.
 - Red-teamed Strategy versions

A. Billyard and B. Gladman, "Analysis and Recommendations for an Effective Vision Statement for the Royal Canadian Air Force Institutional Strategy", DRDC-RDDC-2022-L037, February 2022, 19pp.

A. Billyard, B. Gladman and B. Chapman, "Analysis to Align Air Operations Planning Group (AOPG) Efforts with the RCAF Commander's VisionStatement", DRDC-RDDC-2022-L096, April 2022, 17pp.

B. Gladman and A. Billyard, "A Proposed Royal Canadian Air Force (RCAF) Institutional Strategy", DRDC-RDDC-2022-L145, June 2022, 19pp.



Defence Program Segment Architecture (DPSA)

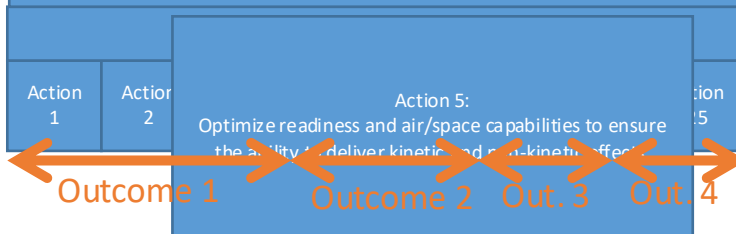
- Mandated means to report yearly spending to the government.
- RCAF business planners need to align RCAF activities with these bins

1. Operations	2. Ready Forces	3. Defence Team	4. Future Force Design	5. Procurement of Capabilities	6. Sustainable Bases	7. Internal Services
1.1 OPERATIONS IN CANADA	2.1 STRATEGIC COMMAND AND CONTROL	3.1 RECRUITMENT	4.4 AIR AND SPACE FORCE DEVELOPMENT	5.3 AEROSPACE EQUIPMENT ACQUISITION	6.1 DEFENCE INFRASTRUCTURE PROGRAM MANAGEMENT	7.1 MANAGEMENT AND OVERSIGHT SERVICES
1.1.1 Security and Sovereignty of Canada Operations	2.1.1 Develop and Maintain Strategic Vision for CAF	3.1.6 Air and Space Attraction	4.4.1 RCAF - Conceive	5.3.1 Aerospace Major Acquisition Projects	6.1.1 ADM(IE) Strategic Coordination, Development and Control	7.1.1 Management and Oversight
1.1.1.1 (Service Specific)	2.1.1.1 (Service Specific)	3.1.6.1 (Service Specific)	4.4.1.1 (Service Specific)	5.3.1.1 (Service Specific)	6.1.1.1 (Service Specific)	7.1.1.1 (Service Specific)

Reasonable comprehensive grouping for all activities within the RCAF – “Line of Operations”



Strategy



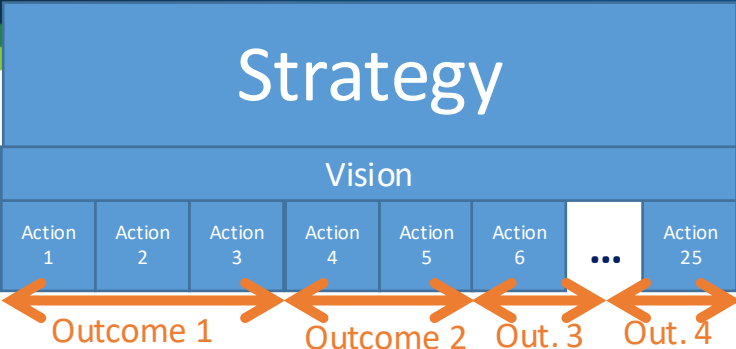
(Completing the action = achieve outcomes)



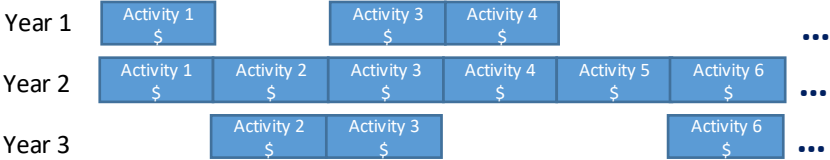
(Completing the actions = achieve outcomes)



After building campaign plan activities from strategy actions, group activities by DPSA themes to establish RCAF LOEs



After building campaign plan activities from strategy actions, group activities by DPSA themes to establish RCAF LOEs



Annual Planning
Guidance &
Business Plan

% towards achieving vision:

42.80%

62.92%

80.35%

86.47%

90.46%

DPSA 1 Cost:	\$ 357.00	\$ 214.00	\$ 341.00	\$ 135.00	\$ 173.00
DPSA 2 Cost:	\$ 232.00	\$ 209.00	\$ 355.00	\$ 209.00	\$ 103.00
DPSA 3 Cost:	\$ 343.00	\$ 114.00	\$ 155.00	\$ 226.00	\$ 221.00
DPSA 4 Cost:	\$ 273.00	\$ 130.00	\$ 236.00	\$ 83.00	\$ 80.00
DPSA 5 Cost:	\$ 295.00	\$ 437.00	\$ 432.00	\$ 368.00	\$ 214.00
DPSA 6 Cost:	\$ 603.00	\$ 328.00	\$ 406.00	\$ 695.00	\$ 518.00
DPSA 7 Cost:	\$ 53.00	\$ 175.00	\$ 199.00	\$ 234.00	\$ 117.00

Business Plan Skeleton

RCAF Strategy Objective	RCAF Strategy Action	Action is % Complete by end of BY Plan	Campaign Activity (action ↔ DPSA)	Campaign Activity Completed by Which BP Year	Year 1		Year 2		Year 3		Year 4		Year 5	
					% completion	Cost	% completion	Cost	% completion	Cost	% completion	Cost	% completion	Cost
O01	A0101	96%	a010101 ↔ 7.5.6.1	-	-	27%	\$ 38	62%	\$ 41	6%	\$ 73			
			a010102 ↔ 5.2.6.4	4	53%	\$ 93	8%	\$ 60	38%	\$ 76	1%	\$ 6		
			a010103 ↔ 7.2.4.3.6	-	73%	\$ 35	5%	\$ 89	3%	\$ 50	3%	\$ 59	10%	\$ 65
	A0102	92%	a010201 ↔ 5.1.6.3.7	-	21%	\$ 65	67%	\$ 42	7%	\$ 72	2%	\$ 97		
			a010202 ↔ 3.1.5.5.4	-	7%	\$ 49			66%	\$ 11	8%	\$ 10		
			a010203 ↔ 2.2.5.5	-			61%	\$ 10	19%	\$ 84	7%	\$ 6	7%	\$ 83
			a010204 ↔ 4.1.1.3	-	40%	\$ 74	16%	\$ 4	35%	\$ 69			4%	\$ 12
	A0103	97%	a010301 ↔ 4.5.2.3.7	-	42%	\$ 88	6%	\$ 31	49%	\$ 72				
	A0104	95%	a010401 ↔ 5.2.5.4.2	5	9%	\$ 16	70%	\$ 29	13%	\$ 53			8%	\$ 45
			a010402 ↔ 4.2.1.2.1	-	23%	\$ 2					38%	\$ 38	26%	\$ 19
			a010403 ↔ 6.5.6.5.2	-	36%	\$ 5	62%	\$ 39			1%	\$ 50		
	A0105	100%	a010501 ↔ 7.5.1.3	4					69%	\$ 29	31%	\$ 90		
			a010502 ↔ 3.4.3.3	5	43%	\$ 73	51%	\$ 2			2%	\$ 49	4%	\$ 65
			a010503 ↔ 6.3.2.5	5	99%	\$ 69							1%	\$ 61
	A0106	58%	a010601 ↔ 2.3.2	-	88%	\$ 14	3%	\$ 32	6%	\$ 76	1%	\$ 73	1%	\$ 12
			a010602 ↔ 1.1.2.4.5	-					17%	\$ 59				
	A0107	90%	a010701 ↔ 4.4.3.4	-	72%	\$ 90			16%	\$ 26			2%	\$ 49
O02	A0201	99%	a020101 ↔ 6.4.6.3	-	91%	\$ 84	8%	\$ 47	2%	\$ 28	1%	\$ 52	2%	\$ 36
			a020102 ↔ 3.5.3.6	5	14%	\$ 54	63%	\$ 16	12%	\$ 43	7%	\$ 95	4%	\$ 63
			a020103 ↔ 6.3.4.5.4	3	6%	\$ 7	82%	\$ 90	12%	\$ 90	0%	\$ 0	0%	\$ 0
			a020104 ↔ 1.5.1	5	0%	\$ 0	84%	\$ 59	10%	\$ 56	5%	\$ 92	1%	\$ 13
	A0202	93%	a020201 ↔ 1.4.1.1.7	-	74%	\$ 77	19%	\$ 14	6%	\$ 99				
			a020202 ↔ 4.1.6.4.6	3	75%	\$ 19	19%	\$ 54	6%	\$ 68				
			a020203 ↔ 6.3.3.4	5	8%	\$ 54	72%	\$ 84			2%	\$ 89	18%	\$ 39
			a020204 ↔ 1.2.3.2	-	35%	\$ 8	13%	\$ 1	31%	\$ 77	1%	\$ 35	4%	\$ 1
			a020205 ↔ 1.2.4.1.3	-			11%	\$ 64					71%	\$ 9
	A0203	91%	a020301 ↔ 1.1.2.3.5	-	97%	\$ 86							1%	\$ 100
			a020302 ↔ 4.2.3	-			8%	\$ 41	21%	\$ 1	70%	\$ 45		
			a020303 ↔ 6.4.6.5.2	-	54%	\$ 42					5%	\$ 6	17%	\$ 100
	A0204	97%	a020401 ↔ 5.2.6.3.4	-	40%	\$ 52	25%	\$ 43	18%	\$ 71	14%	\$ 51		
	A0205	96%	a020501 ↔ 3.4.4.5	-			89%	\$ 17	1%	\$ 83	4%	\$ 33		
			a020502 ↔ 6.1.2.3	-	6%	\$ 49	65%	\$ 12	27%	\$ 50				
			a020503 ↔ 3.4.2.1	-	1%	\$ 38			91%	\$ 18	4%	\$ 39		
	A0206	96%	a020601 ↔ 6.4.2.3.2	-					90%	\$ 46	5%	\$ 80	1%	\$ 93
O03	A0301	97%	a030101 ↔ 2.4.1.3.5	2	91%	\$ 42	9%	\$ 96						
			a030102 ↔ 5.5.4.3	-	78%	\$ 69	8%	\$ 40			3%	\$ 51	4%	\$ 96

% towards achieving vision: 42.80%

62.92%



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RCAF Strategy Objective	RCAF Strategy Action	Action is % Complete by end of BY Plan	Campaign Activity (action ↔ DPSA)	Campaign Activity Completed by Which BP Year	Year 1		Year 2		% Completion by end of BP cycle	
					% completion	Cost	% completion	Cost		
001	A0101	96%	a010101 ↔ 7.5.6.1	4	53%	\$ 93	27%	\$ 38	95% 100% 94%	
			a010102 ↔ 5.2.6.4	4	73%	\$ 35	8%	\$ 60		
	A0102	92%	a010103 ↔ 7.2.4.3.6	-	21%	\$ 65	5%	\$ 89		
			a010201 ↔ 5.1.6.3.7	-	7%	\$ 49	67%	\$ 42		
				a010202 ↔ 3.1.5.5.4	-					
				a010203 ↔ 2.2.5.5	-			61%		\$ 10
				a010204 ↔ 4.1.3.3	-	40%	\$ 74	16%		\$ 4
	A0103	97%	a010301 ↔ 4.5.2.3.7	-	42%	\$ 8				31
	A0104	95%	a010401 ↔ 5.2.5.4.2	5	9%	\$ 1				29
				a010402 ↔ 4.2.1.2.1	-	23%	\$			
				a010403 ↔ 6.5.6.5.2	-	36%	\$			39
	A0105	100%	a010501 ↔ 7.5.1.3	4						
				a010502 ↔ 3.4.3.3	5	43%	\$ 73	51%		\$ 2
				a010503 ↔ 6.3.2.5	5	99%	\$ 69			
A0106	58%	a010601 ↔ 2.3.2	-	88%	\$ 14		3%	\$ 32		
			a010602 ↔ 1.1.2.4.5	-						
A0107	90%	a010701 ↔ 4.4.3.4	-	72%	\$ 90					
002	A0201	99%	a020101 ↔ 6.4.6.3	-	91%	\$ 84	0%	\$ -		
002	A0201	99%	a020102 ↔ 3.5.3.6	5	14%	\$ 54	63%	\$ 47		

$$= \Sigma() / 7 / 4$$

(7 actions for 001)
(4 outcomes for vision)

% towards achieving vision:

42.80%

62.92%



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a010602 ↔ 1.1.2.4.5			-						
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002	A0201	99%	a020101 ↔ 6.4.6.3	-	91%	\$ 84	0%	\$ -	
002	A0201	99%	a020102 ↔ 3.5.3.6	5	14%	\$ 54	63%	\$ 47	



The Advantages of this Method

- Begins with the RCAF Strategy as the pivotal document
- It naturally links everything the RCAF is currently doing to the Strategy's vision.
- The 'binning' using the DPSA allows the RCAF to easily report its yearly activities to the GC's expectations without the need for additional mapping, as is currently required.
- Four measures are used to keep track of RCAF initiatives, how they are achieving the vision and yearly apportionment to budget allocation
- Focusing on 'activities' from the Strategy's 'actions' ought to be a straightforward exercise, which means large teams are not required although consultation with the RCAF writ large might still occur. Indeed, the DPSA has a long list of subcomponent activities that could be used as the progenitor activities.



Questions?