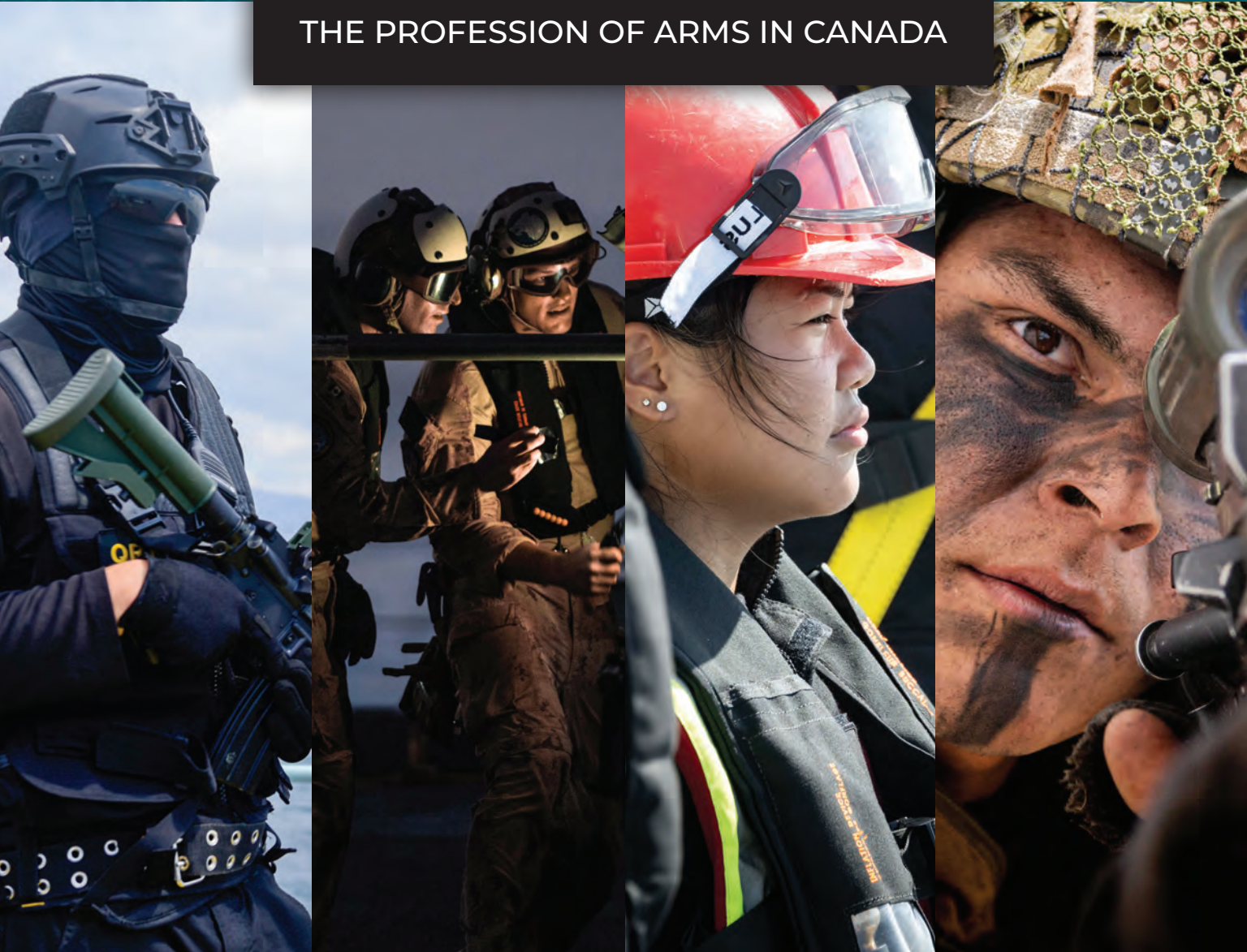




# FIGHTING SPIRIT

THE PROFESSION OF ARMS IN CANADA



National  
Defence

Défense  
nationale

Canada

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## Preface

The Profession of Arms plays a crucial role in Canada, entrusted with responsibilities on behalf of the people and the government to defend Canada and Canadian interests. This trust is cultivated by the profession of arms' ability to fulfill its duties in both providing strategic options to government and in achieving government-assigned objectives, all in a manner that aligns with Canadian values. It's a tall order. *Fighting Spirit: The Profession of Arms in Canada* emphasizes that trust is built through a commitment to developing both strength of character and professional competence, together. Character holds equal importance to competence within our profession because who we are and the way in which we fulfill our role, missions and tasks is just as critical as their achievement.

Commitment is aptly expressed as *fighting spirit*. Having a fighting spirit entails willingly taking on challenging and sometimes dangerous tasks, maintaining the will to succeed and demonstrating grit in the face of adversity, for it is fighting spirit as the chief moral component of fighting power that carries the burden of unlimited liability in conflict. Fighting spirit likewise guarantees the persistent development of character and competence that drives and sustains military effectiveness. The pursuit of character and competence to the standards set out by our military ethos requires a profound commitment from our people in uniform. It signifies the passion and perseverance required to excel in a highly competitive or hostile environment, and yet it can be equally tempered to ensure success in everyday tasks.

Fighting spirit sustains us in a career-long commitment to pursue excellence towards mastery within the profession of arms. Formal training and education help acquire new competencies and credentials, and true mastery arises from the practical experience gained through employment. Experiential learning takes place within the commands, formations and units, as well as on joint, combined and interagency postings. Mastery of the profession is never complete. Leaders at all levels must advance informal learning and the development of their subordinates in the workplace to accelerate the path to professional mastery. Military professionals must view themselves as lifelong learners, continually studying the prevention and prosecution of armed conflict within the broader context of national and international security.

Fighting spirit underscores our enduring commitment to a positive evolution in military culture and professionalism so that military professionals better reflect the Canadian Armed Forces ethos and new frameworks for universal virtues and leader character. The responsibility to safeguard our profession applies not only to external threats but also to internal deficiencies in character, competence and commitment in both individuals and groups. Military professionals must fully grasp the significance of embodying the military ethos as it sustains the concept of professionalism itself. We must renew our commitment to help support one another's professional growth in these areas.

This publication deepens our collective understanding of our profession and serves as a testament to a fighting spirit; the need for all military professionals to embody dedication and accountability in upholding the professional principles, values and expectations that make a highly effective and credible Profession of Arms.



**W.D. Eyre**  
General  
Chief of the Defence Staff



**G.R.C. McCann**  
Chief Warrant Officer  
Canadian Armed Forces Chief Warrant Officer





IRVIN

RCME





## Foreword

**F**ighting Spirit: *The Profession of Arms in Canada* is the second publication in a series of doctrine that first started with *The Canadian Armed Forces Ethos: Trusted to Serve* (2022), both of which now replace *Duty with Honour: The Profession of Arms in Canada* (2009).

The first capstone doctrine for the Canadian Armed Forces (CAF) titled *Duty with Honour: The Profession of Arms in Canada* was published in 2003, with minor revisions in 2009. In 2022, *The Canadian Armed Forces Ethos: Trusted to Serve* expanded and modernized the concept of the CAF Ethos first presented in *Duty with Honour: Trusted to Serve* marked a turning point in the CAF's history as the institution will now evolve to better reflect Canadian values, universal virtues, renew military culture and rebuild trust through professionalism and military effectiveness. *Fighting Spirit* represents yet another step forward in the renewal of our profession: the Profession of Arms.

*Fighting Spirit* is a doctrinal guide that articulates the CAF's renewed commitment to professionalism by describing what it means to be a military professional and how to apply these concepts to military service. In particular, the profession will emphasize concepts that bring military teams together in a positive, inclusive and productive way. The intent is to reset the conditions needed for a new personal and institutional fighting spirit that will help strengthen the CAF and its ability to defend Canada and Canadian interests.

The title was chosen with care because it targets the core role of the profession of arms: the defence of Canada. The profession of arms prepares for this through the study and practice of preventing and prosecuting armed conflict and doing so with an unyielding determination. *Fighting Spirit* is rooted in professionalism, grounded in the CAF Ethos, and underscores the significance of professional conduct as being equal to that of operational outcomes.



1

**Security in  
an Uncertain  
World**

## SECTION 1.1

# Introduction

What does it mean for a person to serve in the Canadian Armed Forces (CAF)? Why does Canada have a professional military, composed of volunteers? What does it mean to be a member of the Profession of Arms in Canada? *Fighting Spirit: The Profession of Arms in Canada*, as a part of the capstone series of CAF doctrine, will examine these questions by laying out both the case for the profession of arms in Canada and describing what this means for all who serve Canada in military uniform.

Fighting spirit is an important attitude. It is not a mentality of always looking for a fight. Rather it is an attitude of determination, perseverance – a sense of grit – that all members of the profession of arms must apply to whatever duty, role or function they serve. This attitude must be a constant feature of all members of the profession of arms because the international environment in which CAF members operate is a competitive one with varying degrees of risk and uncertainty posed by the various threats to Canada and Canadian interests. The will to succeed in this context must be developed and sustained.

This publication aims to speak to all members of the profession of arms whether operating at the tactical, operational or strategic levels. It is designed to state the expectations for military professionals as well as explain how the

profession of arms works with the Government of Canada to defend this nation and its interests. In short, this is a statement about what it means to be a member of the CAF: a member of the Profession of Arms.

*Fighting Spirit* begins by making the case for a profession of arms capable of accomplishing a wide range of tasks as part of the broader national security community while retaining its core responsibility for the defence of Canada by ensuring its warfighting ability. It describes what constitutes the profession of arms and how it applies to Canada's national defence efforts. Finally, it sets out the context within which the CAF Ethos sits, completing the work first started in *Trusted to Serve* and adding additional depth to the reasons behind the approach taken in *Trusted to Serve*.



## SECTION 1.2

# The Role of Government in Protecting Canadians

The body of work on the growing global insecurity is vast and even, at times, contentious. An examination of these ideas, trends and arguments is beyond the scope of this book. However, based on the analysis as part of this project, three features stood out as the catalysts to the increasing competition and conflict between states, non-state actors and other organizations around the world today.

Accelerating technological advances, a changing climate and global population pressures are the root causes of the inequality and ideological conflicts behind modern competition and conflict. These disruptions are increasing the unpredictability of countries, international organizations, corporations and the people who lead them, creating profound uncertainty for Canada. This uncertainty exacerbates an international system characterized by strategic competition with everyone seeing each other as sources of potential insecurity. International norms in place since the end of the Second World War are increasingly viewed with skepticism by many parties. As well, events and issues that once were viewed as historical artefacts are once again driving insecurity. The international environment is one of competition and conflict.<sup>1</sup> What has not changed, however, is the role of the Canadian government in this context.

One of the main purposes of government is to provide security – a freedom from care as the Latin origins of the word suggest<sup>2</sup> – for the people who live and work in the country being governed. The first and most important role of government is to protect its citizens from the range of threats posed by an insecure world so that Canadians can thrive and prosper. It is this protection that underwrites a large part of the government's legitimacy – both at home and abroad – as well as Canada's prosperity in general.

To meet the objective of protecting Canada there exists an evolving and growing national security community. Beginning with one of the three central agencies,<sup>3</sup> the Privy Council Office (PCO) assesses and disseminates national security and intelligence information to Cabinet. Expanding outward, the community includes those departments and agencies responsible for

the collection and assessment of intelligence of all manner, including financial information. Well-known agencies such as the Canadian Security Intelligence Service (CSIS) or the Communications Security Establishment (CSE) are major contributors to this collection and assessment. In addition, other agencies such as the Royal Canadian Mounted Police (RCMP) or the Canada Border Services Agency (CBSA) are charged with community engagement, operations and enforcement of security within Canada. Given the evolution of threats with a national security nexus, many other departments – from finance, to agriculture, to transport – are being implicated in the national security enterprise.

Several departments – such as the Department of National Defence (DND) and the CAF, or Canada’s foreign affairs agencies and departments – have explicit national security functions.<sup>4</sup> A key element of national security is national defence. DND is charged to “defend Canadian interests at home and abroad.”<sup>5</sup> In order to achieve this mandate, DND supports the CAF as the operational arm of national defence. In all, over a dozen agencies and departments constitute the national security and intelligence community in Canada. National security is a team effort and DND and the CAF are but one part of the team.



## SECTION 1.3

### Emergence of the Military Profession

War is a brutal undertaking. The intentional, organized application of violence at scale is something for which a military professional must always prepare. Only the dead, the saying goes, have seen the end of war.<sup>6</sup> Major conflict leaves a legacy in the minds of the participants and survivors for the rest of their lives.

As a result, the study of armed conflict has emerged not only to understand why it occurs,<sup>7</sup> but how it can be avoided or prevented.<sup>8</sup> One must not forget, however, that militaries are also charged with studying how to prosecute armed conflict, should it occur.<sup>9</sup>

Over the course of history, the military has evolved as an organization dedicated to the study, prevention and conduct of legitimate organized violence. What makes such efforts legitimate is the presence of controls on how the violence is conducted. These controls include not only laws and policies, but also rules, norms and practices that are authorized by government and then enforced through a chain of command from the senior-most admirals and generals down through the ranks to the newest trained member.<sup>10</sup> Adherence to such controls, especially in the face of combatants who lack such controls, remains one of the highest standards of professionalism.

In short, the CAF's ability to conduct operations and activities will vary depending on the nature of the government-approved mission, the authorities granted, the applicable Canadian and international law, direction, ethics, doctrine and policy.

Because a military is created and controlled by the state, it is given an initial degree of legitimacy to defend the state and its interest through its monopoly on the use of coercive means.<sup>11</sup> However, this authority is as much dependent upon the actions of the military as it is rooted in the norms, laws and policies of the state which control the actions of the military. If the military fails to act in the state's best interest or fails to conduct itself in a manner consistent with the norms and values of the state, the military loses the legitimacy conferred upon it. By action or omission, a military can have a great deal of influence on the degree of trust that it enjoys.





Fighting spirit is  
the chief moral  
component of  
fighting power.



Who, then, should serve in the military? Is it an obligation of citizenship or should it be based on the idea of voluntary service? Or is it some combination of the two? Given the gravity of the task, it is worthwhile to engage with these questions to understand who serves, and why.

### **A Legacy of Citizen-soldiering**

In general terms, citizen-soldiers are those who, while leading civilian lives, volunteered or are driven to defend their communities and countries when faced with external threats. Either way, the profession of arms is not their primary calling, but rather, service is accepted as a responsibility of citizenship. To preserve the self-determination and sovereignty of the country, the government must allocate resources to maintain a capable military, and this includes ensuring sufficient people fill the ranks required for national defence.<sup>12</sup> Tying service to citizenship is one such means to ensure that the military is ready when needed.

This citizen-soldier idea is deeply rooted in history and finds resonance in traditions that predate European contact in North America. In a parallel development to what was happening in Eurasia, Indigenous societies across North America recognized the need for warfighting but also that certain separations be in place between warfighting and what scholars refer to as the “normal politics”<sup>13</sup> of peacetime. As but one example, according to the 37<sup>th</sup> Wampum



of the Haudenosaunee Great Law of Peace, war chiefs were appointed just for the purpose of prosecuting a war. Upon the conclusion of the conflict, leadership would return to a peace chief and the normal politics would resume.<sup>14</sup> This practice was not unique to the Haudenosaunee as similar separation between wartime and peacetime leadership also occurred with the Cheyenne, Choctaw, Shawnee and Tetons.<sup>15</sup> However, the roles of war chiefs remained important, often serving as messengers between communities during periods of normal politics.<sup>16</sup>

The Indigenous communities in pre-contact North America understood that prosecuting a war required a different mindset and expertise from that which is appropriate during times of relative peace. The development of the various citizen-soldier models in Europe parallels that which was found in Indigenous communities across North America. These together can serve as a cornerstone for a modern sense of Canadian military service, rooted in Indigenous and Canadian history.<sup>17</sup> Military service in Canada can be viewed as a combination of these Indigenous and settler legacies whereby service in the defence of Canada is provided by those few who choose to pursue mastery in the legitimate use of organized violence. However, those few must remain rooted in the values and norms of what it means to live in their communities and, as such, remain a valuable and vibrant part of their society when the fighting is over.

Citizen-soldiers stood as the foundation of armed engagements across North America, extending their influence into the initial century of Canada's existence.<sup>18</sup> These individuals, embracing the dual roles of civilian life and military service, played an indispensable part in the defence of Canada. However, the citizen-soldier model would begin to change with the First and Second World Wars. During this period, the citizen-soldier model experienced a significant professionalization process. The scale and destruction of these unprecedented wars necessitated a higher level of training, specialization, organization and commitment from these citizen-soldiers. By necessity, armed service became a full-time occupation which also resulted in a far smaller standing force for Canada.<sup>19</sup> While part-time service members – which would later be referred to as the Primary Reserve – remained, the emphasis would shift to the maintenance of a full-time Regular Force for the defence of Canada.<sup>20</sup>

### Professionalization

Socio-political reasons also drove a shift away from citizen-soldiers towards a professional, standing force composed of full-time service members. Conscription – the forced enrollment in a military – was already falling out of favour during the Cold War and largely vanished from Western militaries in the 1990s and 2000s.<sup>21</sup> While it is seeing somewhat of a renaissance as of late,<sup>22</sup> the all-volunteer force models and the concept of the military professional continue to dominate in



Western militaries. For Canada in particular, the idea of compulsory military service undermines our ideals of individual liberty and prosperity and has also been a source of historical linguistic and cultural divide in Canada.<sup>23</sup> In times of relative peace, compulsory military service also challenges the idea that national defence is executed by highly skilled and highly motivated professionals. As a result, the CAF is composed entirely of volunteers who chose to serve as part of the national security community that defends Canada and Canadian interests in either a full- or part-time manner.

Given this diversity, the same standards of a military professional are expected regardless of component, rank or service. Officers and Non-commissioned Members (NCM) of the Regular Force (RegF), the Reserve Force (Res) and its four sub-components – the Primary Reserve (PRes), the Supplementary Reserve (SupRes), the Canadian Rangers (CR) and the Cadet Organizations Administration and Training Service (COATS)<sup>24</sup> – are all considered members of the military profession. This professionalization led to what is now referred to as the Profession of Arms.<sup>25</sup>



## SECTION 1.4

### Conclusion

The unyielding march of technological progress, Earth's changing climate and expanding population pressures are driving geopolitical and social unrest around the world. These symptoms are exacerbated, if not exploited, by authoritarian and expansionist regimes aimed at challenging the rules-based international order we aim to uphold.

These factors are complex in their interactions and are driving an international system characterized by competition and conflict.<sup>26</sup> This demands a group of Canadians and permanent residents who are committed to the study and prosecution of armed service in the defence of Canada. Defending Canada and Canadian interests includes both supporting Canada in the promotion of values abroad through humanitarian efforts and interventions, as well as providing domestic support to disaster response and other assistance to provincial and municipal governments in Canada, as needed.

While the process of professionalization, meaning a move away from conscription and exclusively part-time service, accelerated with the end of the Second World War, a deeper look at Canada – and indeed pre-contact history – suggests a nuance that is often overlooked: members of the profession of arms, while few, retained the values and norms of people who call Canada home. This connection is as much a part of what gives

the military legitimacy as are the laws and policies which created it.

Achieving a career profile of meaningful service in the profession of arms requires commitment to pursue increasing levels of professional knowledge, excellence and maturity. It requires a willingness to serve Canada and contribute to providing security to prevent open conflict, while ultimately maintaining military readiness to meet the demands of warfighting should armed conflict occur. This dedication to the professional craft is predicated on a fighting spirit that includes, but goes beyond, merely the strength of will to use up to deadly force. It is the passion and perseverance to see an extremely challenging and potentially dangerous task done to a high standard and for a higher purpose in the service of Canada. As a force of last resort, the Canadian Profession of Arms is the nation's ultimate insurance policy.

## NOTES

<sup>1</sup> Department of National Defence, *Pan-Domain Force Employment Concept: Prevailing in a Dangerous World* (Ottawa: Department of National Defence, 2023).

<sup>2</sup> Secure has its roots in Latin, meaning *se cure* or 'freedom from care.'

<sup>3</sup> The Privy Council Office, the Treasury Board of Canada Secretariat and the Department of Finance comprise the three central agencies of the Government of Canada.

<sup>4</sup> Stephanie Carvin, Thomas Juneau and Craig Forces, eds., *Top Secret Canada: Understanding the Canadian Intelligence and National Security Community* (Toronto: University of Toronto Press, 2020).

<sup>5</sup> "Department of National Defence" Government of Canada, 2023, <https://www.canada.ca/en/department-national-defence.html>

<sup>6</sup> While often attributed to Plato, the quotation "only the dead have seen the end of war" originally appeared in the writing of Spanish-American philosopher George Santayana in his *Soliloquies in England* (New York: Scribner, 1924) and later in a speech given by Douglas MacArthur to the graduating class of 1962 at the United States Military Academy at West Point. Despite this quotation, with the attribution to Plato adorning the wall at the Imperial War Museum, this phrase does not appear in any of Plato's surviving dialogues.

<sup>7</sup> See for example John A. Vasquez, *The War Puzzle Revisited* (Cambridge: Cambridge University Press, 2009), Stephen Van Evra, *The Causes of War: Power and the Roots of Conflict* (Ithaca: Cornell University Press, 1984), Ian Morris, *War! What is it Good For? Conflict and the Progress of Civilization from Primates to Robots* (New York: Farrar Strauss & Giroux, 2014), Charles Tilley, "War Making and State Making as Organized Crime" in Peter B. Evans, Dietrich Reuschmeyer and Theda Skocpol, eds., *Bringing the State Back In* (Cambridge: Cambridge University Press, 1985), Jack S. Levy and William R. Thompson. *The Causes of War* (West Sussex: Wiley-Blackwell, 2011), or Bruce Beuno de Mesquita. *The War Trap* (New Haven: Yale University Press, 1981).

<sup>8</sup> See for example the work of Kalevi Holsti, *The State, War, and the State of War* (Cambridge: Cambridge University Press, 2010), Mary Kaldor, *New and Old Wars: Organized Violence in a Global Era* (New York: Wiley, 2012), or Beatrice Heuser, *War: A Genealogy of Western Ideas and Practices* (Oxford: Oxford University Press, 2022) as but a few of the highlights in this vast and growing field of study.

<sup>9</sup> Most influential among modern writing on this topic, Carl von Clausewitz, *On War*, trans. Michael Howard and Peter Paret (Princeton: Princeton University Press, 1976). See also Peter Paret, ed. *Makers of Modern Strategy* (Princeton: Princeton University Press, 1986) or more recently Emile Simpson. *War From the Ground Up: 21<sup>st</sup> Century Combat as Politics* (Oxford: Oxford University Press, 2012).

<sup>10</sup> Department of National Defence, B-GJ-005-501/FP-001 Canadian Forces Joint Publication, CFJP-5.1 *Use of Force for CF Operations* (Ottawa: Department of National Defence, 2008).

<sup>11</sup> Evans et al., eds. *Bringing the State Back In*. See also Niccolo Machiavelli. *The Prince*, trans. George Bull (New York: Penguin, 2003).

<sup>12</sup> Tilley. "War Making and State Making as Organized Crime." See also Max Weber. *Politics as a Vocation* (Philadelphia: Fortress Press, 1965).

<sup>13</sup> Doug McAdam, Sidney Tarrow and Charles Tilley. *Dynamics of Contention* (Cambridge: Cambridge University Press, 2001).

<sup>14</sup> Rob LeBlanc. "At the Sacred Intersection of Politics and War: A Discussion of Warrior Societies, Masculine Identity Politics, and Indigenous Resistance Trends in Canada" *Canadian Journal of Native Studies* 35, no. 2 (2015), Katya Ferguson. *Teacher's Guide for the Seven Teachings Stories* (Winnipeg: Portage & Main, 2017). See also Max Carocci. *Warriors of the Plains: The Arts of Plains Indian Warfare* (Montréal and Kingston: McGill-Queen's University Press, 2012).

- <sup>15</sup> David J. Wilshart, *Encyclopedia of the Great Plains Indians* (Lincoln: University of Nebraska Press, 2007), Collin Calloway, *The Shawnee and the War for America* (New York: Penguin, 2007), Nancy Bonvillian, *The Teton Sioux* (New York: Chelsea House, 2004). See also Rosa Brooks, *How Everything Became War and the Military Became Everything: Tales from the Pentagon* (New York: Simon & Schuster, 2016).
- <sup>16</sup> LeBlanc. "At the Sacred Intersection of Politics and War" and Ferguson. *Teacher's Guide*. See also Carocci. *Warriors of the Plains*.
- <sup>17</sup> Sheryl Lightfoot. "Indigenous People and Canadian Defence" in Thomas Juneau, Phillippe Lagassé, and Srdjan Vucetic, eds., *Canadian Defence Policy in Theory and Practice* (Berlin, Springer, 2019): 217-231.
- <sup>18</sup> James A. Wood. *Militia Myths: Ideas of the Canadian Citizen Soldier 1896-1921* (Vancouver: UBC Press, 2010).
- <sup>19</sup> Andrew Godefroy. *In Peace Prepared: Innovation and Adaptation in Canada's Cold War Army* (Vancouver: UBC Press, 2014). See also Andrew Brown. *Building the Army's Backbone: Canadian Non-Commissioned Officers in the Second World War* (Vancouver: UBC Press, 2021) and Pascal Le Pautremat. « Jeune citoyen et métier des armes : quelles perspectives pour 2035? » *Revue militaire générale* 56 (2020): 29-39.
- <sup>20</sup> Corrine MacDonald. *The Canadian Armed Forces: The Role of the Reserves* (Ottawa: Department of National Defence, 1999).
- <sup>21</sup> Tibor Szvircsev Tresch and Christian Leuprecht. *Europe Without Soldiers: Recruitment and Retention Across the Armed Forces of Europe* (Montreal and Kingston: McGill-Queen's University Press, 2010).
- <sup>22</sup> William L. Hauser, "Why America Should Restore the Draft: A Response to Liebert and Golby's 'Mid-Life Crisis? The All-Volunteer Force at 40'" *Armed Forces & Society* 44, no. 1 (2018): 181-185. See also Eyal Ben-Ari, Elisheva Rosman and Eitan Shamir "Neither a Conscript Army nor an All-Volunteer Force: Emerging Recruiting Models" *Armed Forces & Society* 49, no. 1 (2021): 138-159.
- <sup>23</sup> Jack L. Granatstein, Richard Jones, Tabitha de Bruin, and Andrew McIntosh "Conscription in Canada" *The Canadian Encyclopedia*, 2022, <https://www.thecanadianencyclopedia.ca/en/article/conscription>
- <sup>24</sup> Department of National Defence. *DAOD 5002-3, Component and Sub-Component Transfer* (Ottawa: Department of National Defence, 2024).
- <sup>25</sup> This term was popularized by Sir John Hackett in his Lees Knowles lectures given at Trinity College, Cambridge, in 1962. See *The Profession of Arms – Officers' Call* (Washington: Centre for Military History, 1986).
- <sup>26</sup> Department of National Defence, *Pan-Domain Force Employment Concept* (Ottawa: Department of National Defence, 2023): 5.





## 2

### The Purpose and Composition of Professions

## SECTION 2.1

# What is a Profession?

This chapter will describe the idea of a profession, examining the purpose and composition of this important type of organization. It will begin by describing a profession as a system and define its major terms and concepts.<sup>27</sup> These terms and concepts will then be used in subsequent chapters to explore a very specific profession: the Profession of Arms.

A profession is considered an exclusive group of people who possess and apply a systematically acquired body of knowledge, skills, abilities and other attributes (KSAO) derived from extensive research, education, training and experience. For a profession to have meaning, it must exist within a broader society and, as a result, the actions of the profession will have a direct impact on the status of that profession within society.<sup>28</sup> Professionals are the members of a profession. They have a responsibility to fulfill their professional function ethically and competently

for the benefit of society. Professionals are governed by a code of ethics that establishes standards of conduct within their profession. Members actively uphold and enforce this code of ethics that encapsulates values widely acknowledged and deemed legitimate by society. Professionalism is the conduct and performance expected of a professional. This means abiding by a set of recognized standards and practices related to the profession's specific body of knowledge.<sup>29</sup> Members of the profession actively innovate, expand and improve upon their KSAOs.

## SECTION 2.2

### Fundamental Imperatives

A profession is generally overseen by external governing bodies that provide its legitimate jurisdiction to practice the said profession. These governing bodies also provide regulatory and accountability frameworks that assess the credibility and trustworthiness of the profession to fulfill its function; in short, its professional effectiveness. Professions must therefore fulfill two *fundamental imperatives* to ensure their credibility and trustworthiness to society. Both imperatives are of equal importance to the relevance and effective functioning of the profession.

The *societal imperative* demands that the profession submit to a governing body that determines and oversees the legitimate jurisdiction of the profession and its regulatory compliance. The second aspect of the societal imperative is that to serve its society well, the profession must reflect – to the greatest degree possible but without compromising its primary function – the values and norms of the society that it serves. In essence, this means that the professionals must perform their function in line with the laws, values, virtues and norms that represent the best aspirations of society.

The *functional imperative* demands that the profession be effective in fulfilling its primary function, whether that be delivering a service

or product. Governing bodies generally allow professions a high degree of control and self-regulation over their internal matters to ensure that their profession is functioning effectively. For example, these can include decisions related to doctrine, the professional development of its members, discipline, technical matters, administration, personnel policy and the internal organization of the profession itself. Oversight is maintained by an external governing body to periodically assess the effectiveness of the profession on behalf of society.

The functional imperative demands a specialization of knowledge, skills and abilities across society which, history has shown, allows society to flourish.<sup>30</sup>





## SECTION 2.3

### Professional Attributes

Generally, a profession comprises four attributes, as illustrated in Figure 2.1: responsibility, expertise, ethos or code of values and ethics, and identity. Responsibility represents the assigned role, function and legitimate boundaries that define the profession.

Expertise represents the profession's systematically acquired body of KSAOs and its capacity to apply them competently. An ethos or code of ethics governs how that expertise is to be used in a positive manner that is relevant and beneficial to society. A practitioner takes on a professional identity by

fulfilling their responsibilities to their highest degree of expertise in a manner that aligns with the ethos or code of ethics. Combined with expertise, this forms the *professional ideology* that guides the profession's standards of conduct and performance; in essence, the standards of professionalism.

Figure 2.1

#### The Professional Construct







CANADA

CANADA

Canada



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## SECTION 2.4

### Professions and Trust

The relationships between society, professions and their governing bodies are founded on trust. The perceived trustworthiness of the profession is predicated upon its credibility in delivering its service or product. Does the profession do so in an ethical manner? Does the profession truly have expertise in the area for which it is providing that service? Does the profession have the capability to provide the service to the required standard and scale? Whereas the boundaries of a profession are generally well-defined, they are not impermeable, and hence the profession is influenced by changes within society.

Ultimately, a profession's worth is its ability to ensure trustworthiness in the fulfilment of its service to society. Where we understand trust to mean the confidence that someone will act in another's best interest, trustworthiness is the demonstration of the capacity to act in another's best interest; that is, for professionals to act in the best interest of society.<sup>31</sup> Research has demonstrated that trustworthiness is best generated through the application of three variables: character, competence and commitment.

Trustworthiness, as the formula illustrates in Figure 2.2, is the product of commitment amplifying the sum of character and competence. Character (who you are) and competence

(what you do and how well you do it) are additive. Critically, one's commitment is a force multiplier towards building trustworthiness towards success. Research and experience inform us that commitment is multiplicative because, while talent is important, effort counts twice as much towards success.<sup>32</sup> Passion and perseverance are necessary to sustain the levels of ambition, engagement and personal sacrifice that commitment requires.<sup>33</sup> Trustworthiness allows professions to work within an intent and a values-based approach in an effective and efficient manner. Trustworthiness enhances both efficiency and effectiveness so that a profession can operate with less friction, at the proverbial speed of trust.<sup>34</sup>

Figure 2.2

### The Development of Trustworthiness

$$\text{Trustworthiness} = (\text{Character} + \text{Competence}) \times \text{Commitment}$$

#### Character

Character, the first variable in the equation, stems from antiquity (to include many Western, Eastern and Indigenous cultures) into today. The concept of character in North America can be found within Indigenous virtues. Several sources suggest the Seven Sacred Teachings – *Niizhwaaswi Gagikwewin* – as a set of virtues created and accepted by many First Nations and Métis peoples.<sup>35</sup> The Seven Sacred Teachings of love, humility, respect, truth, honesty, wisdom and courage are at the heart of many Indigenous cultures.

Inuit have a unique articulation of virtues called the *Inuit Qaujimagatuqangit* (IQ). IQ is an Inuit way of knowing that translates into English as “traditional Inuit knowledge.”<sup>36</sup> Alternatively, it has been translated to mean “that which Inuit have always known to be true.”<sup>37</sup> IQ has a framework to clarify ways of knowing Inuit culture that help Inuit apply their traditional knowledge based on six principles. These six principles translate to service, consensus, collaboration, knowledge, stewardship and resourcefulness.<sup>38</sup> In turn, these principles are supported by *Maligait*, which provides a way in which to live a good life. Maligait’s four laws



include working for the common good, respecting living things, maintaining harmony and balance, and planning and preparing for the future.<sup>39</sup> Parallels to the Seven Sacred Teachings are obvious.

Within Western cultures, the Values in Action (VIA) Institute on Character's universal virtues and character strengths are similar to Indigenous virtues and principles. Character is largely described as a combination of values, virtues and individual traits that are internalized and lived. Prominent within the field is the work of Christopher Peterson and Martin Seligman who created the *VIA Classification of Character Strengths and Virtues*. Offered as a tool through which to identify, measure and develop character, the VIA classification offers twenty-four character strengths that support the six core virtues of wisdom, courage, humanity, justice, temperance and transcendence.<sup>40</sup> This foundational research forms a set of universal virtues and character strengths that transcend ethnicity, culture, religion and time.

More recently, Western University academics have adapted the VIA research to a leader character model comprising eleven character dimensions supported by sixty-two character elements. Centered on the character dimension of judgement, the ten other dimensions include transcendence, drive, collaboration, humanity, humility, integrity, temperance, justice, accountability and courage. These interdependent character dimensions interact with each other to form the character variables that are activated

by and inform judgement. The purpose of this practical leader character model is to ensure team well-being and sustain excellence through better judgement informed by character.<sup>41</sup>

The concept of character closely tracks with the societal imperative. The values and virtues that professions must adopt to ensure their relevance and trustworthiness to society should be the best values, virtues and traits that their societies aspire to be. In short, professionals need to reflect and remain obedient to the best of the value system they are sworn to protect.

## Competence

Competence, the second variable in the trustworthiness equation, relates to the professional expectations that support the core purpose of the profession. The competence of a profession is determined by the quality and degree to which the professional KSAOs are performed in service to society. Professional competence is varied, from technical skills, procedural abilities, new innovative knowledge, to the organization of the profession itself. Such competence is acquired through continuous research, education and training along with the accumulation of experience in applying such knowledge. Moreover, the principles guiding the acquisition and application of this knowledge are codified within doctrine, professional discourse, policies and procedures within professions.

## Commitment

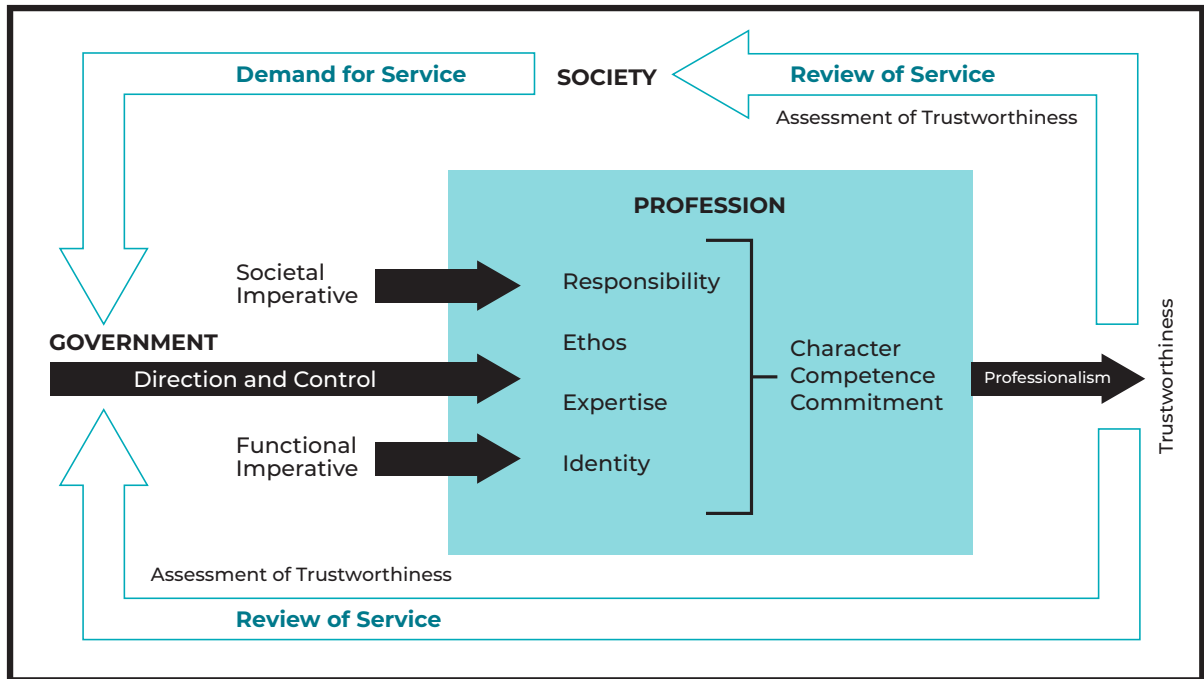
While most aspects of character and all aspects of competence are captured by KSAOs, it is the vitality of one's commitment – as the third variable in the equation – to pursue excellence in character and competence that achieves the trust inherent in professionalism. Talent is simply not enough; commitment, or persistence of effort, is the overriding ingredient needed to ensure that character and competence are pursued towards

the trust necessary for success. Commitment can be expressed as the sum of ambition, engagement and sacrifice to ensure success. This combination of elements creates trustworthy organizations that thrive and succeed.

These elements can be seen in relation to each other in Figure 2.3 which is a simplified depiction of the profession as a system and the context within which it operates.

Figure 2.3

**The Professional System**





## SECTION 2.5

### Types of Professions and Professionals

Professions can take a variety of forms. Professions are commonly known as associational professions whereby a member of the profession works individually to serve their clients. The medical and legal professions are normally considered associational.

A collective profession is quite different from an associational profession. In a collective profession, the service or product cannot be performed or produced by an individual.<sup>42</sup> The professional service is only able to be performed by a collective group of professionals.

Dual professionals are those who hold professional status in more than one profession, simultaneously. Dual professionals may be regulated by both professional bodies. For example, an associational professional may bring unique expertise to a collective profession and be a member of both.



## SECTION 2.6

### Conclusion

This chapter presented a conceptual framework for the profession centred on the pivotal concept of trust. Trust within a profession is both a requirement and a product of the profession meeting both its functional and societal imperatives.

The trust bestowed upon a profession must be earned every day as trustworthiness. This trust can be eroded when members of the profession fall short of meeting the expectations embodied in the professional attributes, but in particular, the professional ideology.

In the chapters that follow, this framework of trust, imperatives and attributes will be applied to military professionals – members of the profession of arms. It will chart the path to ensuring the profession of arms remains capable of defending Canada and Canadian interests and doing so in a manner that maintains the CAF's position within society as a respected and vital profession.



## NOTES

<sup>27</sup> These terms are also listed in the glossary to this text.

<sup>28</sup> For a similar take on professions, see Andrew Abbott, *The System of Professions: An Essay on the Division of Expert Labor* (Chicago: University of Chicago Press, 1988).

<sup>29</sup> Eliot Friedson, *Professionalism: The Third Logic* (Cambridge: Polity Press, 2001), 83.

<sup>30</sup> The most direct example of this is offered in Emile Durkheim, *The Division of Labour in Society* (New York: The Free Press, 1984).

<sup>31</sup> Russel Hardin, *Trust* (London: Polity, 2006).

<sup>32</sup> Angela Duckworth, *Grit: The Power of Passion and Perseverance* (New York: Scribner, 2016).

<sup>33</sup> Mary Crossan, Gerard Seijts and Jeffrey Gandz, *Developing Leadership Character* (New York: Routledge, 2015).

<sup>34</sup> Steven R. Covey, *The Speed of Trust: The One Thing That Changes Everything* (New York: The Free Press, 2008).

<sup>35</sup> Katya Ferguson, *Teacher's Guide for the Seven Teachings Stories* (Winnipeg: Portage & Main, 2017). See also David Bouchard and Martin Tehanakerehkwen, *Seven Sacred Teachings: Niizhwaaswi Gagiikwewin* (Victoria: Crow Cottage Publishing, 2016), or "Seven Sacred Teachings" University of Calgary Werklund School of Education, 2023, <https://werklund.ucalgary.ca/seven-sacred-teachings-niizhwaaswi-gagiikwewin> and Edward Benton-Banai, *The Mishomis Book: The Voice of the Ojibway* (Saint Paul: University of Minnesota Press, 2010).

<sup>36</sup> Frank James Tester and Peter Irniq, "Inuit Qaujimagatuqangit: Social History, Politics and the Practice of Resistance" *Arctic* 61, S1 (2008): 48.

<sup>37</sup> Shirley Tagalik, *Inuit Qaujimagatuqangit: The Role of Indigenous Knowledge in Supporting Wellness in Inuit Communities in Nunavut National* (Prince George: Collaborative Centre for Aboriginal Health – University of Northern British Columbia, 2010), see also Joe Karetak, Frank J. Tester, and Shirley Tagalik, eds., *Inuit Qaujimagatuqangit: What Inuit Have Always Known to be True* (Halifax; Fernwood Publishing, 2017).

<sup>38</sup> Tagalik, *Inuit Qaujimagatuqangit*, 1.

<sup>39</sup> *Ibid.*

<sup>40</sup> "The 24 Character Strengths," VIA Institute on Character, 2024, <https://www.viacharacter.org/character-strengths>, see also Christopher Peterson and Martin Seligman, *Character Strengths and Virtues: A Handbook and Classification* (New York: Oxford University Press, 2004).

<sup>41</sup> Mary Crossan, Alyson Bryne, Gerard Seijts, Mark Reno, Lucas Monzani and Jeffrey Gandz, "Towards a Framework of Leader Character in Organizations" *Journal of Management Studies* 54, no. 7 (November 2017): 987-1018.

<sup>42</sup> Herbet M. Swick, "Towards a Normative Definition of Medical Professionalism" *Academic Medicine* 75, no. 6 (June 2000): 616.







3

**The Canadian  
Profession  
of Arms**

## SECTION 3.1

# The Military Profession

The Profession of Arms is directly subordinate to the Sovereign's representative in Canada, the Governor General, as the Commander-in-Chief of the CAF in formal and ceremonial terms, though not in practice.

In practice, the Canadian profession of arms is responsible to the democratically elected Government of Canada, and, in particular, to the Minister of National Defence who manages and directs the CAF as well as all matters relating to national defence. The profession of arms comprises all members of the CAF and these military professionals are committed to the defence of Canada and Canadian interests as directed by the Government of Canada. Military professionals specialize in the study and application of military force. Military force means coercive, destructive and deadly force organized and applied in a disciplined manner according to ethics and law in pursuit of the political objectives assigned by the Government of Canada. The military has no legitimate right to act on its own. Finally, military professionals live a shared ethos that builds trust within and across the CAF, the Government of Canada and Canadian society, knowing that the judgement behind the use of military force must be sound.

The profession of arms in Canada has developed, like many other such professions of arms around the world, with a societal imperative that the military remain subordinate to the duly elected civil authority and that it reflects, to an appropriate degree, Canadian values and universal virtues. The military profession in Canada has always been shaped by a functional imperative that demands a high degree of military effectiveness in the fulfillment of its assigned missions. Given that the military is a collective profession that requires the full range of its functions, capabilities and occupations to force generate and deliver operational success, military effectiveness is seen more broadly than simply success on operations. Military effectiveness is demanded across all military functions – force generation, force development, force management, force sustainment and force employment – which together enable the delivery of operational success. It is for this reason that the profession of arms has granted primacy to military effectiveness in line with the functional imperative, rather than just primacy to operations.

## SECTION 3.2

### Military Professionals

In Canada, military service is not an inherent right; instead, it is contingent upon meeting well-defined criteria that include medical, educational, cognitive, physical and conduct requirements, as well as citizenship or permanent residency status. These criteria are established to ensure that the CAF can maintain its capability to fulfill the responsibilities entrusted to it by Canada's democratically elected government.

An individual becomes a member of the profession of arms in Canada upon enrolment and must take the oath or solemn affirmation<sup>43</sup> and adopt the military uniform. Military members undergo extensive military training to become qualified in their occupation at which point they are minimally qualified for employment on military operations. From there, military members pursue higher standards of military excellence in their occupations as they strive towards mastery in their profession. CAF members are expected to embody professionalism from the moment they join, and this commitment to professionalism must be reinforced throughout their careers.

Upon enrolment, military professionals in Canada accept unlimited liability; the primary feature that sets the military apart from other

professions in Canada.<sup>44</sup> Unlimited liability means the legal requirement for CAF members to accept that, in the process of their duties, they may have to risk their lives or the lives of those they lead to achieve success in the military missions assigned by the Government of Canada.<sup>45</sup> While other first responder professions like firefighters or police officers share certain aspects of liability and risk to their lives, the military is unique in that this unlimited liability also includes the legitimate use of force to injure or kill combatants in the name of national defence. Not only can soldiers, sailors, aviators and special operations forces be lawfully ordered to risk their life, but they can also order others to do the same. In addition, CAF members can be ordered to kill combatants or issue such orders to other CAF members, in accordance with applicable Canadian and international law.





While the distinctiveness of unlimited liability is a source of professional pride and identity, it needs careful consideration. This distinctiveness can lead to a culture of exceptionalism with potentially negative consequences for the military's relationship with government and society, as well as for those within the profession of arms. The negative effects of military exceptionalism can strain civil-military relationships as it lends itself to viewing those not in uniform as somehow lesser. Similarly, if left unchecked within the profession itself, such distinctiveness can lead to certain military occupations viewing other military occupations as somehow lesser. Such negative exceptionalist culture can lead to mindsets that believe they

have little else to learn or that they are above the law and, ultimately, this undermines the military ethos that sustains professionalism. Military professionals need to keep in perspective the understanding that the military is first and foremost a collective profession where no single occupation or person can fulfill the profession's responsibility to government. The profession is a pluralist concept; all members and occupations are required in disciplined collaboration to achieve its government-assigned missions. As such, all military professionals must commit to the ethos and to the humility required of a growth mindset if military effectiveness is to be sustained and enhanced through professionalism.



Aspiring members of the profession must embody behaviour consistent with professionalism. In Canada, along with the oath or affirmation and the adoption of the uniform, members demonstrate their professionalism by internalizing and living the military ethos, reaching and maintaining their occupational qualifications, pursuing the highest standards of military expertise, and by understanding, accepting and fulfilling all the commitments and responsibilities inherent within the profession of arms. In particular, the military uniform is a symbol of service deeply rooted in tradition and must be worn with pride and reverence. Thereafter, military professionals understand that professionalism is a constant practice of personal and professional growth. Such learning and growth can be accelerated through coaching, mentorship and experiential learning.

A critical and unique component of this collective profession is the relationship between the NCM and the officer. This relationship is one of dual expertise and complementarity. For example, in the relationship between junior officers and senior NCMs, the experienced senior NCM serves not just as an advisor, but also as a mentor to the junior officer. As the CAF is centred on developing and employing cohesive teams, this demands mutual respect and trust; it demands recognition that each role is vital to the achievement of the mandate of the profession of arms in Canada. As the security environment continues to evolve, so does the relationship

between officers and NCMs. Over time, there has been some convergence of the professional expectations required from the NCM and from the officer. Despite this, there remains distinct roles and specialties that each group brings to the team. Officers need to be more technically proficient than in the past while NCMs are now expected to develop and execute plans as the demands of increasingly complex operations force their professional development to converge.



## SECTION 3.3


### Military Dual Professionals

The Profession of Arms in Canada is also characterized by the presence of groups whose expertise is not specific to the military but rather is organized by civilian professions. To name a few, military doctors, lawyers, clergy, engineers and psychiatrists belong to external professional associations and hold themselves responsible to a second professional ethic in addition to the military ethos.

As dual professionals they provide specialized advice and services to the chain of command on issues that relate to the well-being of individuals and on collective matters in support of the organization. Furthermore, military leaders, in turn, require specialized assistance to deal effectively with the unique demands and burdens that military service imposes. Medical, legal, spiritual and a wide range of other personnel services are essential to the well-being of the people who collectively make up the organization and, hence, to the health of the profession of arms itself.

Dual professionals are beholden to two potentially contradictory sets of obligations, especially in terms of group versus individual needs. Some dual professionals, operating within

the limits of their civilian professional expertise, may have an ethical duty to balance the needs of the individual against the needs of the CAF. They must also understand and accept the military commander's obligations to the successful accomplishment of the mission. Commanders must in turn respect the obligations of the dual professional and understand that the service such dual professionals provide is integral to the well-being of the force as well as to the accomplishment of the mission. In short, it requires both parties – the commander and the dual-professional advisor – to understand each other's responsibilities and constraints, and then manage this healthy tension for the benefit of the profession of arms.

A photograph showing a military medical professional in green fatigues and a headset, wearing a face mask, leaning over a patient lying on a stretcher. The patient is wearing a white shirt and has grey hair. The background is a blurred field hospital setting with other medical equipment and personnel.

The military is often held to a higher standard than the rest of society.

## SECTION 3.4

# Attributes of the Profession of Arms in Canada

The *National Defence Act* (NDA) is intentionally broad with the mandate for the CAF by simply indicating that the Minister of National Defence (MND) is responsible for matters relating to national defence and the management and direction of the CAF.<sup>46</sup> As such, the role, missions and tasks assigned to the CAF are wide-ranging. In short, the CAF is asked to do a lot.

While mission success on operations is an important and tangible outcome, to achieve this, the military professional must be equally dedicated to the study and practice of the full range of activities within the national defence mandate. This means educating, training and preparing through experiential learning for armed conflict. By being ready for armed conflict, the profession of arms is best situated to adapt to the demands of less lethal missions on the spectrum of competition and conflict.

The professional attributes of responsibility, expertise, ethos and identity taken as a whole best represent what professionalism demands of those in uniform. While the attributes are unique unto themselves, they come together as interdependent concepts that are unified through a commitment to living the Canadian military ethos.

### Military Responsibility

The core responsibility to defend Canada and Canadian interests rests upon the profession of arms. It manifests as a role, a set of potential missions and tasks that span the spectrum of competition and conflict, and that also range from war to insurgency, peacemaking, peacekeeping, domestic operations and a requirement for the general deterrence or prevention of conflict. This role and its associated missions and tasks define the scope and applicable domestic and international legal frameworks within which the military profession operates.

Central to this responsibility is the military professional's self-discipline and commitment to maintain the highest levels of individual professionalism and contribute to the development of the highest standards of collective professionalism. Every military professional must





hold themselves and be held accountable for their conduct and performance. This is most important given the increasingly powerful weapon systems used to fulfil this core responsibility, and also the fact that military leaders have considerable influence and authority over the military professionals they lead. As such, the military is often held to a higher standard than the rest of society because it is the sole instrument with which to exercise the state's monopoly on the use of disciplined violence.

Officers and senior NCMs have a responsibility to lead and are delegated a right to command by assignment. As part of this responsibility, they have the authority and accountability to command, plan, make decisions, operate, develop

their teams and train their own successors. The officer's commission signifies the right and privilege to command at all levels, including the ordering of subordinates into harm's way. The officer bears the responsibility of setting the conditions for mission success and then provides commander's intent within which subordinates have the obligation to achieve the military objective. NCMs command at the tactical level. Only by leveraging the expertise of the NCM corps can officers effectively lead their diverse teams. Although this hierarchical distribution of authority, responsibility and accountability is often portrayed as straightforward, the complexities of real-world situations often blur the lines between officer and NCM roles and responsibilities.

Operating in alignment with Canadian values and universal virtues, the profession of arms must execute its responsibility with a dedication that extends beyond military effectiveness by embracing a commitment to the care and well-being of its members and their families. This duty is shared by officers and NCMs alike as they both bear the mantle of leadership and whose dedication in this regard contributes to creating effective, cohesive teams with high morale.

The highest standards of a collective profession are a direct result of the individual professionalism attained by its members through self-discipline and commitment. All members of the profession have an obligation to live the military ethos and thereby uphold the reputation of the military.

### **Military Expertise**

Expertise stands as a vital attribute of the profession of arms. Military expertise is determined by the command and control of military teams whose primary function is the disciplined, ethical and lawful application of military force. Military professionals must have an intimate understanding of the law of armed conflict and a detailed understanding of the associated rules of engagement to effectively perform their military function. The theoretical and practical KSAOs associated with the conduct of armed conflict represent a sophisticated level of expertise that differs from any other profession.

Military expertise encompasses the acquisition, maintenance and constant advancement of the theory and practice of armed conflict. As one progresses in rank, military professionals broaden their understanding of this expertise from the tactical into the joint and combined levels using a pan-domain perspective throughout. This pan-domain approach means understanding where other instruments of national and international power are integrated within the five domains of conflict (maritime, land, air, cyber and space) to achieve mission success.<sup>47</sup>

The demands of modern conflict have forced expertise to transcend traditional boundaries; it is no longer tightly confined to rank or position. The changing character of conflict has pushed more demands onto the junior levels of the military and caused a growing need for a highly developed capacity for judgement in the use of military force. Balancing mission success with the well-being of one's subordinates and the ethical and lawful application of force in a variety of complex circumstances places a high premium on professional judgement. Developing that judgement requires not only the acquisition of knowledge, skills and abilities but the development of strength of character and a great deal of practical experience.

While tactical competence in individual and collective warfighting skills remains central to the profession of arms, this expertise alone is no longer sufficient to underwrite the defence of

Canada. Military professionals today require a broader set of knowledge, skills and abilities to complement their willingness to collaborate and learn. Skills and knowledge normally associated with scholars, researchers, policy analysts, educators and diplomats are now also required of our sailors, soldiers, aviators and special operations forces.

## **Military Identity**

Identity is an intrinsic and essential attribute of the military profession. One's military identity evolves, shaped by society and the acceptance of unlimited liability through voluntary and dedicated military service. The CAF is a national institution that accepts Canadian citizens or permanent residents who want to answer the call to defend Canada and Canadian interests. Military professionals don the uniform and come to understand that they are part of a national institution that respects and reflects the best of Canadian values and universal virtues. One's military identity encompasses not only that which is defined by the military's role and ethos, but also a set of sub-identities that naturally form within the commands, formations, units, regiments, corps, branches and trades that comprise the collective profession of arms. A military identity is also a composite of a member's own identity coincident with their professional identity that combine towards a common ideal of service in the defence of Canada. Moreover, one's identity can evolve with

the values and virtues that we choose to pursue through the self-discipline we demonstrate in the development of positive habits, both from a personal and professional perspective.

Customs and traditions play a significant role in the identity of a military professional as they can serve to initiate, commemorate and serve as a source of inclusion, inspiration and pride. However, customs and traditions can also be used to, intentionally or unintentionally, exclude, stifle and harm. Such negative effects to the individual and team can diminish trust, fighting spirit and ultimately, military effectiveness. Military professionals need to carefully consider if customs and traditions have become outdated when examined through the lens of the CAF Ethos and not be afraid to let go or modernize those which no longer serve to inspire the current culture, or those that do not respectfully commemorate the past. Customs and traditions are creations of the profession and can therefore be modified. A healthy military identity allows the respectful conversations to happen to determine which customs and traditions continue to serve the profession and which customs and traditions need to be modified or dispensed with altogether.

Identity is also influenced by the changes to responsibility and expertise that occur over the length of a career. The types of military missions in which one participates significantly influence one's professional perspectives and range of military expertise. While most collective

training is rightfully focused on warfighting, one may spend an entire career on peacekeeping or disaster relief missions, which will significantly shape a professional identity. Similarly, one might spend most of a career on deterrence exercises and never deploy on a combat mission.

The diversity of experience during a military career will have a profound and lasting impact on someone's personal and professional identities. The very nature of being exposed to a variety of experiences will develop individual character and competence for the benefit of one's team and the profession itself.

The affiliation as either an officer or an NCM determines the professional development, expertise, authorities, responsibilities and accountabilities given throughout a career. Officers' responsibilities identify them as potential commanders who lead military teams of increasing size and staff officers who support the operational and institutional needs of the military system. NCMs are indispensable to the effective accomplishment of assigned tasks and the collective well-being and discipline of the team. The experience, challenges and successes that military professionals gather working in these different roles significantly influence their professional identity.



**The changing character of conflict demands a highly developed capacity for military judgement.**



As such, military identity can profoundly shape an individual's sense of self in that it can provide a strong sense of purpose, belonging and duty. However, when being in the military becomes the dominating identity of a service member, it can pose significant risks. Over-identification with the military from an exceptionalist perspective can lead to challenges in both relating and transitioning to civilian life as individuals may struggle to find a new sense of purpose and belonging outside of the structured military environment. It is crucial for military members to cultivate a sense of self that extends beyond the profession and to prepare for life after military service. This is done by seeking meaningful purpose and connection in civilian society as an active and engaged Canadian citizen, and this must happen throughout one's military career.



## Military Ethos

The military profession also possesses a unifying ethos that underpins the profession's every aspect. The military ethos ties the other three attributes together. While the ethos serves as a guide for the conduct of military professionals by providing enhanced meaning and purpose for their actions, it also combines with expertise to create the professional ideology for the CAF. Figure 3.1 offers a deeper understanding of the relationship between the attributes. In this case, the attribute of responsibility, which is assigned by government, drives the professional ideology (what the CAF does and how it does it) which in turn creates the profession's unique identity. What is more, this relationship feeds back upon itself, with the lived military identity further reinforcing the professional ideology and potentially influencing the degree of responsibility bestowed upon it by government.

The ethos serves as the central unifying concept for the military profession as it harmonizes both fundamental imperatives, represents the character, competence and commitment required to develop trustworthiness, and constitutes an equal portion of the professional ideology.

Figure 3.1

**Professional Ideology and the Professional Construct**



The elements of the ideology combine to fulfill the imperatives of the profession of arms.

The military ethos also transcends individual roles and functions by unifying military professionals under a shared set of ethical

principles, military values and professional expectations. It reflects how military professionals view themselves, how they fulfill their function and how they relate to the government and to society. This is expanded upon in later sections as well as in *The CAF Ethos: Trusted to Serve*.

## SECTION 3.5

### Conclusion

By exploring professional concepts, it is clear that the Canadian military is indeed a profession. Military professionals have distinct responsibilities and obligations associated with their membership in the profession of arms. Military service is not an inherent right but rather is contingent upon meeting specific criteria, including medical, educational, cognitive, physical, conduct and citizenship or permanent residency requirements. These criteria are established to ensure the CAF can fulfill its mandate as directed by the Government of Canada. Military service places unique demands on its military professionals, especially unlimited liability and the challenges in applying military force within the applicable ethical and legal frameworks.

Dual professionals – individuals who are members of both the military and another regulated profession like medicine or law – operate within the limits of their civilian professional expertise, but also have an ethical duty to balance the needs of their collective profession: the CAF.

The attributes of the profession of arms, which include responsibility, expertise, identity and ethos, are interdependent but also unified by the military ethos. The ethos and expertise

combine to form a professional ideology that is used to fulfill the profession's responsibility to government. Military identity is shaped by continued service in fulfilling that responsibility to government.

Because of its importance, the military ethos has been fully articulated in *The CAF Ethos: Trusted to Serve* but will be explored differently in the next chapter with a focus as it relates more to the profession than the individual.

## NOTES

<sup>43</sup> Department of National Defence, *Queen's Regulations and Orders Volume I*, c. 6.04.

<sup>44</sup> Government of Canada. *National Defence Act*, p.II. s.33.

<sup>45</sup> The term was also first used by Sir John Hackett in the same lecture he gave in 1962 at Trinity College in Cambridge in which he coined the term *profession of arms* (see note 25). Hackett, *The Profession of Arms*, 73.

<sup>46</sup> Canada. *National Defence Act*, p.I. s.4.

<sup>47</sup> Department of National Defence, *Pan-Domain Force Employment Concept*, (Ottawa, Department of National Defence, 2023).





4

**The Canadian  
Armed Forces  
Ethos**


## SECTION 4.1

# Introduction

An ethos is formally defined in *Canadian Armed Forces Ethos: Trusted to Serve* as “the characteristic spirit of a culture or organization as manifested in its beliefs and aspirations.”<sup>48</sup> Figure 4.1 is a visual representation of the Canadian military ethos.

Figure 4.1  
**The Canadian Armed Forces Ethos**

## The CAF Ethos



- Ethical Principles**
  1. Respect the Dignity of all Persons
  2. Serve Canada Before Self
  3. Obey and Support Lawful Authority
- Military Values**
  1. Loyalty
  2. Integrity
  3. Courage
  4. Excellence
  5. Inclusion
  6. Accountability
- Professional Expectations**
  1. Duty
  2. Accepting Unlimited Liability
  3. Fighting Spirit
  4. Leadership
  5. Discipline
  6. Teamwork
  7. Readiness
  8. Stewardship





A full examination of the CAF Ethos is provided in *Trusted to Serve*, but the discussion that follows will explore it with regard to its functions, fundamental imperatives, Canadian values and universal virtues, as well as the concepts of trust, character, competence and commitment. *Trusted to Serve* along with the *CF and DND Code of Values and Ethics*<sup>49</sup> define who we should be and how we should serve as military professionals and Defence Team partners.

Of the seventeen elements within the ethos, the ethical principle to *respect the dignity of all persons* deserves a particular examination within the context of the profession of arms.<sup>50</sup> It represents a fundamental principle of humanity that demands constant and universal application. Even in the most harrowing context of military service, such as combat, CAF members must consider this the guiding principle to decisions and actions. On one

level, this is a fundamental paradox of military service in that the core function of the military – that of engaging in actions that will likely result in the wounding or death of adversaries – runs counter to this ethical principle. However, at a deeper level, this paradox can be resolved through a reflection on the purpose of national defence. National defence is the defence of Canada and Canadian interests: it is the defence of Canadians and the people who call it home. This means that a military professional may need to take the life of someone threatening the lives of others, but only in accordance with applicable Canadian and international law. Members of the profession of arms abide by this ethical principle, extending it to even the most hardened adversary, but ultimately, the profession of arms in Canada is primarily concerned with the threat or use of military force to protect others.

## SECTION 4.2

# Canadian Armed Forces Ethos and Its Function in the Profession of Arms

The CAF Ethos serves several functions. Primarily, it harnesses the other professional attributes of responsibility, expertise and identity through the establishment of desired ethical principles, military values, professional expectations and norms of professional behaviour that act as a unifying spirit – a fighting spirit – for all military professionals. The ethos guides the ways in which we apply military expertise in a virtuous and effective manner; in essence, with professionalism.

The military ethos is also a framework that allows for adaptation in two directions. First, it allows for the military to continually adapt as the ethos is rooted in a values-based approach to guiding behaviour. This approach allows room for virtuous interpretation as society and norms evolve. Second, this flexibility also ensures the ethos remains relevant to the various sub-cultures that inevitably form in a collective profession such as the CAF. This means that the commands, branches and trades all have distinct ways of being and doing within the bounds of a common CAF ethos, as articulated in *Trusted to Serve*.

The military ethos also serves as the foundation for how military professionals in Canada lead their people. It shapes how our leaders command, lead, manage and develop other military professionals. Leadership at all levels has a profound influence upon military culture.

Although assuring a healthy military culture is every member's responsibility, leaders have an outsized impact through the examples they set, the standards they demand, the support they give, as well as the decisions they make.<sup>51</sup>

At an institutional level, the ethos establishes the foundation from which personnel policy and doctrine must be shaped, that is through the judgement of our institutional leaders, our executive officers and senior appointment NCMs. Institutional decisions have important and wide-reaching impacts on military professionals across the CAF and need to align with the ethos' principles, values and expectations to support a healthy professional culture. When combined with both direct and institutional leadership, the power of the military ethos to unify and shape military expertise, responsibility and identity is unmatched.



## SECTION 4.3

# Canadian Values and the Profession of Arms

The social legitimacy of the profession of arms to perform its military function is founded upon how closely military professionals embody and live the same values that they defend. Military professionals may no longer be *civilians*, but they remain responsible *citizens* and therefore must reflect the best of Canadian values. These same values shape military culture, even when adapted for the purposes of defending Canada and Canadian interests. For this reason, a formal expression of Canadian values is important.

### Canadian Values

Canadian values play an instrumental part in the military ethos. An expression of Canada's values can be found in legislation such as *The Constitution Acts of 1867 to 1982* and the *Canadian Charter of Rights and Freedoms*.<sup>52</sup> Other national documents such as the federal study guide for becoming a Canadian citizen, *Discover Canada: The Rights and Responsibilities of Citizenship*, further inform our understanding of Canadian values.<sup>53</sup> From a broader perspective, the United Nations' *Universal Declaration of Human Rights* presents thirty articles which express fundamental principles that mirror Canadian values.<sup>54</sup> All of these rights, freedoms and values are echoed in Canadian law and various public opinion surveys and research.<sup>55</sup> However, it is only the

*Discover Canada* publication that outlines the six responsibilities of Canadian citizens: obeying the law, taking responsibility for oneself and one's family, serving on a jury, voting in elections, helping others in the community and protecting and enjoying our heritage and environment.

These values and responsibilities are largely reflected within the ethos in the three ethical principles and six military values. The ethos, however, is the characteristic spirit of an organization and does not represent the full range of values and associated behaviours needed to make up military culture. Hence, there is a requirement to better delineate how a military professional should best live these Canadian values within the military. For this we turn to *The VIA Classification of Character Strengths and*

*Virtues*<sup>56</sup> framework that includes thirty universal virtues and character strengths, as well as the Ivey Business School's *Leader Character Framework*<sup>57</sup> of eleven character dimensions and sixty-two supporting behaviours. Military professionals need to embrace these character frameworks so that our increasingly diverse teams operate in a

more positive manner and are led by a broader range of inclusive leadership approaches. This is not just because it is the right way to be, but also because it leads to the force's well-being and sustained military excellence, both of which align with our military ethos.



**We demonstrate our appreciation for the sacrifice and service of our predecessors.**

## SECTION 4.4

# Internalizing the Ethos, the Fundamental Imperatives and the Importance of Trust

The trustworthiness of the CAF is fundamentally rooted in how both society and the government perceive the level of professionalism exhibited by the Canadian military. The same trustworthiness of the military plays a decisive role in shaping the functional imperative by determining the extent to which society and the government grant the military the autonomy and resources to self-regulate within the profession to ensure military effectiveness.

Internally, it is the trust between leaders and the led, and between their various military teams, that determines how cohesive and effective the military force will be in achieving its mission. To achieve this trust, the military ethos and military expertise must be practiced daily so that it permeates the institution and infuses the performance of its members. Such professionalism is achieved through a significant commitment to pursue excellence through experiential learning in the form of socialization.

Socialization is an integral and ongoing aspect of advancing professionalism, characterized by a continuous effort to develop both character and competence. Socialization is not a periodic process. It is an informal and continuing process whereby individuals acquire a personal identity and learn the norms, values, behaviour, social skills and expertise appropriate to their position

within the organization. It must stand as a critical informal learning process that accelerates learning and, hence, performance. Socialization into and developing a habit of living the military ethos is no less important than operations. In fact, effectiveness on operations is predicated upon being an exemplar of the military ethos.

Central to this social learning process is the notion of accountability. Each CAF member is accountable to themselves, to those around them and to the standards of the profession. Every member of the CAF has a role in creating an environment where everyone is inspired and supported to grow into the best possible embodiment of a military professional. This environment is one in which failure must be accepted as a positive method for learning if the profession is to innovate and evolve in a healthy manner. Humility and a continual commitment



Professionalism must be practiced daily so that it permeates the institution and infuses the performance of its members.





to pursue improvement must dominate the military profession. All members need to be deliberate in distinguishing when performance is demanded and when learning needs to occur.

In practice, learning and performing have an inherent tension between the two. While they inform each other, focusing solely on performance will have the unintended consequence of undermining it. The best environment for learning is a safe psychological space<sup>58</sup> where failure is an expected and accepted part of the learning process. Innovation can only be unleashed in such an environment. The key to ensuring this developmental approach is the requirement for the humility, curiosity and grit of a growth mindset<sup>59</sup> to permeate all members of the profession of arms. This is best achieved when there is mutual trust. For this we return to our trustworthiness model.

### Character in the Profession of Arms

The character of military professionals is underpinned by the ethos' three ethical principles which play a key role in ensuring that the military remains subordinate to the democratically elected Government of Canada and collaborates well with federal public servants within National Defence in fulfilling their shared responsibility. The three ethical principles and six military values also ensure that the military reflects the values and norms of society to an appropriate degree. Taken together, these

principles and values, if internalized and lived, shape who we are as military professionals.

Character also exhibits itself in the way the profession of arms approaches leadership. **Who** we are is how we lead; one's disposition plays a crucial role in the ways in which we lead.<sup>60</sup> Sustained military effectiveness demands authentic and inclusive leaders who lead with personal and professional strength of character. To establish a stronger connection and effectively lead a broader range of diverse military professionals and teams, it is essential to develop a more comprehensive set of positive leadership behaviours grounded in both Canadian values and universal virtues, going beyond what is solely conveyed within the ethos. Central to this leader character construct is the importance of how these interdependent values and virtues support improved judgement and military decision making.<sup>61</sup>

### Competence in the Profession of Arms

At its core, competence embodies the pursuit of mastery in military effectiveness: the development, maintenance and innovation of expertise. This requires a commitment to continuously refine and expand upon the knowledge, skills, abilities and processes associated with the general system of war and conflict if we are to achieve the highest level of proficiency and readiness in serving Canada's security interests. Competence within the

CAF Ethos is largely expressed by the eight professional expectations – what military professionals **do**. Competence demands high levels of leadership and stewardship in building disciplined teams that achieve high readiness standards in collective performance so that they are ready to operate and succeed in competitive, hostile and dangerous environments. While intellect is key to competence, it also requires a fighting spirit to ensure that competence is achieved and military duty is successful.

### Commitment in the Profession of Arms

Commitment within the ethos speaks to both a personal and institutional intention to vigorously pursue the development of both character and competence. This pursuit must be a continuous practice and it is no less important than the conduct of operations. The level of commitment and effort required to pursue such a professional practice needs to be underwritten by a strong fighting spirit to ensure that it is sustained.

The profession's vitality requires fighting spirit at both the personal and institutional levels. Such commitment to character and competence ensures that the best decisions are taken to complete a military task and achieve mission success. All the while, these results must be achieved in a manner consistent with the military policies and programs designed to best support the unique demands placed on the military professional, in other words, those

associated with such selfless service. Without commitment, the concept of a well-supported, skilled and professional military starts to erode. Hence commitment, or fighting spirit, is a crucial ingredient at both the individual and institutional levels towards ensuring and enhancing military effectiveness.

The professional judgement that stems from a constant commitment to and vigorous practice of character and competence is vital to the profession. This tenacious pursuit of excellence is not just about mission success; it is also about meeting society's expectations of its military. In essence, it is achieving a balance across commitment, character and competence that can sustain the profession of arms' constant pursuit of excellence, all-the-while maintaining the well-being of its members and their families. This stewardship is the formula for long-term growth and, ultimately, to the success of the profession.



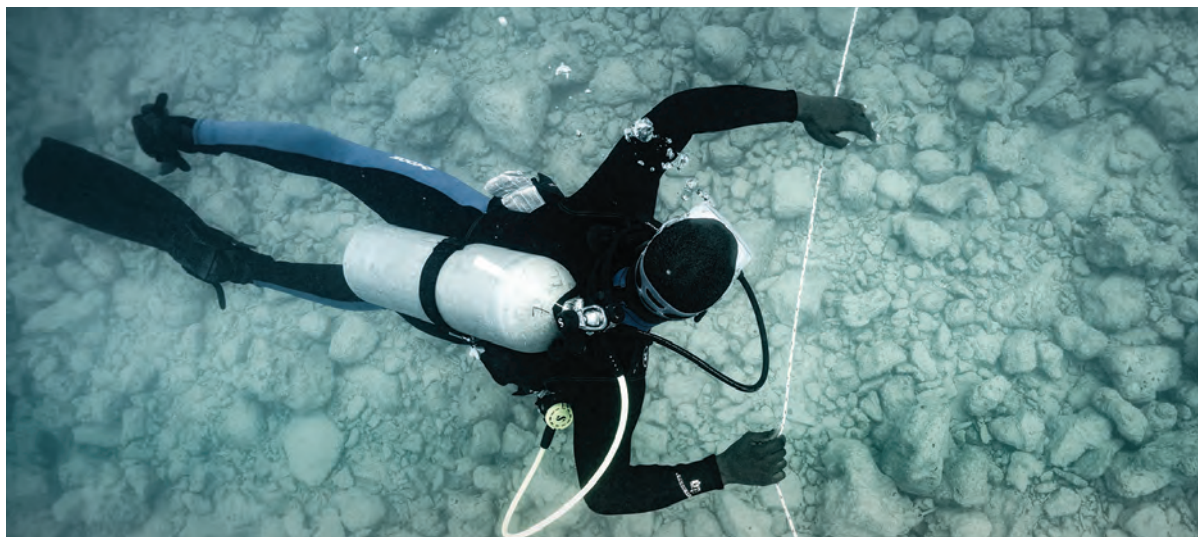
## SECTION 4.5

### Conclusion

The roots of military values that underpin the CAF ethos stem directly from both Canadian values and universal virtues. In turn, the military ethos acts as a unifying concept for the other professional attributes by harmonizing the effects of the functional and societal imperatives of the profession of arms. Ultimately, these concepts combine to create a trustworthy and militarily effective organization through the combination of the variables of character, competence and commitment.

One of the eight professional expectations, fighting spirit, deserves special emphasis which is why it was chosen as the title of this publication. Fighting spirit is central to any military as it is only this moral component of warfare that carries the burdens of unlimited liability when the military engages in the legitimate use of

force on behalf of its country. To be sure, the CAF is asked to do much that falls outside of armed conflict, like security or even public safety from time to time. However, it must always be prepared to apply military force in a disciplined and determined manner to ensure the safety and security of Canadians and their interests.



## NOTES

- <sup>48</sup> Department of National Defence. *The Canadian Armed Forces Ethos: Trusted to Serve* (Kingston: Canadian Defence Academy Press, 2022): 15.
- <sup>49</sup> Department of National Defence, *Department of National Defence and Canadian Forces Code of Values and Ethics*, (Ottawa: Department of National Defence, 2012).
- <sup>50</sup> *The Canadian Armed Forces Ethos*, 2022, 15.
- <sup>51</sup> Mary Crossan, Gerard Seijts, and Bill Furlong. *The Character Compass: Transforming Leadership for the 21<sup>st</sup> Century* (London: Routledge, 2024): 140.
- <sup>52</sup> Department of Justice Canada, *Consolidation of the Constitution Acts*. (Ottawa: Department of Justice Canada, 2021).
- <sup>53</sup> Immigration, Refugees and Citizenship Canada, *Discover Canada: The Rights and Responsibilities of Citizenship* (Ottawa: Immigration, Refugees and Citizenship Canada, 2021).
- <sup>54</sup> United Nations, *United Nations Universal Declaration of Human Rights*, 1948.
- <sup>55</sup> "Reflecting Canadian Values" Canadian Index of Well-being, 2023, <https://luwaterloo.ca/canadian-index-wellbeing/about-canadian-index-wellbeing/reflecting-canadian-values>. See also *Exploring Canadian Values: Values Survey Summary* (Toronto: Nanos Research, 2016).
- <sup>56</sup> Christopher Peterson and Martin Seligman, *Character Strengths and Virtues: A Handbook and Classification* (New York: Oxford University Press, 2004).
- <sup>57</sup> Mary Crossan, Gerard Seijts and Jeffrey Gandz, *Developing Leadership Character* (New York, Routledge, 2015), and Mary Crossan, Gerard Seijts, and Bill Furlong. *The Character Compass: Transforming Leadership for the 21<sup>st</sup> Century* (London: Routledge, 2024).
- <sup>58</sup> Amy C. Edmundson. *The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth* (New York: John Wiley and Sons, 2018).
- <sup>59</sup> Carol Dweck. *Growth Mindset: The New Psychology of Success* (New York: Ballantine Books, 2007), see also Eduardo Briceno. *The Performance Paradox* (New York: Penguin, 2023).
- <sup>60</sup> There is a growing body of literature on character-based approaches to leadership, both in general and in the military specifically. See for example Mary Crossan, Alyson Bryne, Gerard Seijts, Mark Reno, Lucas Monzani and Jeffrey Gandz, "Towards a Framework of Leader Character in Organizations" *Journal of Management Studies* 54, no. 7 (November 2017): 987-1018, or Mary Crossan, Bill Furlong, and Robert D. Austin. "Make Leader Character Your Competitive Edge" *MIT Sloan Management Review* 64, no. 2 (December 2022). For more specific military applications, see Edgar F. Puryear, Jr. *American Generalship – Character is Everything: The Art of Command* (New York: Penguin Random House, 2001) as well as *The Canadian Armed Forces Ethos*, 2022.
- <sup>61</sup> Crossan, et al. *The Character Compass*, 2024.





# 5

## The Organizing and Functioning of the Profession of Arms in Canada

## SECTION 5.1

### Introduction

In 2005, Bill Bentley, the lead author of *Duty with Honour: The Profession of Arms in Canada*, asserted that the greatest threat to the profession of arms comes not from our potential enemies, but from within the profession itself.<sup>62</sup> His words seem to ring true given a consistent string of character-related crises in the CAF over multiple decades.<sup>63</sup> The threat comes from a lack of professionalism. Simply put, the profession of arms is weakened when military professionals do not pursue the highest standards of expertise and fall short of the ethical principles, military values and professional expectations demanded by the military ethos.

This lack of understanding of how professional ideology sustains the concept of professionalism can undermine the national security of Canada, which in turn has second and third order effects in reduced trust in the institution, recruiting shortfalls, reduced readiness and diminished military effectiveness.

The military profession has two basic tasks known as imperatives: societal and functional.<sup>64</sup> As stated earlier, the societal imperative is the idea that a profession must serve society, not just the profession itself. The functional imperative is the idea that a profession must maintain the highest standard of application of knowledge in that field: put simply, it must be good at what it does with

the resources it has. Military professionals must balance these two imperatives not just within the military itself, but with society overall. Indeed, the balance is not something military professionals alone can control. While military professionals can control and influence many aspects of the societal imperative through their ethos and the functional imperative through their expertise, the Government of Canada has considerable influence, and in some cases, outright control over both imperatives. Democratically elected civilian officials represent their constituents' interests on all matters of life in Canada and these interests influence the military as well.<sup>65</sup> The civil authority also decides when and where military force is employed, and under what conditions.<sup>66</sup>



These features all contribute to a healthy tension between military leaders and civilian decision-makers. The study of this tension is known as civil-military relations.

The nature of civil-military relations in Canada is shown in how the Department of National Defence's structure and governance rationalize the healthy tension between the societal and functional imperatives. These, in turn, affect the professional construct.



## SECTION 5.2

### Civil-military Relations

Just like many military topics, the literature that constitutes the study of civil-military relations is vast and growing. Classic works like Samuel Huntington's *The Soldier and the State*<sup>67</sup> or Morris Janowitz's *The Professional Soldier*<sup>68</sup> have shaped modern thought on the relationship between the military and the state for decades. This modern perspective echoes what pre-contact North American Indigenous communities understood as the necessary division between governing and warfighting.<sup>69</sup> Modern conceptions, however, emphasize the primacy of governance.<sup>70</sup> Since their publication in the mid-20<sup>th</sup> Century, these works have since been followed by volumes that have sought to advance the field and bring further insight into how the military and elected civilian decision-makers interact.<sup>71</sup>

The point of departure, however, is the idea of the degree to which the government allows the military to exercise best professional judgement in executing its mandate. For the military professional in Canada, this best professional judgement is tempered by the government which provides for civil-military principles, norms, rules and decision-making procedures, and a subsequent shared responsibility between the Government of Canada and the Chief of the Defence Staff (CDS). This shared responsibility<sup>72</sup> creates distinct but interdependent roles.

In general, the civil authority has control over national objectives, defence policy, allocation of defence resources, deployment and employment of its armed forces. The profession of arms has authority over, for example, military doctrine, operational planning, the tactical direction of units on operations, internal organization, professional development and career management, and its code of service discipline. Two concepts are applicable here: first, the idea of active civilian control and second, the idea of shared responsibility.



## Active Civilian Control and the Unequal Dialogue

Active civilian control begins with the premise that military leaders can anticipate respect for the military profession, but never expect deference from the elected civilian officials who govern.<sup>73</sup> Active control consists of an unequal dialogue between military leaders and the civil authority, in other words, the members of Cabinet. The inequality refers to the idea that while both parties – military and civilian – have a voice, since those who form government are civilians elected by Canadians, the government’s elected civilians have the final authority over defence matters.

The CDS provides apolitical military advice to the MND, and through the MND to Cabinet, with clarity and integrity. This includes a candid assessment of what the military can and cannot accomplish based on a thorough understanding of the government’s requests. In addition, this shared responsibility manifests through the Defence Team as federal public servants work alongside military professionals to determine in detail where policy, military strategy and resources come together. Lastly, active control of the military is exercised by parliamentarians through the thorough questioning of military leaders that appear before parliamentary committees on behalf of the Minister.



**Military leaders can anticipate respect for the military profession, but never expect deference from Government.**

Clausewitz famously counselled that war is the continuation of politics with other means.<sup>74</sup> War is a political act and as such, the political objective of the war must remain central. As politics is the ultimate objective in war, it follows that the dialogue surrounding war must also be unequal.<sup>75</sup> A second feature of the unequal dialogue is that decisions are made under conditions of uncertainty. The primacy of the voice of the civil authority helps settle disagreements that are bound to occur between military professionals on the question of national defence because it is the civil authority who will ultimately be held responsible by Canadians. Lastly, the unequal dialogue ensures that military leaders are held to account when they fail to uphold the ethics, values and expected behaviours of the profession of arms. In short, it enables decision-makers to relieve military leaders of command when needed.

### A Healthy Tension

A healthy relationship between the civil authority and military leaders is not always one of harmony. The elected officials that form government have an obligation to deliver the broad agenda of government in an integrated manner, while defence officials, including the CDS, are focused on delivering the defence component of this agenda. There can often be a tension that emerges if both parties – military and governing parliamentarians – are remaining true to their mandates. “A bland pleasantness

in civil-military relations” writes Eliot Cohen, an American practitioner and scholar of civil-military relations, “may also mean that civilians are evading their responsibilities or that soldiers have succumbed to the courtier mentality.”<sup>76</sup> Instead, should military leaders fundamentally disagree with the civil authority on matters pertaining to the defence of Canada and Canadian interest, military leaders always retain the right to resign their commission or scroll. Military advice, argues Cohen, must avoid this extreme and within the Canadian context, this healthy tension finds itself in a concept of Canadian origin – that of shared responsibility.<sup>77</sup>

The defence of Canada is a complex undertaking and is only part of the broader provision of Canadian security. In addition, the expanding expertise required to ensure Canadian national security does not respect organizational boundaries or classic theories of civil-military relations. Instead, social, organizational, operational, as well as strategic perspectives are needed to ensure a safe and secure Canada. This all means that the military and the civil authority, while respecting the active control discussed above, also share responsibility for the security of Canada through an expanding concept of what constitutes national defence. In short, collaboration through a healthy tension and exchange of different perspectives between elected civilian and military leaders is what is needed.<sup>78</sup>

This combination of active control and shared responsibility is supported by the concept of the Defence Team that comprises the organizational philosophy for DND.<sup>79</sup> As the name *Defence Team* suggests, military and civilian personnel work side-by-side in each other's organizations with, at times, uniformed members reporting directly to civilians and vice versa. In fact, according to a 2015 study, some two-thirds of DND's civilian workforce are employed within a military chain of command and approximately one thousand military members serve within a civilian hierarchy.<sup>80</sup> This integration of DND public servants with CAF members highlights how both active control and shared responsibility are supported within DND today.

As part of this active control and unequal dialogue with government, the military professional's obedience to the civil authority must be absolute. There is no allowance for military professionals to publicly challenge government decisions or present views which may undermine government policies, programs or priorities. This does not preclude them from their duty to speak the truth, even awkward truths, when presenting facts, whether in public or parliamentary committee, and at times requires deliberate preparation to ensure that integrity and trust are maintained.

Ultimately, the civil authority's control of the military is executed through military officers and NCMs who in custom, practice, law and through

the chain of command, control and direct the CAF. To ensure that the CAF remains apolitical, military professionals are subjected to limitations related to their participation in political activities, and their professional conduct and performance must at all times be non-partisan.<sup>81</sup> It is for this reason that the civil authority's ability to control the military is affected in large part by the degree to which such officers, NCMs, and every member of the profession of arms commits to professionalism.

Though outside the formal control of the profession of arms, veterans also play a pivotal role in how the profession is perceived by both government and society alike. Veterans, like former members of any other profession, are perceived by society to remain representative of the CAF after retirement. While veterans can serve an important educational and advocacy role, a veteran's experience is intensely personal, varied and historical. Members of the CAF must remain mindful that when they become veterans, their understanding of the profession is based upon their own historical experiences and are not necessarily representative of how the current profession is adapting and evolving to fulfill its responsibility to society. This understanding must temper the veteran's role in civil-military relations after uniformed service.

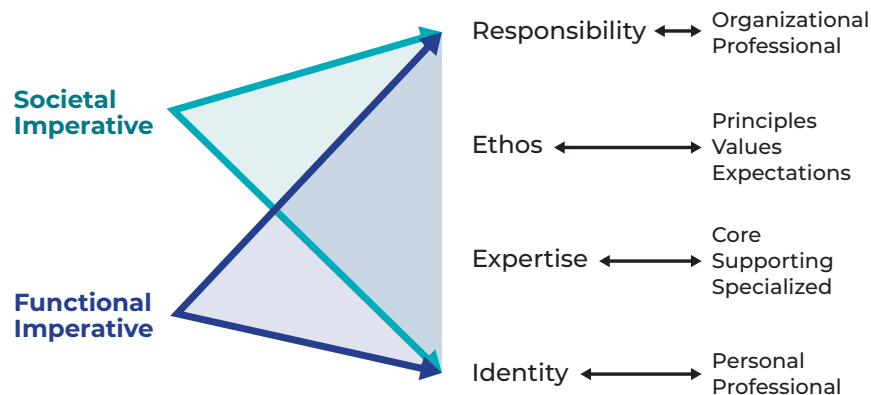
## SECTION 5.3

# Fundamental Imperatives and the Professional Construct

The profession of arms is bound by two fundamental imperatives that define its relationship with government and Canadians, and which help to define the profession itself. The societal imperative demands that the military remain subordinate to the Government of Canada and that it fulfills its responsibility to society in a non-partisan and objective manner that reflects society's values. The functional imperative demands that the profession guarantees high standards of military effectiveness in the fulfillment of its responsibility to society. Both imperatives are equally critical to the continued success of both the government and the military to serve Canadian society. Both have considerable influence on the professional construct shown in Figure 5.1.

Figure 5.1

**The Fundamental Imperatives and the Professional Construct**





Though required for civilian control of the profession, these imperatives can create challenges. Some of these challenges revolve around issues related to resources, the wide range of military identities, teams and sub-cultures across and external to the profession, accepting unlimited liability, and a lack of military awareness of the realities of Canada's political system, and vice versa. These challenges can significantly impact the professional attributes of responsibility, expertise, identity and military ethos and how the profession of arms functions in Canada. However, it is the same professional construct that strives to balance the challenges that stem from these two potentially duelling fundamental imperatives.

### The Impact of the Imperatives on Military Expertise

Expertise is organized around a core of competencies directly related to the application of military force because the military's role is the disciplined, ethical and legal application of (up to and including) deadly force in the defence of Canada and Canadian interests. These core competencies are supplemented by expertise in support and specialist areas that ensure that the core expertise is applied to maximum effect. This is an inevitable feature in collective professions.

### Core Knowledge and Competencies

The unique theory-based knowledge at the core of the profession of arms is the General System of War and Conflict comprising of tactical, operational, strategic and policy sub-systems nested within one another in ascending order. Figure 5.2 illustrates these systems.

Figure 5.2  
The General System of War and Conflict<sup>82</sup>



Knowledge includes tactical doctrine, the complex discipline of operational art which informs campaigns, as well as a fulsome understanding of what constitutes strategy, an understanding of civil-military relations, and command and leadership theory and practice. This knowledge is then reinforced through the daily practice of military professionalism.

Imparting this core body of knowledge and its associated competencies begins in the early socialization process of living the CAF ethos and becomes increasingly more substantive and

demanding as the member progresses through a composite of education, training, employment experience and self-development opportunities. It also includes a critical self-reflection of what it means to be a military professional.

At the tactical level, the content of the core body of knowledge may be as diverse as the fighting skills of an infantry section commander as a sergeant, a frigate's captain as a commander, a flight surgeon overseeing an aid station as a major, or an aircraft mechanic as a corporal. Orchestrating the battle at higher tactical levels and leading those joint forces at the operational level, however, requires different competencies that build upon those already acquired. At the strategic and grand-strategic levels, it is essential to have a sophisticated understanding of the complexities of modern conflict and of the best strategy to address the multiplicity of threats.

Increasingly, expertise related to joint, interagency and combined operations is also required. Whereas in the past, most expertise related to the unique features of maritime, land and air environments, now the changing character of conflict, the proliferation and diversity of hybrid threats and the opacity of grey zone threats has forced most operations to be, at a minimum, joint. However, they are more likely to be pan-domain, interagency, multinational and often combined endeavours.<sup>83</sup>

The increasing complexity of operations is already placing higher mental demands on military decision makers to address the threat, but also to integrate the military capability with other components of the national security apparatus and remain interoperable with a diverse group of allies and external organizations. Each of the operational commanders have a responsibility to share the learning from these experiences to augment the profession's collective expertise and capture such insights into doctrine so that they might be learned and applied to evolve and enhance military expertise. This experiential learning process is one of many which has the potential to accelerate learning towards mastery in a particular area of expertise.



## Supporting and Specialized Knowledge and Competencies

Supporting competencies include everything necessary to assist a very large organization in achieving its goals. In the military's case, this means the institutional support and sustainment needed for its forces to perform their military functions successfully. Such supporting competencies comprise additional expertise that overlap with the profession of arms. This expertise draws from a wide range of academic and professional disciplines such as, among others, history, political science, psychology, sociology, anthropology and engineering.

Specialized competencies are addressed by the presence of dual professionals in the profession of arms in Canada. As previously discussed, these competencies cover areas that are needed in a modern profession of arms which are inefficient to produce and maintain exclusively within the military. Indeed, some dual professionals maintain their specialized competencies by working outside the profession of arms in the service of Canada more broadly.

The division of expertise between core, supporting and specialized competencies is a result of the collective nature of the profession of arms. Only through the collective, professional application of expertise can military effectiveness be achieved. Regardless of rank, position or technical specialty, each member makes an



indispensable contribution to the collective whole, and thus, each is a member of the profession of arms, first and foremost.

## The Impact of the Imperatives on Military Identity

The military ethos sets the foundation for our professional military identity across the CAF. It is from this foundation that other military identities develop. Military identity is just as, if not more diversified than, its expertise. Professional identities across the CAF are associated first by command (navy, army, air force, special operations forces) and rank (officer, NCM). Further divisions and categories of rank produce junior, intermediate and senior identities

based on experience within the officer and NCM rank structure. Identity is also subdivided into operational roles and support roles, and into more than one hundred specific occupations and their sub-specialty qualifications. Identity is also influenced by the participation of military professionals in different operations. Military identity intersects with non-military identities in the case of dual professionals or the non-Regular Force components of the military; the Reserve Force including the Canadian Rangers and COATS. Military identity is not a single, homogenous concept but rather a collective concept with a common goal – the defence of Canada.

Military professionals find fulfillment in their professional identities as they pursue professional excellence and mastery in their respective occupations and teams. Every member's commitment towards professionalism and military effectiveness is valued, regardless of their level or professional journey, for example, whether excellence is achieved in meeting professional standards or mastery is pursued with an aim to create new professional standards. Excellence and mastery are concepts independent of progression in rank. Each of these many distinctions account for a part of the military professional's identity as it relates to the functional imperative.

While highly diverse, the military professional's identity is unified through a shared higher

purpose and loyalty to serve the country. Upon enrolment into the profession, each member solemnly swears or affirms that they will be faithful and bear true allegiance to the Sovereign, their heirs and successors according to law. This oath or solemn affirmation finds itself reinforced by the military ethos' three ethical principles of respecting the dignity of all persons, service to Canada before self, and obeying and supporting lawful authority. These principles further consolidate the multiple identities and aligns them with the societal imperative of serving Canada.

In addition to professional identities, the CAF encourages the respectful expression of one's personal identity at work while simultaneously supporting an inclusive environment where everyone is not just welcomed, but valued. This inclusion and self-expression must be respectfully tempered through the provision of regulations relating to dress and deportment while on duty. These standards of military comportment are clearly articulated by the profession of arms, and it is the duty of military professionals to always uphold these standards. Through the balancing and respecting of individual and collective identities, military professionals enable inclusive organizations that create connections and cohesion which improves member well-being and ensures sustained military excellence.

The military function is an inherently human affair. It requires the collective efforts of inclusive



leaders and teams with fighting spirit to prevail against the complexity of threats that face the nation. A cascading set of professional and personal identities that are aligned with the military ethos, that promote the development of strength of character within its people and trust between its members and security partners, enhance the military effectiveness needed to fulfil its responsibility to society.

### **The Impact of the Imperatives on Military Ethos**

The military ethos is central to the profession of arms because it balances any potential tension that may manifest between the societal and functional imperatives within the profession. The ethical principles have primacy within the ethos because they ensure the subordination of the profession to Canada and its lawful authority in a respectful manner, reinforcing the profession's higher purpose and loyalty in serving the nation.

The military values reinforce this service to the country in several ways. First, the values are reflective of those of Canadian society, which are also critical for military effectiveness. Second, these values ensure that professional mastery is pursued in a loyal, consistent and accountable manner. Finally, the values ensure that trust and cohesion are developed to enhance military effectiveness. Combined, the ethical principles and military values represent the military's professional character in how they achieve the

functional imperative: military effectiveness. The societal imperative helps to define how we are to apply our military expertise in service to Canada.

Professional expectations<sup>84</sup> are an articulation of both the functional and societal imperatives. These expectations make clear the competence that the profession needs to achieve mission success. The expectations demand an unwavering sense of duty, fighting spirit, collective mastery of professional competence, positive leadership, disciplined teamwork, and the long-term development and health of the profession.

It is the ethos that must be most closely adhered to if the CAF wishes to sustain the military's level of professionalism now and into the future. It is only through a disciplined and ongoing practice of mastering the military ethos and one's professional expertise that the highest standards of professionalism can be achieved. For this reason, it is without question that a personal commitment to living the military ethos must be considered a core military practice that is no less significant than the conduct of operations.

### **The Impact of the Imperatives on Military Responsibility**

The imperatives impose upon the professional attribute of responsibility in two ways. First, through organizational responsibilities which are *what* the profession must do to fulfill its



responsibility to society. Second, professional responsibilities relate to *how* the profession executes its mandate to maintain high standards of military effectiveness so that it can succeed in fulfilling its responsibility to government.

### Organizational Responsibility

In Canada, the conditions of military service give rise to a set of reciprocal expectations between the profession and society. This is because CAF members serve voluntarily and members of the Regular Force accept that they are, at all times, liable to perform any lawful duty. This includes accepting the risk to health and life in performing military duty in hostile environments. Military professionals are also subject to a much higher standard of conduct and discipline.

Canadian society and the Government of Canada recognize certain formal and customary obligations to service members. These formal obligations manifest in the policies and programs that support military professionals through various aspects of service, for example, compensation, accommodation, support services to ensure their well-being, suitable recognition, and care and compensation for veterans and those injured in the service of Canada. It also includes the principle that every military professional be afforded professional development, reasonable career progression, fairness in military justice and administrative processes, and that they are resourced appropriately for the military tasks they are assigned. This level of institutional caring and stewardship is needed if military leaders are to

be supported at the individual level in caring for their people and their families.<sup>85</sup>

The profession of arms also has an organizational responsibility to communicate with the Canadian public. The CAF fulfils its responsibility to sustain its trustworthy relationship with Canadian society by communicating transparently what the profession is doing and how. A form of outreach, military professionals engage directly with Canadians individually and collectively through public ceremonies (such as Remembrance Day commemorations), professional engagements (like conferences and research activities), community outreach (such as charitable work and volunteerism), as well as media engagements (like air shows or demonstrations). The media<sup>86</sup> is a powerful vehicle for communicating what the profession does, and why. Additionally,

the Reserve Force, including the Canadian Rangers and the COATS leaders, in communities and professions across the country sustain an important and powerful relationship that enhances the public and professional understanding of the CAF in Canada.

The democratically elected Government of Canada exercises civilian control of the military, through the Minister of National Defence, on behalf of the Canadian people. This responsibility establishes standards of public accountability and transparency as well as important relationships with several government institutions that include Parliament, parliamentary committees, departments and agencies with defence and security responsibilities. Additional organizational responsibilities are imposed by fundamental legislation such as the *Canadian*



*Charter of Rights and Freedoms, the Human Rights Act, the Official Languages Act, the Employment Equity Act, the Privacy Act, the Access to Information Act, the Financial Administration Act, the Department of Justice Act, and the Canadian Environmental Protection Act, among others.*

In turn, the CAF has the organizational responsibility to provide rigorous military advice and for the loyal execution of political decisions. The CDS is the sole military professional responsible for providing this military advice to the MND and Cabinet on a wide array of issues that have military implications and plays a key supporting role in the policy development process led by the Deputy Minister (DM). Specifically, the CDS provides advice on military requirements, capabilities and options, including when to commit military forces, how these forces should be used, and above all, the possible risks associated with such use of force. This advice must also include the consequences to professional effectiveness if the military is not provided adequate resources from government. The CDS holds ultimate accountability in this regard. Importantly, under the 2006 *Accountability Act*, the Deputy Minister is the ‘accounting officer’ reporting directly to Parliament on the financial administration of the department, which includes the CAF. This necessarily requires the DM to understand financial decision making across all functions.

At this political-strategic interface, uncertainty and ambiguity are constant factors in decision

making. Military professionals recognize that defining clear political objectives under pressure is never easy for the civil authority. A complex mix of foreign and domestic considerations always plays a significant part in the process. Professional military advice must take these factors into consideration with a highly developed capacity for communicating risk assessment.

This approach to advice is echoed down the military chain of command whereby military subordinates provide fearless advice in planning, and then once a military commander takes a decision, the team obediently executes the plan within their commander’s intent. Given the evolving nature of joint, combined and interagency availability and interactions on operations, there is constant collaboration at increasingly lower levels of the military with other government departments for the purposes of tactical planning within the bounds of the military strategy set by the CDS.

### **Professional Responsibility**

Military members also have many professional responsibilities. Foremost among these is the requirement to maintain military effectiveness, in a word: readiness. This is carried out through a framework of force generation, management, sustainment, employment and force development. Character and competence in generating and employing forces across diverse





domains – maritime, land, air, cyber and space – is required for military professionals.

The CDS is the chief steward and head of the profession of arms and, as its steward, is responsible to government and the Canadian people for its military effectiveness. In this capacity, the CDS is also the primary advocate for the health and well-being of its military personnel. The CDS is assisted with these responsibilities by the Canadian Armed Forces Chief Warrant Officer (CAFCWO). The CDS's principal source of advice on professional matters is the Armed Forces Council (AFC). AFC may call upon subject matter experts to inform key decisions. Each of these AFC members have specific functional and command responsibilities towards the profession of arms. They also have a

broader mandate to ensure that each command adheres to and reflects its foundational profession of arms doctrine and professionalism.

The commanders of the major commands (Royal Canadian Navy, Canadian Army, Royal Canadian Air Force, Canadian Special Operations Forces Command)<sup>87</sup> as well as the operational, functional and support commands (Canadian Joint Operations Command, Military Personnel Command and Canadian Forces Intelligence Command) are responsible for generating and maintaining forces at high readiness states for employment within the commands and the conduct of routine operations. This responsibility includes working to develop the appropriate pan-domain and joint doctrine, as well as joint training to validate high readiness forces

for operational deployment. Strategic advice is provided on all aspects of their commands including related environmental, capability, operational and personnel matters. The Chief of Military Personnel (CMP), as the Commander of Military Personnel Command, is the principal professional advisor for strategic guidance on military personnel management matters over related functional areas.

The CAFCWO, as well as the Command Chief Warrant Officer/Petty Officer First Class (CCWO/CPO1) for each of the commands, as well as all senior NCMs, start with the loyal implementation of leaders' orders and share responsibility for the proper functioning of the profession, particularly in the areas of leadership, good order and discipline, dress and deportment, drill and ceremonial matters, service customs and traditions, and member well-being.

The CDS also relies on the cadre of General and Flag Officers and Senior Appointment Chief Warrant Officers/Chief Petty Officers First Class to exercise shared responsibility of these senior cadres for stewardship of the profession in addition to their individually assigned organizational responsibilities. Stewardship of the profession of arms demands the foresight for identifying and resourcing requirements to ensure that the profession remains relevant to society and government, as well as effective in countering current and emerging threats. This requires reassessing the expertise required

to execute changing missions, new tasks and threats. In the face of changing social and cultural conditions, it requires reassessing the military ethos while preserving fundamental military values, Canadian values and universal virtues to ensure that the profession stays connected to society and remains militarily effective.

A new member of the CAF also has professional responsibilities. New members must focus on personal development, adherence to the CAF ethos through the daily practice of professionalism on an individual basis, and are supported by their leader's active commitment to developing all their subordinates through socialization and experiential learning. As members rise in experience and rank, so does their responsibility for the leadership, well-being and professional development of other members of the profession. This starts with leaders committed to living and speaking the military ethos so that CAF operant culture is more closely aligned with its ethos. Finally, leaders strive to coach, mentor and develop the potential of all their subordinates equitably.

Lastly, military members may have a professional responsibility to allies and international organizations when the political decision is made to enter into such agreements. These responsibilities arise from membership in several international organizations and adherence to specific international treaties and agreements. It is the Government of Canada that enters

into such treaties and agreements with other countries. Responsibilities that stem from such arrangements are then assigned based on the direction of the government to the CAF.

Such responsibilities to allies are significant and involve responsiveness to commitments, interoperability and the evolution of combined operations. The respect accorded to Canadian military professionals by colleagues serving in allied militaries, through an extensive system of exchanges and liaison missions, is an important element of identity and it must be constantly earned. In such cases, the CAF will always retain responsibility over commands, formations, units and individuals who serve on alliance operations to ensure the priorities of the Government of Canada are maintained. CAF members who serve on alliance missions are representing Canada. As such, due care and consideration of cultural frameworks and differing legal frameworks between partners must be taken to help retain the CAF's credibility.<sup>88</sup> Ultimately, a CAF member's loyalty in these situations is always first to Canada and then the CAF, and must not succumb to the dangers of moral relativism.

These exchanges and liaison missions involve both officers and senior NCMs attached to other national militaries, as well as several important international organizations such as NATO and the United Nations. Participation in a wide range of international exercises, practically on a continuous basis, directly improves professional competence and interoperability with allies.

Taken together, these professional responsibilities impose a particular and critical obligation on every member of the profession of arms to maintain and evolve professionalism in a direction that reinforces both the societal and functional imperatives of the profession. Military members are always representatives of the Government of Canada in the broadest sense. Even in the absence of any other agent or source of Canadian authority, military professionals must act to promote the country's interest and well-being under all circumstances while reflecting Canadian military professionalism.

## SECTION 5.4

### Conclusion

Both the military and the civil authority share responsibility for the defence of Canada as part of Canada's broader national security community. This shared responsibility is tempered by an active control of the military by the democratically elected Government of Canada and manifests in practice as an integrated Defence Team composed of military and civilians.

The four attributes of responsibility, expertise, identity and ethos all serve to address the functional and societal imperatives facing the profession of arms. While the imperatives are something that must be achieved, the attributes of the profession guide what and how each member of the profession of arms

achieves them. The ethos in particular acts as the unifying concept in the profession of arms because it rationalizes both societal and functional imperatives within itself to generate professionalism. The final chapter of this book will examine how these aspirations are managed.





## NOTES

<sup>62</sup> Bill Bentley, *Professional Ideology and the Profession of Arms in Canada* (Kingston: Canadian Institute of Strategic Studies, 2005).

<sup>63</sup> See for example, Charlotte Duval-Lantoine, *The Ones We Let Down* (Montreal and Kingston: McGill-Queen's University Press, 2022) along with numerous media reports in the early 2020s.

<sup>64</sup> Samuel Huntington, *The Soldier and the State: The Theory and Politics of Civil-Military Relations* (London: Belknap-Harvard, 1985).

<sup>65</sup> H. Christian Breede, ed., *Culture and the Soldier: Identities, Values, and Norms in Military Engagements* (Vancouver: UBC Press, 2020).

<sup>66</sup> See for example Stefanie von Hlatky and H. Christian Breede, eds. *Going to War: Trends in Military Innovations* (Montreal and Kingston: McGill-Queen's University Press, 2016).

<sup>67</sup> Huntington, *The Soldier and the State*, 1985.

<sup>68</sup> Morris Janowitz. *The Professional Soldier: A Social and Political Portrait* (New York: Simon & Schuster, 1960).

<sup>69</sup> See Chapter 2 of this book for a description of Indigenous civil-military relations.

<sup>70</sup> While both Janowitz and Huntington explicitly argue for elected civilian officials to have the last word, the emphasis upon governing having primacy over warfighting has its roots in Carl von Clausewitz, *On War*, trans. Michael Howard and Peter Paret (Princeton: Princeton University Press, 1976).

<sup>71</sup> See for example, Peter D. Feaver. *Armed Servants: Agency, Oversight, and Civil-Military Relations* (Cambridge: Harvard University Press, 2003), Douglas Bland. "Who Decides What? Civil-Military Relations in Canada and the United States" *Canadian-American Public Policy* 41 (2000), and Douglas Bland. "A Unified Theory of Civil-Military Relations" *Armed Forces & Society* 26, No 1 (Fall 1999): 7-26, or Peter Kasurak. "Concepts of Professionalism in the Canadian Army 1946-2000." *Armed Forces & Society* 37, no 1 (2011): 95-118.

<sup>72</sup> Bland, "A Unified Theory," 1999.

<sup>73</sup> Eliot A. Cohen. "Supreme Command in the 21<sup>st</sup> Century", *Joint Forces Quarterly*, (Summer 2002): 51.

<sup>74</sup> This statement has been translated from the original 19<sup>th</sup> Century German in a variety of ways. The interpretation offered here is from the late Michael Howard and Peter Paret translation of *On War* along with additional insights from Evan Luard, ed. *Basic Texts in International Relations: The Evolution of Ideas from International Society* (London: MacMillan, 1996).

<sup>75</sup> Antulio J. Echevarria, "The New Unequal Dialogue: Professional Military Advice in the Age of AI-Analytics" *Military Strategy Magazine* 7, no. 2 (Summer 2020): 4.

<sup>76</sup> Cohen "Supreme Command", 2002, 51.

<sup>77</sup> Bland "A Unified Theory", 7-26.

<sup>78</sup> Ibid. See also Bland "Who Decides What?", 2000.

<sup>79</sup> Irina Goldenberg et al., Eds. *The Defence Team: Military and Civilian Partnership in the Canadian Armed Forces and the Department of National Defence* (Kingston: Canadian Defence Academy Press, 2015).

<sup>80</sup> Ibid., 1.

<sup>81</sup> *Queen's Regulations and Orders. Volume I.* c.19. s. 19.44, s.19.14, and s.19.36.

<sup>82</sup> Department of National Defence, *CFJP 01 – Canadian Military Doctrine* (Ottawa: Department of National Defence, 2011).

<sup>83</sup> For an open-source discussion on the continuum of conflict that largely mirrors that of which informs CAF force development, see Robert S. Burrell, “A Full Spectrum of Conflict Design: How Doctrine Should Embrace Irregular Warfare” *Irregular Warfare Initiative*, 2023, <https://irregularwarfare.org/articles/a-full-spectrum-of-conflict-design-how-doctrine-should-embrace-irregular-warfare/>.

<sup>84</sup> For a full treatment of the professional expectations for members of the CAF, see Department of National Defence. *The Canadian Armed Forces Ethos: Trusted to Serve* (Kingston: Canadian Defence Academy Press, 2022).

<sup>85</sup> Emile Nollet, Jamel Stambouli and Derek Theriault, *Inclusive Leadership in the CAF* (Ottawa: DND MINDS, 2023).

<sup>86</sup> In this particular use of the term, we are referring to legacy print, TV and radio media as well more ubiquitous online media that include social media outside the editorial confines of traditional sources.

<sup>87</sup> While the Canadian Special Operations Forces Command is a major command, it is unique in that it also serves as its own operational, functional and support command.

<sup>88</sup> For an extreme (and troubling) example, see Allan English, “Cultural Dissonance: Ethical Considerations from Afghanistan” *Canadian Foreign Policy Journal* 22, no. 2 (2016): 163-172.



6

**Self-regulation:  
The Engine of  
Adaptation**

## SECTION 6.1

### Sustaining the Profession

Sustaining and evolving the profession demands a significant level of accountability and fighting spirit from military professionals. This fighting spirit is demonstrated primarily through a commitment to individual and collective self-regulation.

Individual self-regulation refers to the degree to which military professionals hold each other to account in pursuing the highest standards of professionalism, while collective self-regulation refers to the institution's ability to regulate the profession to sustain military effectiveness in line with the societal imperative. Both require consistent oversight to determine when self-regulation areas need to adapt or evolve to meet a threat, or to remain relevant to society and to those military professionals that serve. Ultimately, the profession of arms remains under the control of the Government of Canada and may also be subject to scrutiny by external bodies to ensure that it is fulfilling its self-regulation responsibilities. The degree to which government allows the profession the autonomy to self-regulate depends upon its perception of the military's level of trustworthiness in the fulfillment of its responsibility to society.



**Sustaining and evolving the profession demands a commitment to individual and collective self-regulation.**



## SECTION 6.2

### Our People

The self-regulation that sustains the profession involves several processes, encompassing compliance-based, values-based and evolutionary-based frameworks. Compliance-based self-regulation is established through policies, procedures and legislation. Values-based self-regulation is expressed through statements of ethos and codes of values and ethics. Compliance-based frameworks require policing and enforcement.

Values-based frameworks must be continuously socialized and supported within the organization. While both forms of self-regulation are required, values-based self-regulation ensures positive adaptability under conditions of uncertainty, whereas compliance-based policies may struggle to forecast every possible situation. Moreover, a values-based approach to self-regulation results in improved commitment and trust as the motivation for self-improvement comes from within. Evolutionary-based frameworks are dynamic, adaptive approaches designed to evolve in response to changing conditions and threats, much like the natural evolutionary process. It incorporates principles of flexibility, foresight and learning from experience and experimentation, allowing for iterations and refinements based on feedback. The goal is to create a resilient structure that effectively navigates challenges and opportunities in its environment.

Within the profession of arms, self-regulation acts as the driving force that sustains professionalism and propels military adaptation in response to challenges. Self-regulation works across, but is not limited to, five broad areas: personnel management, leadership, professional development, policies and programs, and history and heritage.

#### Personnel Management

A fundamental form of self-regulation is through the recruitment and management of personnel. Admission, progression and exit from the profession are regulated with due regard for the applicable human rights and employment equity laws, and the principle of merit adopted by Canada's democratic society. This ensures that suitable candidates become members and those who fall short of the standards are



removed lawfully, pursuant to the organizational responsibility to respect applicable Canadian law.

The profession is managed on an ongoing basis largely according to the *National Defence Act*, its subordinate legislation and a wide variety of orders, directives, policies and doctrine. Progression, status, awards and rank are normally internal matters subject to review by the senior leadership of the profession. As a product of self-regulation, greater emphasis has been placed upon assessing character in addition to competence in a merit-based approach to career

progression and status. This reflects a better understanding of the importance of our ethos and leadership approaches to the profession in enhancing well-being and sustaining military effectiveness.

The profession's *Code of Service Discipline* enables good order and discipline. This code provides the legal basis for the profession to address breaches of discipline by service tribunals (Summary Hearings and Courts Martial). Beyond these formal mechanisms, military professionals must act with a high degree of self-discipline

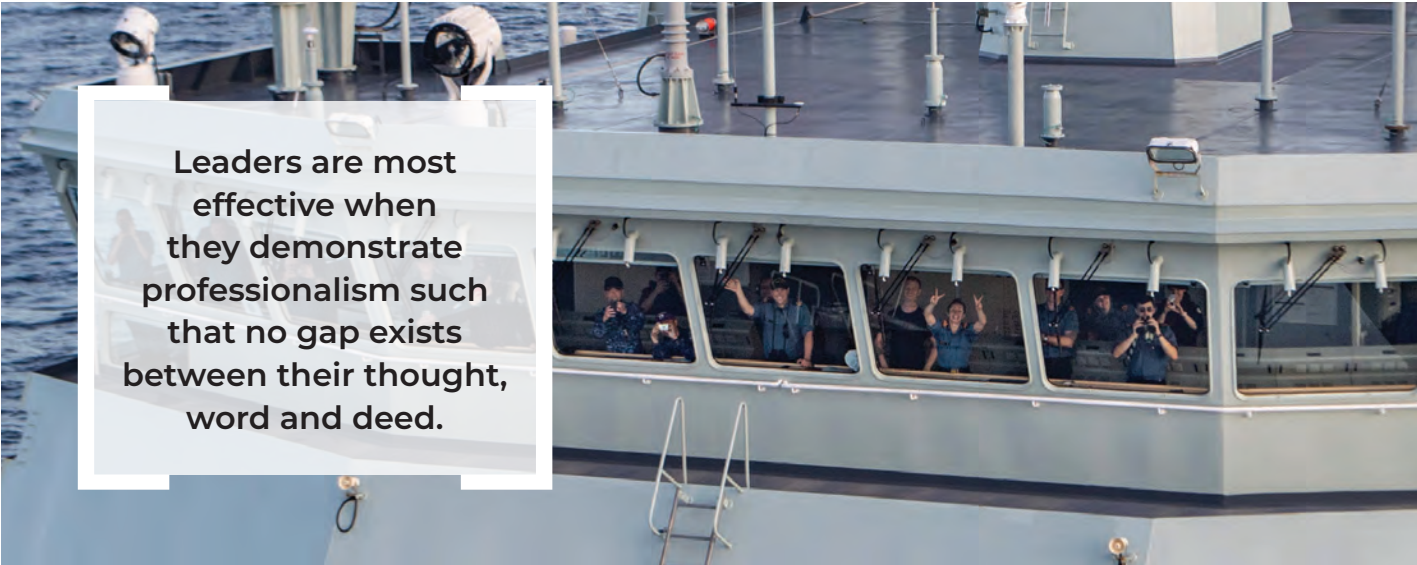
in living our ethos and employing positive leadership, minimizing the need to resort to these compliance-based instruments to ensure good order and military effectiveness.

In addition, a variety of other investigative instruments internal to the profession, such as Summary Investigations and Boards of Inquiry, support the administration of the CAF and its members. The CDS also provides for the regulation of the profession by issuing orders and instructions such as the *CDS Guidance to Commanding Officers and Their Leadership Teams*, as well as establishing and controlling rules of engagement for operations. The CDS may also from time to time call for special boards and committees to report on matters subject to professional regulation. The Chief of Review Services (CRS) carries out program evaluations and conducts independent internal audits. The

Chief of Professional Conduct and Culture (CPCC) is concerned with professional ethics and conflicts of interest, and the Canadian Defence Academy (CDA) provides a focus for the military ethos and the profession of arms. All these mechanisms contribute to ensuring collective self-regulation and accountability towards pursuing the highest standards of professionalism within our people.

### Leadership

Leadership plays a critical role in self-regulation. Inclusive leaders are exemplars at the heart of military professionalism. Adherence to the military ethos as a professional practice, and helping others to do the same, minimizes the need to use regulatory frameworks to ensure good order and discipline, and, ultimately, uphold professionalism. Leaders are most



**Leaders are most effective when they demonstrate professionalism such that no gap exists between their thought, word and deed.**

effective when they live a professional and personal life of integrity. Such a life entails steadfast adherence to leadership built upon military values, Canadian values and universal virtues in such a way that no gap exists between the leader's thought, word and deed. Such leaders uphold high professional standards, setting the example themselves by striving for professional mastery while inspiring and supporting the same for their team members. They actively advocate for and support lifelong continuous learning across various facets of education, training, work experience and personal growth throughout a professional career. This is leadership by example.

CAF leadership doctrine is based on a competing values framework.<sup>89</sup> This means that leaders must use values to balance competing demands. Often, however, these demands are rooted in values that collide. A prime example is the value of caring for

one's subordinates while, at the same time, ordering them into harm's way to achieve a mission. Leadership is about successfully balancing competing values. *Trusted to Serve* introduces the concept of character to refocus CAF leadership on a more extensive set of values and virtues which need to inform military decision making.



The concept of strength of character is founded in Aristotle's golden mean approach to virtue ethics.<sup>90</sup> The premise is that virtuous (positive) behaviour can become vice-like (toxic) when taken to the extremes of excess and deficiency. Courage – as a character strength or virtue – can become recklessness (dangerous) in excess, or cowardice (negative) in deficiency. Strength of character comes from intentionally developing character, with the help of others, away from the vices and towards virtue so that leader judgement, team well-being and performance improve.<sup>91</sup> Leading with strength of character ensures the necessary positive approaches required to lead more diverse teams in increasingly complex environments.

## Professional Development

Professional development entails learning and the pursuit of excellence in one's occupation and, more widely, in one's profession. Professional development is a central requirement of a healthy profession and it is achieved through education, training, employment experience and self-development learning.

Citizens and permanent residents are recruited and socialized into the profession through a process of internalizing the military ethos and its philosophy of selfless service. As members take on the daily habit of living the ethos, they more fully embrace the military identity and accept the serious nature of their responsibility to Canada.



Embracing the military ethos contributes to a heightened capacity for members to acquire the expertise essential for the fulfillment of their duties.

The initial stages of professional development are primarily centered upon rules and obedience. New members develop professional skills in tandem with the gradual cultivation of sound judgement. As professional development advances, a transition to a principles- and values-based approach occurs, fostering an environment that encourages heightened critical thinking, innovative perspectives and a growth mindset. This approach is aimed at enhancing the development of sound professional judgement to prepare the military professionals for the intellectual and moral dilemmas they will face in military service.



Members develop the minimum levels of expertise through education and individual training, then hone their professional competencies to higher levels of proficiency with the help of their team. The core military knowledge serves as a starting point, expanding and evolving as military professionals progress in military service. The ever-deepening significance of this core becomes evident with each new role, responsibility and mission.

Military education, training and self-development can only take the military professional so far in the attainment of the highest standards of professionalism in the CAF. Members need to reinforce their competencies learned at formal institutions in the workplace through organic and informal social learning processes. Such reinforcement and the addition of new competencies through experiential learning serve to shorten the pathway to achieving professional mastery and enhancing military effectiveness. For this reason, professional development is a progressive and cumulative learning process that must pervade military life. The need for experience to enhance judgement is also the reason why members of the profession of arms need to spend time at each successive level within the profession before advancing to more senior duties.

The meaning of this core, supporting and specialized military knowledge changes as each professional member moves to higher levels of



responsibility in the use of military force. At each stage of one's journey in military service, the primary goal is the attainment of mastery over the essential knowledge, skills, abilities and other attributes pertinent to one's occupation and position. Concurrently, the leader at all levels has the professional responsibility to develop one's subordinates to ensure continuity of command. This responsibility is achieved through a sustained effort at developing the necessary competencies in that subordinate through experiential learning, coaching and mentoring.

At the institutional level, the Chief of Military Personnel (CMP) has the functional authority for the complicated task of regulating professional development and its associated knowledge within the CAF. Professional development is centrally

coordinated with decentralized execution across all commands. The commands are responsible for the delivery of core environmental military knowledge, primarily at the tactical level, through a combination of education, training and employment experience.

On behalf of the CMP, the Commander of CDA is responsible for all common professional development across the CAF. CDA executes this responsibility primarily through the Canadian military colleges (Royal Military Colleges in Kingston and Saint-Jean), the Canadian Forces College, the CWO Robert Osside Profession of Arms Institute (Osside Institute), as well as the promulgation of profession of arms doctrine.

The profession is responsible for overseeing the structured, theory-driven knowledge that underpins military character and competence. This knowledge is primarily structured within doctrine, encompassing a diverse array of external fields that contribute to the comprehensive understanding of military expertise and ethos, particularly in contexts involving the application of force. Development of this doctrine is gathered from military experience and debate across the profession at meetings, conferences and related publications, as well as through significant investments in academic and applied research, both within the CAF and in the broader academic community in Canada.

The history of the profession of arms has seen the expansion of military knowledge beyond the domains of maritime, land and air into cyber, space and the information environment to counter potential security threats. With the advent of increasingly effective artificial intelligence, we can see more demands for military knowledge and competencies in the digital environment.

Self-development is required to both broaden one's perspectives beyond what is offered within

the military's professional development system, as well as deepen one's level of professional expertise and ethos. Self-development is often at the expense of personal time and should be pursued in a manner that maintains a healthy balance between work and family demands. Pursuing mastery within the profession of arms is demanding. In pursuing mastery, military professionals are casting votes towards the professional identity that they wish to embody and in so doing, inspire other military professionals to do the same.



## SECTION 6.3

# Our Institution

### Policies and Programs

Generally, the senior leadership of the profession guides all policies and programs. Above all else, policies and programs must sit within both applicable Canadian and international legal and regulatory frameworks. On a broad scale, they must harmonize with, strengthen and uphold the core military ethos and other integral facets of military professionalism, namely, responsibility, expertise and identity. Each policy and program should actively promote the core ethical principles and military values. Upholding these principles across policies and programs is essential in sustaining the distinct identity and purpose of military professionals.

Policies and programs relating to personnel, ethics, education, training, doctrine and the cultivation of a healthy workplace environment must support the well-being of military professionals and their pursuit of professional excellence. Recent research underscores that leaders can only genuinely support their subordinates in a meaningful manner when the professional institution demonstrates a sincere commitment to the well-being of its people.<sup>92</sup> This echoes the profound significance and impact of cultivating a culture of care in leading our people and leading our institution.

More specifically, the CMP has the functional authority over military personnel policies and

must ensure that they fully support the highest standards of professionalism across the CAF. Such policies and programs need to support military professionals where they are in their careers to ensure that they get the best professional development to master their required expertise, that they are supported by fair, inclusive and transparent career-related developmental opportunities, selection and promotion processes. The institution must also be vigilant in challenging extant policies and programs which may present unnecessary barriers to military service so that all military professionals may pursue meaningful careers in the CAF.





## History, Heritage and Traditions

Self-regulation can also be found in the history of the profession of arms itself. Developing a deep understanding of military history, heritage and traditions serves as a foundational anchor, grounding military professionals within a timeless continuum of selfless service that transcends one's own experience.

The weight of history, heritage and traditions lends reinforcement to our professional identity by vividly demonstrating our appreciation for the sacrifice and service of our predecessors. This is shown by commemorating hard-won victories or conflicts that were prevented, and celebrating military traditions and ceremonial practices. Caring for this legacy calls for honouring past accomplishments and celebrating the unique and respectful customs across the CAF.

As Canadian values and culture continually evolve, it is essential for the military to periodically re-examine its customs and traditions. This critical evaluation ensures that these elements persist as positive forces, uniting and nurturing an esprit de corps that sustains professionalism and preserves the best of our rich past.

## SECTION 6.4

### Conclusion

It is important for the profession of arms to strike a balance between maintaining professional effectiveness and the subordination of the military to civil authority and national values. While the profession is granted a certain latitude for self-regulation, it is nonetheless accountable to the democratically elected Government of Canada. Parliament has an important duty to hold the government to account for matters of defence. Senior military professionals frequently appear before parliamentary committees to report on a wide range of operational, institutional and professional issues. The CAF is subject to scrutiny by external bodies whose arm's-length review of all departments is essential for accountability and the pursuit of excellence in military effectiveness.

The relationship between the military and government is often coloured by the competing nature of the fundamental imperatives. To be effective, civil-military relations must incorporate an open and transparent collaboration between government and the military that is informed by understanding the perspectives and priorities of each. The legitimacy of the military is measured by how well this balance is achieved, particularly in the eyes of Canadian society. The public's perception of the military's character and competence in executing its roles, especially in complex and dangerous operations, is crucial.

Consistency in showcasing exemplary behavior and conduct in the performance of military duty is a prerequisite for meeting the public's expectations. This underscores the essential emphasis placed on nurturing a culture of trustworthiness among Canadian military professionals through a constant practice of pursuing professionalism in who we are and what we do.



## NOTES

<sup>89</sup> Erinn C. Squires and Jennifer M. Peach, “Effective Military Leadership: Balancing Competing Demands” *Canadian Journal of Behavioural Sciences* 52, no. 4 (2020): 314-323. See also Department of National Defence, *Leadership in the Canadian Forces: Conceptual Foundations* (Kingston: Canadian Forces Leadership Institute, 2006).

<sup>90</sup> Aristotle most clearly articulates his concept of the mean in his *Nicomachean Ethics*. See Richard McKeon, ed. *The Basic Works of Aristotle* (New York: The Modern Library, 2001).

<sup>91</sup> Mary Crossan, Alyson Bryne, Gerard Seijts, Mark Reno, Lucas Monzani and Jeffrey Gandz, “Towards a Framework of Leader Character in Organizations” *Journal of Management Studies* 54, no. 7 (November 2017): 987-1018.

<sup>92</sup> Emile Nollet, Jamel Stambouli and Derek Theriault. *Inclusive Leadership in the CAF* (Ottawa: DND MINDS, 2023).

## Closing Remarks on *Fighting Spirit: The Profession of Arms in Canada*

The CAF meets its responsibilities to the Government of Canada and Canadians while ensuring it does so in a manner that is reflective of Canadian society. *Fighting Spirit: The Profession of Arms in Canada* serves as a reminder that membership in the profession of arms is both a privilege and a responsibility. It is a privilege based around trust through commitment, competency and character. Military service is most certainly not for everyone. However, for those who wish to serve in the defence of

Canada and are willing to learn and grow, the CAF offers an inclusive environment to do so. Every member of the profession of arms has a responsibility to ensure that the CAF lives up to the expectations of inclusive, selfless service in the pursuit of excellence and the highest standards of professionalism. All members of the profession of arms must be committed to the service of others and it is our **fighting spirit** that epitomizes this core commitment of the Profession of Arms to Canada and Canadians.





## GLOSSARY

**Armed Conflict.** A conflict in which opponents resort to the use of arms.

**Attribute (Professional).** Elements or components of a profession. In terms of the Profession of Arms in Canada, it is composed of four attributes that include responsibility, ethos, expertise and identity.

**Character.** A collective set of attributes or features that make-up and distinguish an individual, group or nation, leading to principled moral excellence. Character is normally associated with the O in the competency framework of knowledge, skills, abilities, and other attributes (KSAO). These attributes can include values, virtues or individual/personality traits.

**Character (Individual).** An individual's combination of internalized beliefs and habits that motivate and shape their behaviour. Beliefs normally coalesce around values, virtues and individual traits that then form the patterns of behaviour which determine our character.

**Citizen-soldier.** A historic term that refers to people within a country who volunteer, are compelled, or are conscripted into military service to take part in a specific conflict. These members become full-time members of the military but then return to their civilian lives upon completion of the conflict.

**Civil Authority.** Civil authority within the context of national defence and the profession of arms refers to the nation's democratically elected civilian officials, which form a national government run by the Prime Minister and Cabinet.

**Civil-military Relations.** Primarily, the study of the nature of the relationship between civilian leaders and military leaders. Civilian leaders refer to the leaders within the executive and legislative branches of the Canadian government; primarily the Prime Minister, the Cabinet and the Minister of National Defence. Military leaders refer to the Chief of the Defence Staff and their Level 1 Commanders.

**Combatant.** A member of the armed forces of a Party to a conflict.

**Commitment.** The state or quality of being dedicated to a cause. This may be expressed as the level of ambition, engagement or sacrifice by which someone is willing to achieve a goal associated with a cause. Similarly, within the military it may be expressed as the level of grit or fighting spirit someone possesses that drives a passion and perseverance to achieve a military mission or task.

**Competence.** The ability to do something well. Competence is normally associated with the KSA in the competency framework of knowledge, skills, abilities and other attributes (KSAO).

**Competency.** In individual training and education, the knowledge, skills, abilities and other characteristics (KSAO) that must be demonstrated when performing a specific function. Other characteristics can include values, virtues, individual traits and attitudes/mindsets.

**Conscription.** The forced participation (through law) in military service. This is normally for defined periods of time.

**Defence Team.** All Canadian Armed Forces members, Department of National Defence employees and employees of the Canadian Forces Morale and Welfare Services.

**Domain.** A major part of the operating environment with specific properties that affect the conduct of military operations. The CAF recognizes five domains: maritime, land, air, cyber and space.

**Dual Professional.** Members of the CAF who are also members of civilian professional bodies that govern the application of knowledge from these other specialized fields.

**Elected Civilian Officials.** Members of a government who are nominated, stand for, and are elected to public office to represent the people of a country. In the context of the profession of arms, they are the members of Parliament who form the Government of Canada and who direct and control the military. Specifically, the Minister of National Defence is responsible for the management and direction of all matters relating to national defence.

**Ethics.** A debate surrounding what is considered right or wrong, and what is considered good or not. Ethics serve to constrain actions. This is often conflated with morals.

**Ethos.** The characteristic spirit of an organization. It is a collection of expectations, standards, values and ways of being that are held to be important to the organization and are consistent within it. For the CAF, the ethos comprises ethical principles, military values and professional expectations.

**Expertise.** The expert knowledge, skill and abilities in a particular field of study or profession. It is one of the four professional attributes.

**Fighting Spirit.** The drive within every military member to do anything in their power, within the ethical principles and values of the profession of arms, to accomplish the assigned mission with enthusiasm, precision and unlimited liability. Fighting spirit is one of the chief moral components of fighting power.

**Framework (Conceptual):** A basic structure underlying a system, concept or text.

**Growth Mindset:** A psychological concept developed by psychologist Carol Dweck. It refers to the belief that one's abilities and intelligence can be developed and improved over time through dedication, hard work and learning. Individuals with a growth mindset tend to see challenges as opportunities for growth, embrace effort as a path to mastery, and persist in the face of setbacks.

**Identity.** The sum of all individual attributes and characteristics that both connects and distinguishes a person from others. It is one of the four professional attributes.

**Imperative:** A concept often discussed in the context of professions. It helps explain the roles and responsibilities of professionals and their relationships with society and their respective fields. In this context, the word "imperative" is a substantive (not a verb tense) which refers to an absolute obligation or requirement. Imperatives come in two forms: the functional imperative and the societal imperative.

**Imperative (Functional).** One of the two fundamental imperatives, it is the idea that a profession must apply its competencies in a manner that will best serve society.

**Imperative (Societal).** One of the two fundamental imperatives, it is the idea that a profession must reflect and be responsive to the society it serves.

**Mastery.** Comprehensive knowledge or skill in a particular field. Mastery is a journey driven by one's internal motivation towards the near win that then propels one to close that gap, leading to ever higher proficiency, often beyond professional standards. Pursuing mastery often sets new professional standards. Success is an event, but mastery is an endless journey.

**Military Advice.** Advice provided by the profession of arms to the Government of Canada. Only the CDS provides military advice to the Prime Minister and the Minister of National Defence. This privilege is closely tracked and guarded by key staff and official processes that convey such advice.

**Military Force.** Military force means coercive, destructive and deadly force that is organized and applied in a disciplined manner to support the achievement of political objectives assigned by elected civilian officials. Military doctrine simply delineates two types of military force: non-deadly force and deadly force.

**Mission Command.** A philosophy of command that promotes unity of effort by means of a clear expression of the superior commander's intent, and the delegation of authority to subordinate commanders to use their initiative in accordance with such intent.

**Morals.** A specific claim about what is right or wrong. When morals are in conflict, a debate surrounding the ethics of the specific morals in question occurs.

**Moral Relativism.** The view that moral truth or justification is relative to a culture or society.

**Non-partisan.** A position, role, opinion, idea or effort that is not framed, rooted or appeals to one political ideology or party to the exclusion of others. Instead, it appeals to all parties.

**Operational (Level).** The level between strategy and tactics where strategic goals are translated into tactical tasks. It implies the management of organizations and materiel to support tactical activities.

**Pan-domain.** A concept that ties together traditional domains (maritime, land, air) with newly accessible domains (space) as well as a constructed domain (cyber). Moreover, it does so in a manner that leverages the capabilities of other departments and agencies towards the achievement of national objectives and priorities. Information is not considered a domain, but a new environment.

**Political (Level).** The level at which national governance and public interests are considered.

**Profession.** An exclusive group of people who possess and apply a systematically acquired body of knowledge derived from extensive research, education, training and experience.

**Profession (Associational).** A profession in which individuals have a direct relationship with a client, providing a service to that client.

**Profession (Collective).** A profession that can only achieve its purpose through the efforts of a group. The profession of arms is a collective profession.

**Profession of Arms.** The profession of military members dedicated to the defence of their country and its interests, as directed by government.

**Professional.** Members of a profession that have a responsibility to fulfill their function competently and objectively for the benefit of society. They are governed by a code of ethics that establishes standards of conduct while defining and regulating their work.

**Professional Ideology.** This is a composition of the professional attributes of expertise and ethos. Professional ideology informs a way of being and doing for a profession.

**Professionalism.** Simply, the conduct and performance expected of a professional. This means abiding by a set of recognized practices around a specific body of knowledge.



**Responsibility.** This is the obligation of the profession to serve the client in a way that maximizes the client's interest rather than the interests of the profession or the professionals within it. It is one of the four professional attributes.

**Self-regulation (Professional):** The ability and responsibility of members of a particular profession to set and enforce standards of conduct, competence and ethics within their own field.

**Strategic (Level).** The translation of political objectives into a cohesive set of choices regarding the ways and means required to achieve desired ends.

**Strength of Character.** The act of strengthening each character trait, value or virtue equally so that they operate interdependently to ensure that behaviour remains virtuous (positive) and judgement is sound, especially in the face of challenges, adversity and ethical dilemmas.

**Tactical (Level).** The execution of specific tasks to achieve a particular objective.

**Threat (Grey Zone).** Actions conducted below the threshold of what would be considered war. Actions at this level frequently employ a manifestation of hybrid threats and are designed to create confusion and uncertainty in terms of policy responses.

**Threat (Hybrid).** A threat consisting of any combination of armed, unarmed, irregular and regular forces, irregular or regular capabilities and tactics, combining to achieve a shared objective.

**Trait.** An inherited or acquired characteristic which is consistent, persistent and stable.

**Trust.** The willingness to accept the decisions or influence of another person based on a belief in that person's reliability.

**Trustworthiness.** A demonstration by a person or organization to another that they will reliably act in the best interest of that other person or organization.

**Values.** A way of being or believing that is held to be important. Norms or standards of desirable behaviour that give direction to and set limits on individual and collective behaviour.

**Virtues.** A behaviour that shows high moral standard. A moral quality regarded as good or desirable in a person. A particular form of moral excellence.