



# Royal United Services Institute of Nova Scotia

## Dispatches

### 1 January 2021

*The Royal United Services Institute of Nova Scotia provides a forum for the study, promotion and debate of defence and security issues.*

*Dispatches* is a weekly collection of links and news of current interest, included those tweeted and posted by the Institute on social media. Links to articles are checked at the time they are put into *Dispatches* but may be unavailable at a later date or in some states other than Canada.

If you are not a routine recipient of *Dispatches* but wish to be so, email the Institute's Chief Information Officer (CIO) at [RUSINovaScotia@gmail.com](mailto:RUSINovaScotia@gmail.com). If you do not want to receive *Dispatches*, or wish to receive it at some different frequency, please inform the CIO. If you wish to receive *Dispatches* at a different address (i.e., not your work address), please inform the CIO. Past editions of *Dispatches* may be requested by contacting the CIO.

Everyone is encouraged to email to the CIO links and other content to be included in *Dispatches*.

Submissions and feedback are welcome anytime. Comments to articles can be from members or non-members of RUSI(NS). Any comment in *Dispatches* is the sole opinion of the author and does not necessarily represent the views of the Canadian Department of National Defence, the Canadian Armed Forces, the Royal Canadian Mounted Police or the Royal United Services Institute of Nova Scotia

RUSI(NS) also publishes:

1. a weekly Dimensions Newsletter, ( formally called *Defence & Security Newsletter*) aimed at opinion leaders and industry. If you are interested in receiving this newsletter, email [admin@duncom.ca](mailto:admin@duncom.ca); and
2. a weekly *China Open Source Newsletter* of articles curated from Chinese military-related websites based inside mainland China. If you are interested in receiving this newsletter, email [RUSINovaScotia@gmail.com](mailto:RUSINovaScotia@gmail.com).

Visit the Watch. A publication from NORAD/USNORTHCOM on Face Book.

To view go to <https://www.facebook.com/TheWatchNorthcom/>



#### Events:

To list an event in *Dispatches*, email the CIO by noon Thursday. If you have an idea for a topic or speaker, please email [RUSINovaScotia@gmail.com](mailto:RUSINovaScotia@gmail.com). RUSI(NS) events may be cancelled at short notice – email RUSI(NS) if there is a question of an event occurring.

**12 January**, Tuesday - RCN presentation "Canadian Surface Combatants - the RIGHT ship for the Royal Canadian Navy, the RIGHT ship for Canada" by Captain(N) Christopher Nucci, Director Naval Strategy. To register, email Kray Robichaud [Kray.Robichaud@forces.gc.ca](mailto:Kray.Robichaud@forces.gc.ca) – please include your full name and professional details (position/title & organization).

**20 January 2021**, Wednesday – RUSI(NS) Distinguished Speaker Major-General Michel-Henri St-Louis, titled "Against Daesh, and for the World Order": An Update on Operation IMPACT in the COVID-19 Era." 1300-1500, via Zoom. Call-to-meeting and invitations will be sent later. Registration will commence in the New Year.

**27 January**, Wednesday - RCN presentation "A portrait of an artist - Sculptor-in-Residence, Royal Canadian Navy, Mr. Christian Corbet." In 2012, Christian Corbet was named SiR for the RCN. Attendees to this virtual presentation will have access his workshop and a once-in-a-life time opportunity to learn more about the RCN SiR and the worldwide work of Christian Corbet, widely recognized as one of Canada's pre-eminent artists. Invitation to follow.

**New: 9 February**, Tuesday - Centre for International Governance Innovation "National Security, Economic Prosperity and Canada's Future." Note CSIS Director as speaker. 2:30 pm - 3:30 pm AST. Virtual. To register, see: <https://www.eventbrite.ca/e/national-security-economic-prosperity-and-canadas-future-registration-132849367033>.

### **Recent Publications:**

RUSI(NS) Presentation "Renewing Coast Guard's Fleet" by Derek Moss, CCG, 9 December 2020  
[https://rusi-ns.ca/renewing\\_ccg\\_fleet/](https://rusi-ns.ca/renewing_ccg_fleet/)

RUSI(NS) Information Note "Ship Sponsor," 7 December 2020  
<https://rusi-ns.ca/sponsor/>





RUSI(NS) Presentations "Arctic Continental Defense: Canada and US Perspectives" by LCol Burke, JTFN, and Mr Davis, NORAD and NORTHCOM, 18 November 2020  
[https://rusi-ns.ca/arctic\\_continental\\_defence/](https://rusi-ns.ca/arctic_continental_defence/)

The United Services Institute of Nanaimo and North Island (USINNI) Newsletter Vol 28 No 12 December 2020 is available on request to [RUSINovaScotia@gmail.com](mailto:RUSINovaScotia@gmail.com).

The Military Institute of Windsor Communiqué, Volume XXXIX Number 1 January 2021 is available on request to [RUSINovaScotia@gmail.com](mailto:RUSINovaScotia@gmail.com).

**New:** The Edmonton United Services Institute President's Enews January 2021 is available on request to [RUSINovaScotia@gmail.com](mailto:RUSINovaScotia@gmail.com).

**Tweeted by @RUSI\_NS:** RUSI(NS) tweets may also be viewed by clicking on the icon at <https://RUSI-NS.ca>. To have something tweeted or retweeted, email the CIO at [RUSINovaScotia@gmail.com](mailto:RUSINovaScotia@gmail.com). Original article title in parentheses.

<p>International Naval &amp; Maritime News @NavalNews 22 Dec tweeted: #Russia's Floating Workshop For Ship Maintenance Arrives In #Tartus #Syria UrduPoint <a href="https://urdupoint.com/en/world/russias-floating-workshop-for-ship-maintenan-1121390.html">https://urdupoint.com/en/world/russias-floating-workshop-for-ship-maintenan-1121390.html</a> (Russia's Floating Workshop For Ship Maintenance Arrives In Syria's Tartus - Navy) RUSI(NS) retweeted: When fixed bases are vulnerable tactically &amp;/or politically, support ships (floating workshops, tenders, base ships, floating drydocks) provide operational flexibility to major navies. For medium navies like @RoyalCanNavy, replenishment oilers provide CAN🇨🇦 gov't global options</p>	
<p>CDA Institute @CDainstitute 26 Dec tweeted and RUSI(NS) retweeted: Cooperation in the Arctic is in China's self-interest. This is an important point for Canadian policy-makers to take home. Perhaps we can build leverage &amp; win-win scenarios in the North. An article by @adam_lajeunesse deconstructing the Polar Silk Road. (Polar Silk Road: Deconstructing Chinese Ambitions in the North) <a href="https://cdainstitute.ca/adam-lajeunesse-polar-silk-road-deconstructing-chinese-ambitions-in-the-north/">https://cdainstitute.ca/adam-lajeunesse-polar-silk-road-deconstructing-chinese-ambitions-in-the-north/</a></p>	
<p>Canadian Armed Forces Operations @CFOperations 27 Dec tweeted: #OpTopShots2020 The connected TPS-70 Radar System operates at the H-1 site in Keflavik, Iceland as part of #OpILLUMINATION on February 11, 2020. Photo: Master Corporal Jordan Lobb RUSI(NS) retweeted: Operation ILLUMINATION <a href="https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/illumination.html">https://www.canada.ca/en/department-national-defence/services/operations/military-operations/current-operations/illumination.html</a> @CanadianForces TPS-70 radar deployment to Iceland whilst that country's air surveillance radars underwent scheduled maintenance @RCAF_ARC 12 Radar Squadron <a href="http://www.rcaf-arc.forces.gc.ca/en/squadron/12-radar-squadron.page">http://www.rcaf-arc.forces.gc.ca/en/squadron/12-radar-squadron.page</a> #RCAF 42 Radar Squadron <a href="http://www.rcaf-arc.forces.gc.ca/en/squadron/42-squadron.page">http://www.rcaf-arc.forces.gc.ca/en/squadron/42-squadron.page</a></p>	
<p>The Naval Association of Canada @navalassn 29 Dec tweeted and RUSI(NS) retweeted: Keeping a warship at sea is a complicated process. We took a look behind the scenes of keeping our fleet ready for sea. <a href="http://ow.ly/o1JB50CUI3s">http://ow.ly/o1JB50CUI3s</a> (Keeping Navy Ships/Boats at Sea - Maintenance <a href="https://www.navalassoc.ca/wp-content/uploads/2020/07/BN31-Maintenance.pdf">https://www.navalassoc.ca/wp-content/uploads/2020/07/BN31-Maintenance.pdf</a>)</p>	

## Arctic

Brian Santarpia @BrianSantarpia 26 Dec tweeted and RUSI(NS) retweeted: Great article that I read last month and agree with. The questions in the Arctic about China are not about military confrontation to acquire sovereignty over territory but about economic activity. Should non-arctic nations have a right to profit from and help govern the Arctic?



(No, Virginia, the Arctic is not a hotly-contested region like the South China Sea – and China is not a big deal up there at this point

<https://mark3ds.wordpress.com/2020/11/05/no-virginia-the-arctic-is-not-a-hotly-contested-region-like-the-south-china-sea-and-china-is-not-a-big-deal-up-there-at-this-point/>)

Brian Santarpia retweeted: One way to read China’s statements is that they believe all nations have a right to share in the resources of the Arctic. Most of those resources are in the EEZs of the Arctic nations and activity outside those zones will have significant impact on the whole Arctic.

Should Canada allow foreign direct investment in the Arctic, particularly by state owned companies? Would such operations enable foreign nations to reap profits that Canada should seek to keep? Could these operations have dual uses that impact security?

Will climate change allow increased access to foreign fishing fleets? Even if those fleets operate outside of Canada’s EEZ, will they negatively impact fish stocks and the environment?

These are questions that Canada’s Arctic economic and security policy should address and it’s very encouraging to see articles like this open up the debate.

National Defence @NationalDefence 29 Dec tweeted: Meet the newest aircraft built for #CANSOFCOM. They will add airborne intelligence, surveillance and reconnaissance capability for the #CAF. Next step: integration of mission systems equipment and new paint. #WellEquipped



RUSI(NS) retweeted: "Manned airborne intelligence, surveillance and reconnaissance" (MAISR) capability

<https://www.tpsgc-pwgsc.gc.ca/app-acq/amd-dp/air/snac-nfps/renseignement-airborne-eng.html> 3 Beechcraft King Air 350ER for @CanadianForces Canadian Special Operations Forces Command

*Appears well ahead of schedule. From the project webpage:*

*Procurement 1: Anticipate delivery of aircraft in 2022*

*Procurement 2: Receipt and review of suppliers proposals, for the in-service support portion of the procurement*

*Anticipate contract award by January 2021*

*For kit, see: “L3Harris to Missionize Three King Air 350ER Aircraft for Canadian Armed Forces Under MAISR Project”*

<https://defpost.com/l3harris-to-missionize-three-king-air-350er-aircraft-for-canadian-armed-forces-under-maisr-project/>

*The paint scheme is different from most CAF aircraft. Indicative of role and operating environment?*



*It'll be interesting to see what the aircraft's designation and name will be. The RCAF calls similar a/c the BE-350 (<http://rcfarc.forces.gc.ca/en/aircraft-current/be-350.page>).*

**Posted on Facebook Royal United Services Institute NS with comments:**

NATO, We Want to Go to War With You

<https://foreignpolicy.com/2020/12/22/nato-we-want-to-go-to-war-with-you/>



"Wargames can provide essential cybersecurity training for soldiers. But they won't succeed unless the players confront real, independent hackers."

"Diversity of thought leads to better solutions. We in the information security community strongly support the involvement of acknowledged nonmilitary experts in the development and testing of future cyberwar scenarios."

Toxic ships sail in on false papers

<https://www.thedailystar.net/frontpage/news/toxic-ships-sail-false-papers-2013621>



Comment from a colleague: There is an international convention to be respected. I remember some years ago that a Canadian shipowner got into trouble for one of their ships ending up in the wrong scrapyard. The problem is that the owner loses control of the ship once it has been sold to a scrap buyer. The ship can leave Canada with a declared destination of a convention scrap yards and somehow never get there. Quite a few ships have left here in the past few years as the Laker companies renew their fleets and there have not been any problems so the forward tracking must be working. Nevertheless, the unscrupulous are still at work so it is good to bring these stories to light.

And another comment: It seems to be Canadian government policy to break Canadian government ships (ex-Navy, CCG, etc.) in Canada. In many respects, a good move. See: "Breaking Up Former Canadian Warships" (<https://rusi-ns.ca/breaking-up-former-canadian-warships/>) and other shipbreaking articles at the RUSI(NS website).

Canada buys Israeli drone for Arctic maritime surveillance

<https://www.rcinet.ca/eye-on-the-arctic/2020/12/22/canada-buys-israeli-drone-for-arctic-maritime-surveillance/>



"The National Aerial Surveillance Program also helps with search and rescue, humanitarian efforts, illegal fishing enforcement, and the development and regulation of Canada's drone industry ..."

From the National Aerial Surveillance Program website (<https://tc.canada.ca/en/programs/national-aerial-surveillance-program>):

"We monitor shipping activities, ice conditions and marine security, as well as pollution. We also provide information to other federal departments and agencies to help them run programs related to:

- security
- keeping waterways safe and accessible
- protecting the environment"

It would appear from the Transport Minister's words about SAR (search and rescue); HADR (humanitarian assistance/disaster response); IUU (illegal, unreported and unregulated) fishing; and development and regulation of the Canadian drone (UAS - uncrewed aerial vehicle) industry (with implications of involvement in research and development) that the NASP has broadened in its objectives. Reasonable.

Theodore Roosevelt Strike Group completes SUSTEX, deploys

<https://www.cpf.navy.mil/news.aspx/040051>



"SUSTEX (sustainment exercise) is an integrated and comprehensive exercise designed to test the strike group's ability to compete and win in a high-end fight."

New acronym, SUSTEX. Kinda sounds like a FLEETEX or COMPUTEX, names more familiar to an older generation of naval warfighters. Still, good to read the implication in the word sustainment that logistics and resiliency of the strike (ex-battle, ex-carrier, etc.) group have taken more of front-end considerations in planning warfighting. Some battles (wars) aren't won by getting there with "the furthest with the mostest" but by hanging in there the longest.

Navy Releases Final RFP for Large Displacement Unmanned Underwater Vehicle Program

<https://news.usni.org/2020/12/24/navy-releases-final-rfp-for-large-displacement-unmanned-underwater-vehicle-program>



"The LDUUV Phase 2 vehicle will integrate with submarines outfitted with the Modernized Dry Dock Shelter (DDS) and the Payload Handling System (PHS)." I wonder whether there will be any way that LDUUV will be able to connect with Canadian submarines. An universal (or, at least, alliance) coupler? Could be quite the capability enhancement.

Mark of a first-tier navy when you can have a UUV squadron. How will UUV, of any size, be integrated into the Royal Canadian Navy?

Report on Navy Large Unmanned Surface and Undersea Vehicles

<https://news.usni.org/2020/12/25/report-on-navy-large-unmanned-surface-and-undersea-vehicles>



Large Unmanned Surface Vehicle (LUSV) - 200-300 feet length and full load displacement of 1,000-2,000 tons.

Medium Unmanned Surface Vehicle (MUSV) - 45-190 feet long with displacement of roughly 500 tons.

Looks like there will need to be additions to the ship type definitions in the publication NATO APP-20 Standard Ship Designator System.

## Making the Case for War

<https://mwi.usma.edu/making-the-case-for-war/?fbclid=IwAR0urV5u4nWC4cyXgPnnvPuIgyX--8ixjEP1ZVvk3yKWXZCbFh-48Z3JHwg>



"... the <insert nation here> government would be well served by an expanded communications strategy that explains both the stakes of and rationale for (use of force) action."

Yes, when a government plans action that may result in conflict, it should as readily plan engagement with its public. That means knowing the public. And that knowledge should not be just from a political staffer's perspective - the military and other non-political government people need to have a good understanding of the public information domain.

Note: "Public Support for U.S. Military Operations"

[https://www.rand.org/pubs/research\\_briefs/RB2502.html](https://www.rand.org/pubs/research_briefs/RB2502.html)

## The Map is Never Neutral

<https://thestrategybridge.org/the-bridge/2020/8/31/the-map-is-never-neutral>



"But maps are never neutral, and it is imperative that military leaders and strategists understand how they can shape and inform perspectives, be employed as arguments and weapons of information and disinformation ..."

"Military leaders, especially strategists, need a strong understanding of both the maps that they use and their limitations. This understanding can help strategists formulate a better strategy to combat the strategies of adversaries."

## The Navy Should Make Hard Choices To Implement Its New Strategy

<https://www.forbes.com/sites/bryanclark/2021/12/27/the-navy-should-make-the-hard-choices-to-implement-its-new-strategy/>



"Consistent with its emphasis on competition, the strategy devotes most of its attention to how naval forces will counter and undermine adversary efforts to gain territory and influence in situations short of large-scale combat."

"Today's world of aggressive maritime competition, gray-zone and hybrid warfare, and highly contested operational environments requires a different fleet design."



**Posted on Facebook Royal United Services Institute NS:** RUSI(NS) postings may be viewed by clicking on the icon at <https://RUSI-NS.ca>. To have something posted or commented, email the CIO by noon Thursday.

Military bases struggling with personnel shortages, internal review finds

<https://www.msn.com/en-ca/news/canada/military-bases-struggling-with-personnel-shortages-internal-review-finds/ar-BB1cd6rv?ocid=se>



NATO chief wades into fiery German debate on armed drones

<https://www.defensenews.com/global/europe/2020/12/23/nato-chief-wades-into-fiery-german-debate-on-armed-drones/>



With New Aircraft Carrier, France Looks to Bolster Military Ties With U.S.

[https://www.wsj.com/articles/with-new-aircraft-carrier-france-looks-to-bolster-military-ties-with-u-s-11608724800?mod=world\\_major\\_1\\_pos4&utm\\_source=Sailthru](https://www.wsj.com/articles/with-new-aircraft-carrier-france-looks-to-bolster-military-ties-with-u-s-11608724800?mod=world_major_1_pos4&utm_source=Sailthru)



European allies to tap brakes on any rush to cyber 'war' with Russia

<https://www.washingtonexaminer.com/policy/defense-national-security/european-allies-brakes-rush-cyber-war-russia>



Adam Lajeunesse: Polar Silk Road: Deconstructing Chinese Ambitions in the North

<https://cdainstitute.ca/adam-lajeunesse-polar-silk-road-deconstructing-chinese-ambitions-in-the-north/>



China-US tensions keep PLA sailors at sea for an extra four months in 2020

<https://www.scmp.com/news/china/military/article/3115328/china-us-tensions-keep-pla-sailors-sea-extra-four-months-2020>



Watch Russian and Chinese Bombers Fly a Rare Joint Mission Over the Pacific

<https://www.popularmechanics.com/military/a35059342/watch-russian-and-chinese-bombers-fly-a-rare-joint-mission-over-the-pacific/>



Key US Ally Declares Its F-35s Ready for Combat

<https://www.military.com/daily-news/2020/12/28/key-us-ally-declares-its-f-35s-ready-combat.html>



Turkey sticks to its guns on Russian S-400s despite US sanctions

<https://www.al-monitor.com/pulse/originals/2020/12/turkey-russia-united-states-s400-sanctions-turns-liability.html>



Chinese Navy Expanding Bases Near South China Sea

<https://news.usni.org/2020/12/29/chinese-navy-expanding-bases-near-south-china-sea>



China plans intensive round of military drills in end-of-year catch-up

<https://www.scmp.com/news/china/military/article/3115719/china-plans-intensive-round-military-drills-end-year-catch>



North Korea ICBM test likely next year, think tank says

[https://www.upi.com/Top\\_News/World-News/2020/12/29/North-Korea-ICBM-test-likely-next-year-think-tank-says/5351609261723/](https://www.upi.com/Top_News/World-News/2020/12/29/North-Korea-ICBM-test-likely-next-year-think-tank-says/5351609261723/)



2 Japan-Based Destroyers Conduct Second Taiwan Strait Transit This Month

<https://news.usni.org/2020/12/30/2-japan-based-destroyers-conduct-second-taiwan-strait-transit-this-month>



## Cyber Wars

### SolarWinds 'Canadian' Update

**Remarks:** This is a followup on two items in my SolarWinds reporting: 1. During the SolarWinds update one report stated that they had identified Canadian victims. 2. I had *assessed* that this hack would get worse before it gets better.

#### Observations:

1. A forensic examination of SolarWinds data on its command and control system indicated that the following Canadian public organizations have been hacked:

City of Barrie, ON  
City of Kingston, ON  
City of Prince George, BC  
Regina Public Schoolboard  
Saskatoon Public Schoolboard

It is not clear how many hacked organizations are Canadian or have computer networks that extend into Canada.

2. Some of the computer security organizations analyzing the SolarWinds hack are reporting that they have found evidence that a second group of hackers working within **some** of the hacked networks.

**Comment:** If we accept the hypothesis that Russia is behind this attack (assessment: Highly Likely), calling in additional resources to exploit a unique and strategic hack is in both military and top tier hacker playbooks. I assess that it is Highly Likely that one or more hacking teams were tasked to exploit networks of special interest to the Russian government.

**Assessment:** I assess that the scope of the Solar Winds hack will continue to broaden (get worse). I assess that computer security organization will be discovering aspects of the SolarWinds for many months (6+) to come. Unfortunately I expect that coverage will drop off in the mainstream media.

I will be watching for:

- additional organizations that have been hacked,
- hacking conducted by secondary groups, and
- evidence of secondary malware installations, malware attempting to contact Russian controllers.

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[https://cscis.org/dt\\_team/12/](https://cscis.org/dt_team/12/)

**Other Sources:** Recommendations for ‘themes’ (e.g., #drones) to list in this section are welcome.

### #Arctic

New in 2021: Will you be getting orders to an Arctic base?

<https://www.navytimes.com/news/your-navy/2020/12/26/new-in-2021-will-you-be-getting-orders-to-an-arctic-base/>

### #China

Hints of Chinese Naval Procurement Plans in the 2020s

<https://thediplomat.com/2020/12/hints-of-chinese-naval-ambitions-in-the-2020s/>

*Brian Santarpia @BrianSantarpia retweeted 28 Dec: The pace of China’s shipbuilding is incredible. Thanks to the Diplomat for an insightful article.*



## **#command**

The Chinese Navy Has A Command Problem

<https://www.forbes.com/sites/davidaxe/2020/12/23/the-chinese-navy-has-a-command-problem/?sh=6978899c6268>

Command and Control in U.S. Naval Competition with China

[https://www.rand.org/pubs/research\\_reports/RRA127-1.html](https://www.rand.org/pubs/research_reports/RRA127-1.html)

Impact of Mission Command on Operations

<https://www.armyupress.army.mil/Special-Topics/Hot-Topics/Mission-Command/>

## **#defence policy**

The Vital and the Merely Important

Comparison thinking: <https://wavelroom.com/2019/10/17/the-vital-and-the-merely-important/>

## **#drone**

Robotics and Autonomous Systems Experimentation (RICO Update)

<https://researchcentre.army.gov.au/library/land-power-forum/robotics-and-autonomous-systems-experimentation-rico-update>

## **#equipment**

Warfare Evolved: Quantum Radar

<https://www.geopoliticalmonitor.com/warfare-evolved-quantum-radar/>

## **#IUU fishing**

Illegal, Unreported, and Unregulated Fishing Strategic Outlook - The United States Coast Guard's Vision to Combat IUU Fishing

[https://www.uscg.mil/Portals/0/Images/iuu/IUU\\_Strategic\\_Outlook\\_2020\\_FINAL.pdf](https://www.uscg.mil/Portals/0/Images/iuu/IUU_Strategic_Outlook_2020_FINAL.pdf)

“When you roll that up I think [illegal, unreported and unregulated fishing] is a geostrategic-political threat.” @ComdtUSCG ADM Karl Schultz discusses #IUUfishing and the Arctic with @WDMills1992.

@USCG #SeaControl #writefightwin <https://t.co/9ugI5qHhIh> / Twitter

<https://twitter.com/CIMSEC/status/1343220221562281987>

## **#military effectiveness**

A worsening skills balance – a key legacy of Australia's unprecedented prosperity

<https://researchcentre.army.gov.au/library/land-power-forum/part-2-worsening-skills-balance-key-legacy-australias-unprecedented-prosperity>

## **#naval operations**

Operationalizing Distributed Maritime Operations

<http://cimsec.org/operationalizing-distributed-maritime-operations/39831>

## **#naval weapons**

Report on Navy Laser, Railgun and Gun-Launched Guided Projectiles

<https://news.usni.org/2020/12/24/report-on-navy-laser-railgun-and-gun-launched-guided-projectiles-6>

Defensive Directed-Energy Weapons: Enhancing Survivability

<https://blog.usni.org/posts/2020/12/28/defensive-directed-energy-weapons-enhancing-survivability>

## #planning

The Premortem Exercise: Visualizing Catastrophic Failure (and Success)

<https://fromthegreennotebook.com/2020/12/29/the-premortem-exercise-visualizing-catastrophic-failure-and-success/>

## #PME

Embedding Creativity in Professional Military Education: Understanding Creativity and Its Implementation

<https://thestategybridge.org/the-bridge/2020/8/10/embedding-creativity-in-professional-military-education-understanding-creativity-and-its-implementation>

## #reading

War Books: Major General Mick Ryan's 2021 Reading List

<https://mwi.usma.edu/war-books-major-general-mick-ryans-2021-reading-list/>

Center for International Maritime Security "A Holidays 2020 Reading List"

<http://cimsec.org/a-holidays-2020-reading-list/47127>

## #strategy

In Defense of A Strategy of Not-Losing

<https://thestategybridge.org/the-bridge/2020/7/23/in-defense-of-a-strategy-of-not-losing>

## #terrorism #information operations

Through the Looking Glass: Assessing the Evidence Base for P/CVE Communications

<https://rusi.org/publication/occasional-papers/through-looking-glass-assessing-evidence-base-pcve-communications>

P/CVE = preventing and countering violent extremism

## #terminology

Military Abbreviations used in Service Files

<https://www.bac-lac.gc.ca/eng/discover/military-heritage/Pages/military-abbreviations.aspx>

## #war

Clausewitz is from Mars, Jomini is from Venus: Why Context Matters in Military Theory

<https://mwi.usma.edu/clausewitz-is-from-mars-jomini-is-from-venus-why-context-matters-in-military-theory/>

## #warfare

Building an Effective Indigenous Counter-Insurgency Force - Part 1

<https://wavellroom.com/2020/12/22/building-an-effective-indigenous-counter-insurgency-force-part-1/>

Network-Centric Warfare: Can Europe be ready?

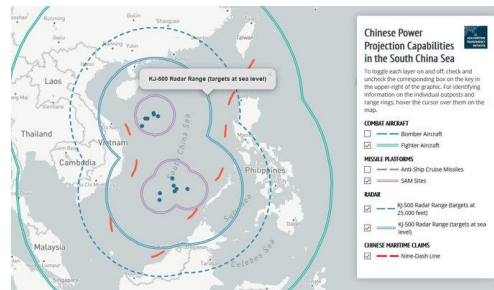
<https://wavellroom.com/2020/12/21/network-centric-warfare-europe-defence/>

## Other:

AMTI @AsiaMTI 22 Oct tweeted: AMTI has updated its map of **Chinese Power Projection Capabilities in the South China Sea** to account for new deployments in 2020, including KJ-500 airborne early warning and control aircraft. Explore the new interactive map:

<http://cs.is/2yIMZ7U>

(Chinese Power Projection Capabilities in the South China Sea  
<https://amti.csis.org/chinese-power-projection/>)



**DomPrep Journal** Special Issue December 2020 "The New Age of Police Reform"  
<https://www.domesticpreparedness.com/journals/new-age-of-police-reform-special-issue/>  
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- Introduction to the New Age of Police Reform
- Podcast: Law Enforcement's Perfect Storm 2020
- Building Community Trust Through an Inclusive Police Workforce
- Police Accountability & Oversight: Redundancies & Opportunities
- National Police Reform: Intergovernmental Friction & Cohesion
- Podcast: Law Enforcement's Tsunami of Change 2021