

THE Maple Leaf LA Feuille d'érable

**LEST WE
FORGET**

**CDS CHANGE OF COMMAND
PAGE 3**

**CJOC STAND-UP
PAGE 8**

**ENGAGING OUR GENERATION
PAGE 11**

INFRASTRUCTURE RENEWAL AT DEFENCE

Launched in 2008, the *Canada First* Defence Strategy highlighted plans to modernize DND infrastructure to better meet the needs of the CF.

Four years later, progress has been made to deliver on the government's intent to replace or refurbish approximately 20 per cent of DND infrastructure holdings within 10 years, with approximately 50 per cent being replaced or refurbished over 20 years.

The 2012 construction season itself was a busy one, with many projects initiated, continued and completed throughout the country. Together, the projects announced this year represent an investment of more than \$185 million.

"Infrastructure renewal is a key contributor to supporting the CF fulfilling its missions at home and abroad," stated MGen Christine Whitecross, Chief of Staff, ADM (Infrastructure and Environment) and Canadian Forces Chief Military Engineer.

Projects announced in 2012 include new armories in Edmundston, N.B., New Glasgow, N.S., and Windsor, Ont. The new Edmundston Armoury will be 1,524 square metres and accommodate A Company of the 1st Battalion, The Royal New Brunswick Regiment. This new armoury will increase the



Artistic rendition of the future HMCS Hunter facilities.

visibility of Reserve Force in the community, reduce travel distances for local personnel, and offer a better facility for training and equipment maintenance.

The New Glasgow Armoury will accommodate A Company of the 1st Battalion, Nova Scotia Highlanders. This new armoury will replace the existing, aging facility, providing personnel with work areas and storage space required for effective and safe training exercises.

The \$36.4 million project in Windsor involves the construction of a 5,805 square metre facility that will accommodate HMCS Hunter, a Naval Reserve unit, and up to three cadet corps. The new facility will enable the Naval Reserves in Windsor to train more effectively and operate more safely and efficiently.

The construction of a \$54 million, 8,159 square metre headquarters building

for Land Force Western Area/Joint Task Force West and 1 Area Support Group was announced at CFB Edmonton. The new facility replaces decades-old infrastructure and will enable more effective command of Army formations and units in western Canada.

The Canadian Forces Weather and Oceanographic Services Transformation Project was announced in July and will provide specialized weather support for the CF at home and abroad. The \$28.1 million project included the construction of a new building at CFB Gagetown, and renovations at CFB Halifax and CFB Esquimalt, B.C.

Also announced in July was the construction of two new buildings and the renovation of five existing buildings which will house the Opposing Force (OPFOR) at the Canadian Manoeuvre Training Centre (CMTC), located at CFB Wainwright in Alberta. CMTC's OPFOR provides realistic enemy forces during

training exercises. These new facilities will be 5,000 square metres larger than the existing OPFOR building, allowing for increased accommodation, storage, office and briefing space.

More recently, Defence Minister Peter MacKay officially opened a new facility at CFB Petawawa that will house the base's fleet of LAV III light armoured vehicles. This 9,840 square metre facility will provide the modern infrastructure required to keep the LAV III fleet in top condition. The building will also have a crew work area that will support day-to-day training and driver maintenance.

Infrastructure renewal continues to play an important role in helping to ensure the CF remains a first-class, modern military. The investments which took place during the 2012 construction season illustrate DND's commitment to this essential pillar of the *Canada First* Defence Strategy. ♦

NEW COMMANDER FOR RCAF

"After 36 years of service to our nation, I am about to pass over command of the finest Air Force in the world, and complete my final working day in the Canadian Forces."

With those remarks, Lieutenant-General André Deschamps set the tone for the Royal Canadian Air Force change of command ceremony, held on September 27 at the Canada Aviation and Space Museum in Ottawa.

Surrounded by military members on parade, pipers, musicians and several former commanders of the RCAF, LGen Deschamps officially passed the baton to LGen Yvan Blondin, a 32-year veteran of the CF. LGen Blondin is a former fighter pilot with 20 years experience flying the CF-18.

"My priority is going to be to maintain what LGen Deschamps has done... maintain the excellence of the Air Force," said LGen Blondin. "Throughout my career, people have been at the centre of my policies and this is not going to change. I've got wonderful Canadians who do an extraordinary job and I will take care of them and I will take care of their families."

Defence Minister Peter MacKay and General Walt Natynczyk, the Chief of the Defence Staff, thanked LGen Deschamps for his outstanding leadership over the past three years and for guiding the RCAF through some of its busiest, most challenging times to date.

"The pace of operations has been relentless," said Gen Natynczyk. "LGen Deschamps... you have led the RCAF through two combat missions [Afghanistan and Libya], a humanitarian airlift, support to the Olympics, numerous other search and rescue missions and other assorted training and operational tasks. You have selected the next generation of successors and you have prepared them for their responsibilities."

LGen Deschamps' successor, LGen Blondin, spoke about his own career in the CF and how he plans to navigate potential uncertainties that may occur under his command.

"These are difficult economic times, with a difficult world security-wise... It's like when I'm flying and there are clouds around and I need to deal with the weather. Economics are just one factor."

LGen Blondin also spoke about the calibre of the men and women he now commands. "We ask ordinary Canadians to do extraordinary things. It is unbelievable the quality of people we attract. We get the best of Canada's youth in the Armed Forces... The Air Force gave me an education and it taught me about honour, integrity and doing something for your country. You're not working for money. You're working for something bigger, bigger than all of us."



LGen Yvan Blondin, the new commander of the RCAF, speaks during the RCAF change of command ceremony on September 27 in Ottawa.

As the senior RCAF officer in the Canadian military, the commander of the RCAF acts as an advisor to the CDS on Air Force issues. He is also responsible for training, generating and maintaining a combat-capable, multi-purpose Air Force to meet Canada's defence objectives. ♦

The Maple Leaf
ADM(PA)/DGPASP
101 Colonel By Drive
Ottawa ON K1A 0K2

Fax: 819-997-0793
E-mail: +Internal Communications internes@ADM(PA)/Ottawa-Hull
internal_communications_interne@forces.gc.ca
Web site: www.forces.gc.ca
Translation: Translation Bureau, PWGSC

Submissions from all members of the CF and civilian employees of DND are welcome; submission guidelines can be found on the Defence Team intranet. Articles may be reproduced, in whole or in part, on condition that appropriate credit is given to *The Maple Leaf* and, where applicable, to the writer and/or photographer.

The Maple Leaf is the monthly national publication of the Department of National Defence and the Canadian Forces, and is published under the authority of the Assistant Deputy Minister (Public Affairs).
ISSN 1480-4336 • NDID/IDDN A-JS-000-003/JP-001

COVER:

A Place to Remember
A lone artifact a headstone from the grave of Canada's Unknown Soldier, is found in the Memorial Hall at the Canadian War Museum. On Remembrance Day, at exactly 11 a.m., sunlight shines through a single window to frame perfectly the headstone, lest we forget.
Credit: Canadian War Museum

GENERAL LAWSON takes over command of the CF



Gen Tom Lawson, left, receives the CF Ensign from Governor General David Johnston during the CDS change of command ceremony in Ottawa on October 29.

In a modest ceremony held inside the Lebreton Gallery at the Canadian War Museum, General Walt Natynczyk handed over his duties as Chief of the Defence Staff to General Tom Lawson.

Since Gen Lawson's appointment as CDS was announced in late August, the 37-year veteran of the CF returned to Canada from Colorado, where he was serving as Deputy Commander of NORAD, and began the transition to CDS.

"I am humbled by the great company I join, many former Chiefs of Defence here today, and by the challenge of the task at hand to follow the inspirational example of leadership set by my friend and former classmate, Gen Walt Natynczyk," said Gen Lawson during his address at the ceremony in Ottawa on October 29.

Gen Lawson assumes command

of the CF in a period of change and transition. When speaking of the work that lies ahead, Gen Lawson said, "In everything we do, we take measure of where we have been and the lessons our military forefathers have provided for us. And we use these lessons as best we can to prepare for future challenges."

Gen Lawson provided a preview of what is to come during his tenure: "My first and enduring priority will be to ensure that the CF remains vigilant and prepared to deal with new and evolving threats to Canadian safety and security, at home and abroad."

Gen Lawson noted that the CF

is renowned for operational excellence, and that the Canadian Forces will study and incorporate the lessons of recent operational experiences in Afghanistan and Libya to prepare for future challenges.

"In this emerging era of persistent and unpredictable conflict, the CF will continue to provide Canada with agile, responsive and sustainable joint forces that are capable of operating independently and with our allies, wherever and whenever they are called upon."

Gen Lawson comes to his new job with impressive credentials. He has served as a fighter pilot and commanding officer of 412 Transport

Squadron and 8 Wing Trenton. He was commandant of Royal Military College in Kingston, Ont., and he served as Assistant Chief of the Air Staff at NDHQ.


Gen Lawson has a master's degree in Electrical Engineering from the Royal Military College of Canada, and a master's degree in Public Administration from Auburn University in Alabama. He is a graduate of the United States Air Force Staff College and the USAF War College.

Gen Lawson's family has been immersed in the history and traditions of the RCAF. His father was a Second World War fighter pilot and


two of his adult children now serve as RCAF officers.

"The CF grows on you – its culture, its people and, eventually, even a belief in such concepts as the defence of the nation," said Gen Lawson. "These things actually become deeply woven into the fabric of our members and our culture and speak to the successes we have achieved in our nation's history."


The Chief of the Defence Staff has direct responsibility for the command, control and administration of the Canadian Forces, and is appointed by the Governor-in-Council, on the advice of the Prime Minister. ♦




"General Lawson, you are called to command one of the most professional militaries known today, and you inherit the lead role in defending Canada's values while contributing to international peace and security."
– Governor General and Commander-in-Chief David Johnston



"We are here today to pass command of the Canadian Forces from one man to another man. But today is not about any individual. It's about the continuity of a great institution."
– Prime Minister Stephen Harper



"I would like to thank General Natynczyk for his outstanding and compassionate leadership during a very challenging period in the history of our military."
– Defence Minister Peter MacKay



"It has been my honour to serve Canada for the past 37 years, and in particular to serve as your Chief of Defence Staff during these last four years. Canadians can be very proud of their soldiers, sailors, airmen and women who have worked hard to protect our peace and security."
– Gen Walt Natynczyk



CANADIANS CONTRIBUTE TO PROGRESS AT AFGHAN ARMY TRAINING CENTRE

Canadian Forces training advisors serving with Rotation 1 of Operation ATTENTION helped their Afghan partners organize some 15,000 soldiers into battalions, and then equip, train and deploy them to garrisons across Afghanistan. At the same time, they have contributed to a positive shift in senior Afghan officers’ attitudes toward their soldiers.

The Consolidated Fielding Centre (CFC), located in Kabul’s eastern suburbs, is a unique training unit where 200 Afghan National Army (ANA) instructors and brigade staff are assisted and supported by a Training Advisory Group of 350 coalition personnel - including about 120 Canadians - provided by NTM-A, the NATO Training Mission in Afghanistan. NTM-A is a formation of the International Security Assistance Force. “Mentoring our ANA counterparts at the CFC is extremely important as they require the ability to train, equip and deploy their own troops when they take control of their own security forces,” said Colonel Ian Hope, the Canadian commander of the CFC Training Advisory Group. The ANA, Afghan Air Force and Afghan National Police are scheduled to take the lead in security operations throughout Afghanistan by the end of 2014. Since June 2011, Canada has provided the CFC Training Advisory Group with its commanding officer, regimental sergeant-major and a solid backbone of troops. Throughout that time, the rest of the CF contingent in NTM-A, currently comprising about 800 soldiers, has developed a superb reputation. “Canadians are highly regarded across NTM-A and actively sought after,” said Col Hope. “Canadians have a value structure

and professional ethics that make them perfect to... mentor a very proud and independently-minded Afghan soldier.” The impact of the Canadians at the CFC is huge. At any given time, the CFC accommodates eight to nine kandaks – battalion-sized ANA units – at various stages of the fielding cycle. “Fielding” is the process of organizing soldiers into units, issuing their equipment, training them to use their equipment, and then deploying the finished units to the corps with which they will serve. The first event in the process of fielding a kandak is the arrival at CFC of officers and NCOs assigned to it by the Afghan Ministry of Defence. Supported by the Training Advisory Group, the CFC’s Afghan trainers put this group through two weeks of leadership training. In the second phase, the officers and NCOs join the soldiers of their kandaks for seven weeks of collective training in which they collectively learn to work as a team. “The final phase of training at the CFC – validation – is a three-day exercise in which the kandak’s leadership and soldiers work together with all the skills they have gained to plan, rehearse and execute a small-scale operation,” said Col Hope. Since June 2011, when the first Canadians arrived at the CFC, 68 kandaks comprising more than 21,000 soldiers have been fielded with more than US\$720 million worth of equipment. “This mission is dedicated to building Afghan capacity, and you are seeing more tangible results than before,” said Col Hope. “To put it in perspective, the number of ANA soldiers fielded since June 2011 is slightly larger than the entire Regular Force component of the Canadian Army.” “The fielding of such forces is contributing directly to the ANA taking over large areas of operation from coalition forces throughout Afghanistan, allowing for a measured withdrawal of NATO forces,” said Col Hope. ♦



Afghan National Army soldiers practice counter-ambush drills during an exercise at the Consolidated Fielding Centre in Kabul.

PHOTOS: MCpl Rory Wilson



An Afghan National Army instructor speaks to ANA soldiers during counter-ambush training at the Consolidated Fielding Centre in Kabul, while Capt Alan Younghusband looks on.



WORLD-CLASS TRAINING ON EXERCISE MAPLE RESOLVE

Almost 4,000 soldiers, primarily from 5 Canadian Mechanized Brigade Group based at CFB Valcartier, Que., participated in Exercise MAPLE RESOLVE at CFB Wainwright. The exercise, held from October 8 to November 1, was an extremely challenging training event that provided troops with realistic and intense scenarios simulating various types of combat. Nearly 1,000 military personnel from across Canada, including drivers, cooks, mechanics, and police, served in support roles on the exercise. This included the enemy force played by Edmonton-based troops from the Lord Strathcona’s Horse (Royal Canadians) and 1st Battalion, Princess Patricia’s Canadian Light Infantry. More than 900 vehicles, including specialty engineering equipment, reconnaissance vehicles, light armoured vehicles and Leopard tanks were involved in the exercise. Over 30 aircraft from the Royal Canadian Air Force and the US military provided aerial support. This made Ex MAPLE RESOLVE one of the largest training events in the history of the Canadian Manoeuvre Training Centre, located at CFB Wainwright in eastern Alberta.



Supplies are dropped from a CC-130 Hercules during Ex MAPLE RESOLVE at CFB Wainwright.

PHOTO: Cpl Tina Gillies



Calling in AIR SUPPORT

Capt Max Riopelle right, from 2nd Regiment, Royal Canadian Horse Artillery in Petawawa, Ont, and British Bombardier Joe Harris from the United Kingdom’s 26th Royal Artillery Regiment direct an airstrike on a target during Ex MAPLE STRIKE. Maple Strike, a joint Army and Air Force exercise, is a live-fire national exercise for forward air controllers that took place from September 24 to October 5 at CFB Wainwright, Alta.



A round is fired from a Leopard 2A6M tank during Ex MAPLE RESOLVE at CFB Wainwright.

PHOTOS: Cpl Tina Gillies



76 COMM GROUP ON THE FRONTLINE OF IT

There’s more to supporting CF operations around the world than answering IT questions related to secret networks for 76 Communication Group (76 Comm Gp).

For more than half of the 472 military and civilian personnel within the group, they’re deploying to provide technical assistance on high-profile CF operations such as Op CADENCE, Op MOBILE, Op NANOOK, and Op ATTENTION. “Working for 76 Comm Gp is an opportunity that is both extremely interesting and rewarding at the same time,” said Master Warrant Officer Pascal Dupuis, a squadron sergeant-major with the Group. “Whoever said a posting to Ottawa was boring was never posted to the 76 Comm Group.” 76 Comm Gp, which is part of Assistant Deputy Minister (Information Management) (ADM(IM)), is made up of five units located in Kingston and Ottawa. In their daily work, members of 76 Comm Gp strive to live up to the Group’s motto, *Omni Modo Communicare*, which means “communicate by any means.” They support command and control and intelligence capabilities for CF operations by providing core classified networks and delivering military messaging and core common IT services. Their role is captured in the acronym C4ISR: command, control, communications, computers, intelligence, surveillance and reconnaissance. They also provide cryptographic support to CF crypto accounts through the national distribution authority, delivers network infrastructure support to CF classified networks, and offers a service desk to National Capital Region (NCR) users. The Group supports military messaging (ADDN) across the country with local message centre services for the NCR and operates the NATO Communication

Facility in Ottawa. Senior Network Administrator Condy Medford says that while the pace of work is unrelenting, 76 Comm Gp thrive on the constant activity and short timelines. “I found myself immersed immediately into a challenging IT world, where the sky was the limit for knowledge and advancement. Besides working on a myriad of high tech equipment, I was bounding all over the world for installations and support,” he adds. The important role that IT plays in direct support of CF operations at home and abroad provides a challenging, technically stimulating, and rewarding environment for its military and civilian members. Always on the lookout for talented, creative, and energetic members with a passion for technology, self-improvement, and learning, the group is hoping to change perceptions of what it means to work in the world of IT. “Working for 76 Comm Gp for the past two years has been more than just a job – it’s a career with so much opportunity to serve those who serve our country,” says Senior Network Administrator for Secret Networks Amir Farhat. “We come together as a family – as part of a great team with one goal in mind at the end of the day: mission accomplished.” For more information on the 76 Comms Gp, contact CWO J.S.R. Lapointe at 613-971-7344 or via e-mail: Remy.Lapointe@forces.gc.ca. ♦



NATIONS TRAIN TOGETHER ON EXERCISE MAPLE ARCH



PHOTOS: Sgt Norm McLean
Sgt Charlie King, left, from the Land Force Central Area Training Centre, leads his team in a house-clearing demonstration for Ukrainian soldiers at the urban operation stand during Exercise Maple Arch 2012.

First came the noise. It was the distinctive rumble of armoured personnel carriers (APCs) approaching, hidden by trees and early morning fog. This was an indication that things were about to change for the insurgents holding a village hostage.

Suddenly, automatic fire burst from the fog, quickly followed by four heavily-loaded APCs that raced to the edge of the walled enemy-held village. Soldiers followed, quickly clearing all buildings and securing the village and its people.

This situation was part of the multinational company-level final attack of the annual Exercise Maple Arch 2012, held September in Lithuania.

Under the direction of the CF Directorate of Military Training and Cooperation (DMTC), 26 CF instructors deployed on the exercise, where they mentored three platoons of Lithuanian, Polish and Ukrainian soldiers in key aspects of NATO peace support operations doctrine.

Focusing on counter-insurgency operations, this year's training focused on cordon and searches, convoy operations, improvised explosive device lanes, and force protection.

"The training audience of Maple Arch has acquired priceless experience through training with their brothers-in-arms from other countries," said Major-General Almantas Leika, commander of the Lithuanian Land Forces. "We have also amassed a considerable collective experience from the multinational operations in Croatia, Bosnia, Kosovo, Iraq, and especially Afghanistan. We must continue with our collective tasks."



A Polish soldier exits an armoured personnel carrier during Exercise Maple Arch 2012.

After days of intensive training from the Canadians, the soldiers tested their skills. They burst through doors, cleared buildings, conducted foot and mounted patrols, and assaulted an enemy-held mock village – all in a multinational context.

"Our primary goal is to get our colleagues familiarized with our experience gained in Afghanistan," said Sergeant Mark Dennis, a CF Urban operations instructor. "Ukrainian, Polish and Lithuanian service members learn how to survive and be successful acting in small groups."

Ex Maple Arch also helped soldiers from the participating nations better understand each other. This resulted in greatly improved communication during the successful final combined attack.

"This training would have saved lives if this attack would have been real," said First-Lieutenant Mantas Sklizmantas, a platoon commander with the Lithuanian contingent. "The training helped us to standardize our efforts and our communications which definitely helped us when having to coordinate so closely with other troops from other countries using different native languages."

This exercise was a tremendous success. From a Canadian perspective, working with these countries in future peace support operations will be tactically easier given the relationships that were established. From a more global perspective, Canada and the CF also benefit from the continued international exposure and recognition received from assisting allies with this type of training.

Next year's Exercise Maple Arch will be held in Ukraine. Participating nations are each being asked to bring a full company – making the event a brigade-level exercise and the largest Maple Arch yet. ♦



PHOTO: MCoj Colin Atken

CF TRAINS FOR NON-COMBATANT EVACUATIONS

The evacuation of civilians from danger is just one of the Canadian Forces' missions and is an example of how they serve Canadians at home and throughout the world. Recent non-combatant evacuation operations (NEO) include the removal of Canadian citizens from Lebanon in 2006 and the evacuation of residents of northern Ontario during forest fires in 2011.

The CF does not conduct NEO missions on its own – these operations are done in partnership with other government departments and agencies, such as the Department of Foreign Affairs and International Trade (DFAIT) or, in the case of domestic evacuations, provincial authorities.

With different organizations contributing their own personnel and expertise, training is needed to ensure NEO missions are performed successfully. To this end, the 1st Canadian Division Headquarters, located in Kingston, Ont., conducts annual NEO exercises. This year's exercise was held in Kincardine and Owen Sound, Ont. from September 25 to October 4.

This exercise, Ready Angle, was designed to prepare members of the 1st Canadian Division Headquarters to work with other elements of the CF and federal government departments to evacuate Canadians and other entitled persons from a failed or failing state anywhere in the world, and move them to a safe area.

The exercise was designed to take advantage of lessons learned during past exercises and real NEO missions.

"We try to make the exercise as real as possible in order to make sure that our personnel are ready to conduct these missions on a moment's notice," said Lieutenant-Colonel Pat Beauchamp, the NEO commanding officer.

This year's exercise scenario was set on a fictitious island in the Pacific Ocean. The island was composed of three countries, Ceres, Kronos and Olympia. The government of Ceres had been overthrown in a military coup, and the nation had become dangerous for tourists and foreign workers.

DFAIT issued travel warnings for Canadian citizens in Ceres advising them to leave the country. Eventually, the situation deteriorated and Ceres became too unstable, so the Government of Canada organized a NEO operation where the CF was called upon to help assist Canadians out of the country to a safe haven, in this case Kronos.

Close to 100 civilian and military personnel participated in Ex Ready Angle, including representatives from DFAIT, the Canadian Border Services Agency and Citizenship and Immigration Canada. Training exercises like this ensure the CF remain ready to conduct non-combatant evacuations.

October ANNOUNCEMENTS at Defence

October propelled us further into the fall season and the leaves were not the only thing transforming at Defence. Below is a summary of some of the announcements made to ensure that Defence has the equipment, infrastructure and support in place to meet the challenges of the future.

October 3:

First Army Reserve Recognition Day

- October 3rd is designated as the official day to celebrate the extraordinary contribution made by our Reserve soldiers.
- Army Reservists serve the Canadian Army with dedication, all the while remaining active in their hometowns and civilian jobs.

Royal Canadian Navy Ships to Participate in San Francisco Fleet Week

- Three Royal Canadian Navy ships took part in the 31st annual San Francisco Fleet Week. HMC Ships Algonquin, Edmonton and Brandon joined the United States Navy and Coast Guard vessels for activities and events from October 4 to 8.

Distinguished Service Recognized In Valcartier

- During a ceremony held at the Valcartier Garrison, General Walt Natynczyk, Chief of the Defence Staff, presented 24 insignia for Mention in Dispatches, six Sacrifice Medals, two Queen Elizabeth II's Diamond Jubilee Medals and nine CDS Commendation insignia to CF members. Recipients, coming from across the country, were acknowledged for their bravery, exemplary actions, and commitment to service to Canada.

October 8:

Opening of new facility for Light Armoured Vehicles III at CFB Petawawa

- The new 9,840 m² facility will house the fleet of upgraded LAV IIIs stationed at CFB Petawawa.
- The new infrastructure, valued at \$21.8 million, will be used as a crew work area to support day-to-day training and driver maintenance.

CF, US Navy participate in Joint Exercise

- More than 1,000 personnel from Canada and the United States participated in a Task Group Exercise (TGEX) from October 9 to 22 off the West Coast of Vancouver Island. TGEX's are designed to build and strengthen interoperability and effectiveness between Canada's three military services and our allies.

October 13:

Name Change of 3rd Field Artillery Regiment

- Restoring the former name, 3rd Field Artillery regiment (The Loyal Company) allows the regiment to reconnect with its traditions and history, and to renew its affiliation with the local area.

October 14:

Contract awarded for the development of a portable power source for CF field equipment

- The 18-month contract, valued at \$1.6 million, was awarded to research and develop a prototype for a low-weight, energy-efficient power source into which soldiers in the field can easily plug their devices.

Troops leave for Afghanistan

- The first group of soldiers, most of whom are from the Quebec area, left Quebec City for Afghanistan on their mission to provide training and professional development to the National Security Forces of Afghanistan until June 2013.

October 18:

Official Departure of the Canadian Sapphire Satellite

- Canada's Sapphire is the Department of National Defence's first dedicated operational military satellite.
- This space-based electro-optical sensor will track man-made space objects in high Earth orbit as part of Canada's continued support of Space Situational Awareness.

October 21:

Troops Return From Afghanistan

- The first group of CF personnel to take part in Operation ATTENTION (Roto-1) returned home to Fredericton, N.B. and Trenton, Ont. after an eight-month mission in Afghanistan.
- The CF deployed more than 900 military trainers and support personnel to Afghanistan to take part in Op ATTENTION, the Canadian component of the NATO Training Mission-Afghanistan.

October 22:

Investments In Improvements To CF Combat Uniforms

- A contract was awarded valued at \$8.5 million for the procurement of enhanced combat uniforms for the CF and is expected to create 15 jobs in Winnipeg, Man.
- These improvements, in response to feedback from CF members who are wearing this uniform in the field, will enhance comfort and protection, while improving the fit of combat uniforms for maximum operational effectiveness.

For a full listing of October announcements, visit: www.forces.gc.ca. ♦



Cadets successfully complete Icelandic EXPEDITION

Seventeen Royal Canadian Army Cadets and three Cadet Instructor Cadre Officers from across Canada participated in a rigorous two-week international expedition in Iceland that tested their physical and mental limitations like nothing they'd ever done.

They completed a self-sufficient and gruelling 10-day hiking and mountain climbing expedition through Iceland's southwestern region, followed by three days of equally challenging mountain biking. Participants ascended 1,000 m of altitude and higher through technical terrain, rivers, and mountains, each one carrying a rucksack upwards of 18 to 20 kg.

"The itinerary was very challenging, even for an experienced adventure enthusiast to attempt," admitted Mountain Guide Vidar. "When I first heard that I was to do this with a group of teenagers, I thought, this is crazy."

On day eight of their expedition, which ran from August 24 to September 6, cadets, staff, and guides woke at 4 a.m. to the daunting task of crossing the Skeioarjokull glacier, the third largest glacier in the world, which would lead them to safety at the Skaftafell National Park. After 13.5 hours winding across glacial crevices and ice, the group finally arrived at their objective in a total hiking time of 17 hours.

FOCUS ON CHANGE



LGen Stuart Beare (left), Commander of the Canadian Joint Operations Command and Gen Walt Natynczyk (right), then-Chief of the Defence Staff, sign the official scroll during the stand-up of CJOC at the Canada Aviation and Space Museum in Ottawa on October 5.

CJOC stand-up: A big step in the TRANSFORMATION OF THE CF

Vintage aircraft served as the backdrop on October 5 as three CF commands lowered their flags for the last time. Since 2006, the trio of commands have changed the defence landscape dramatically, during a period where the operational tempo was unrelenting.

The stand down of Canada Command, Canadian Expeditionary Force Command and Canadian Operational Support Command signified the ending of one chapter and the beginning of another for the Defence Team, as Canadian Joint Operations Command (CJOC) was officially stood up, with Lieutenant-General Stuart Beare in command.

“The stand-up of CJOC is in fact the next logical step in the transformational journey we began back in 2006,” said General Walt Natynczyk, Chief of the Defence Staff during a ceremony at the Canada Aviation and Space Museum in Ottawa.

“The creation of CJOC is fundamentally about balancing operational effectiveness and efficiency in an effort at doing our business better and being prepared to adapt to the real world. We need to enhance how we prepare our Forces, conduct joint and combined planning and when the time comes, swift deployment and sustaining our task forces.”

CJOC’s motto is “united in purpose”, and its badge – which features an anchor, crossed swords and an eagle – represents the fact that operations coordinated by the command involve joint efforts by sea, land and air forces. CJOC is the command and control structure that conducts and oversees operations at home, on the continent and elsewhere.

The CF has fewer men and women deployed than in 2006. At that

time, the growth of the CF was high due to combat operations in Afghanistan. As well, the Defence Team was actively engaged in supporting other major initiatives, including providing security support to the Vancouver Olympics and assisting with natural disasters at home and around the world. In some ways, the world is less certain now than it was then, amidst a changing fiscal landscape.

“What does this change mean to the Defence Team? The consolidation of three operational headquarters into one reduces administrative overhead by 25 percent, and demonstrates our concern for efficient use of resources. In people terms, the three commands required about 580 full-time military staff when added together and, at the end of this transition, we will be able to ensure the same conduct of business but with 450 personnel,” LGen Beare said. “So, we’re saving about 25 percent of this military structure so that those people can be allocated to other requirements across the Force.”

The war in Afghanistan took a heavy toll on Canada’s troops and their equipment. After a short pause while combat troops returned home in July, 2011, CJOC is again ready to deploy quickly, effectively and when needed.

“The command isn’t just a headquarters, it’s an entire organization,” said LGen Beare. “Those organizations endure so that the regional task forces coast to coast to coast — and search and rescue — persist, and our partnerships last. The command allows

us to work amongst the boundaries of Canada, the continent and around the world.”

CJOC is of great importance to the way the CF will perform humanitarian missions and will safeguard Canadian territory in the future. Having one command instead of three will reduce staff numbers and will no doubt have an impact on Defence Team personnel, both military and civilian; the approach to managing these impacts is based on careful workforce analysis and planning, so it will be business as usual.

“When you think of CJOC,” LGen Beare said, “I would ask you to see the units and faces of the men and women who move our operational forces, getting them to the mission...and the units and partners civil and military that provide them with the means to communicate, the engineering service, logistics, a whole spectrum of support services that enable their ability to move, operate and survive and endure the environments where they find themselves.”

Now that CJOC was officially stood up, LGen Beare concluded the ceremony by saying, “The men and women of Canada’s Joint Operations Command have the watch. We have the watch.”

To learn more on CJOC visit www.cjoc.forces.gc.ca. For information on how CJOC is helping to transform the CF, visit the Focus on Change site on the Defence Team intranet at dt-ed.mil.ca. ♦

Information sessions on CF severance pay

SISIP Financial Services (SISIP FS) will be providing information sessions on the new Canadian Forces Severance Pay (CFSP) at major bases/wings across Canada in the coming months.

Financial services representatives will present the briefing sessions, which will outline each option, along with its financial implications, timelines and scenarios, so that CF members can make informed decisions on the best option for their financial situations.

The deadline for CF members to select one of the three available options regarding the payment of a severance pay benefits is coming soon. Between December 14, 2012 and March 13, 2013, CF members are expected to select one of the options below:

1. Elect to be paid a full severance benefit prior to release.

2. Elect to be paid part of a severance benefit prior to release and to receive any remaining severance benefit at release.
3. Receive all severance benefits at release.

A comprehensive video presentation is also available online to help CF members gain a thorough understanding of these options.

For more information on the information sessions (timetables/locations) and to view the video, visit www.sisip.com.

FOCUS ON PEOPLE

COLLABORATION IS ESSENTIAL TO CHANGES IN THE WORKPLACE

Since the results of the government-wide Public Service Employee Survey (PSES) were announced in February, senior leaders and their employees from across the country have been working hard to address issues that were raised by the survey.

Managers at bases, units, stations and other Defence organizations consulted employees this past summer to solicit their help in resolving the issues identified by results of the 2011 PSES.

“Senior leaders are committed to this process by continuing to build upon our strengths as well as making a concerted effort to address areas for improvement, which were identified in the PSES results,” says Cynthia Binnington, ADM(HR-Civ). “Our mandate is to collaborate with employees on key initiatives that can address issues rising from the survey.”

Employee engagement is a cornerstone of the PSES, and is one of the best ways to create an environment that is open to continuous workplace improvements. Senior leaders have now created their own PSES Action Plans to address the areas of greatest concern, as well as maintain existing areas of strength. Many of these Action Plans are being implemented now – a process that will continue over the next two years.

During the consultation process, several



organizations identified strengths such as employees’ access to flexible work arrangements, wellness programs and career opportunities, including second language training. Employees stated that sometimes a small thing – like holding more frequent staff meetings and using teleconferencing as a method to link staff from across the country together – is all that is required to ensure people feel their leaders are communicating with them.

“Using Web 2.0 technologies like video conferencing, alongside face-to-face communication, as opposed to e-mails and other less personal forms of communication, usually fosters a better relationship between management and employees,” says Mrs. Binnington.

“When managers and senior leaders regularly speak directly with their employees, employees feel they are an important part of the Defence Team.”

Some organizations have identified in their Action Plans other ways to foster better communication with employees, including commitment from senior leaders to improve communication flow to their management teams and engage staff more frequently to discuss issues as they arise, through forums such as town halls.

From a departmental perspective, the organizational PSES Action Plans are being rolled up into a comprehensive departmental PSES Report. The report will be part of

Defence’s larger, annual submission to the Management Accountability Framework – a key tool used by the federal government to monitor departmental performance. The department’s submissions will be evaluated by the Treasury Board Secretariat, with an assessment of our results next year.

Following the release of the department’s plan, employees can expect further communication on the proposed improvements with regular updates over the next year on our accomplishments.

Examples noted above are being planned by individual organizations, and will not necessarily apply to all organizations. ♦

HIGHLIGHTS FROM THE PSES

The 2011 Public Service Employee Survey noted:

- 85% of DND employees reported liking their jobs;
- 91% of DND employees stated they are proud of the work they do; and
- 68% of Defence employees would recommend DND as a great place to work.

In comparison to 2008, more Defence employees:

- feel they can complete their assigned workload during regular working hours;
- are familiar with the provisions of their collective agreements; and
- feel that every member is accepted as equal in their work unit.

Within Defence, the survey also highlighted some opportunities for improvement, including:

- increasing the flow of information from senior management to staff;
- continuing to work towards diversifying our workforce; and
- improving employees’ understanding of how the organization reviews and evaluates our progress towards meeting our goals and objectives.

MENTAL HEALTH AND THE CF FORUM

Senior CF leaders and leaders from partner organizations met last month for the Forum on Mental Health and the CF to discuss the innovative mental health programs and services available to CF personnel.

Senior mental health medical staff from the CF Health Services assembled in Ottawa on October 22 to present clinical information about mental health in a practical manner and to provide details about the services and programs available to CF members who may be affected by mental illness.

Discussions from last year’s Forum, themed “Caring for Our Own”, clearly indicated further need for in-depth discussions on Mental Health in the CF, the genesis for this year’s Forum.

Rear-Admiral Andrew Smith, Chief Military Personnel, led the discussion on how dealing with casualties during recent CF operations, especially in Afghanistan, has served as a powerful catalyst for improving the care and support provided to all injured CF members.

“I am pleased to continue this important dialogue amongst the Canadian Forces leadership and see that commanders from across all three services are genuinely interested in continuing to learn how to better support the health and well-being of their members,” said RAdm Smith. “This year’s forum on mental health and the Canadian Forces provided leaders with insight into operational stress injuries, mental illness and how to guide the members within their respective lines through these challenges.”

This fall the government announced \$11.4 million to augment mental health care and preventive programs in the CF, bringing the CF’s annual mental health care budget to \$50 million.

“As the CF’s senior psychiatrist, I am

delighted that we have been able to gather so many leaders in one place to discuss mental health. To me, there is no clearer indication that mental health is a high priority for us all as leaders, clinicians and civilian partners,” said Colonel Rakesh Jetly, CF chief psychiatrist and senior mental health advisor to the Surgeon General.

The CF has shown great leadership in mental health amongst its NATO allies and the civilian sector. Stigma levels have been assessed as being one third of that of our allies and the CF has the highest ratio of mental health providers to military personnel. To date, over 50,000 CF members have received some form of mental health training and education.

“We have made great progress in breaking down ‘old school’ barriers to the identification

and treatment of mental health issues, but we still have a long way to go. All of us, every Canadian Forces officer, soldier, sailor, airman and airwoman, have a duty to make sure those facing mental health challenges get the help they need,” said former CDS General Walt Natynczyk. “We also know that we cannot tackle this issue alone. We must continue to work with our allies, and our civilian partners to ensure we provide our ill and injured with the care and support they and their families need. We must also continue to adapt the care offered, as our knowledge and understanding of mental health and illnesses improves. As a society, we have a collective responsibility to provide the best possible support we can to those who have defended our country and everything it stands for.” ♦

Corporate Award 2013 nominations now open

Take a few minutes to think about a colleague or a team of colleagues who have recently contributed to an accomplishment worthy of recognition. Now, consider showing your appreciation by nominating them for a DND/CF Corporate Award.

The DND/CF has a mission like no other in government where military and civilians work together to support the men and women on the frontlines, in the defence of Canada and of Canadians. Behind the scenes, individuals and teams work hard every day to improve the organization through innovation, hard work and dedication. Corporate Awards provide an opportunity to recognize this behind-the-scenes work.

Corporate Awards are the formal recognition awards bestowed annually at by the Deputy Minister and the Chief of the Defence Staff to recognize the efforts of military and civilians working together to deliver on defence priorities as a one Defence Team. The three Corporate Awards categories are the Innovation Award, which recognizes not only excellence in renewal but also in leadership in the field of innovation; the Deputy Minister's Commendation, which recognizes exceptional



Show your appreciation by nominating a team or colleague for a DND/CF Corporate Award.

achievements by employees of DND (these achievements may involve the performance of a deed or activity, considered beyond the demands of normal duties, which benefits the department); and the Management

of Human Resources Award, which recognizes individuals and/or teams who have demonstrated effective HR management and/or have contributed to the achievement of employment equity in the workplace.

Nominations for the 2013 annual DND/CF Corporate Awards must be endorsed by LIs and must be received by the Corporate Awards and Recognition Team no later than December 21, 2012.

More information about these and many other awards and information on how to nominate can be found on the Defence Team Awards and Recognition site at <http://dt-ed.mil.ca>. ♦

LEAD WITH RESPECT

The future of Official Languages in at Defence



Fostering a culture of linguistic duality starts at the top. Building a workplace environment that respects Canada's two official languages is everyone's responsibility.

The framework to improve the state of official languages (OL) within the Defence Team has been put in place with the September 13 release of the Official Languages Action Plan 2012-2017 - Lead with respect, a five-year plan focused on achieving goals that are realistic, achievable, and measurable. The new action plan provides guidance for improvement over the next five years in the following areas: Compliance with the Official Languages Act (OLA), culture change encouraging the use of both official languages, linguistic capacity building, and truly bilingual work environments in bilingual units and bilingual regions.

"Lead with respect" is the central theme that supports the action plan and DND in its efforts to be compliant with the OLA. It describes the culture that we are encouraging

and is intended to place the onus on supervisors to improve their own second OL competency, respect the language rights of their subordinates, encourage second-language learning, use, and retention by their subordinates and participate in increasing bilingualism in work environments in bilingual regions and bilingual units.

Commitment and participation by leaders and supervisors are essential to promoting a bilingual culture and influencing subordinates to go in the same direction as their supervisors, that is, to understand that they also need to increase their second OL competency, use their second OL to maintain it, and recognize linguistic duality as a value.

DND employees and CF members need to be involved in the collective effort in promoting a bilingual culture and contributing to the organization's overall compliance with the OLA. Director Official Languages (DOL) staff will continue to work closely with coordinators to coordinate communications of OL information, issues, initiatives, activities, and directives to all DND employees and CF members across the country.

The action plan is published on the DOL intranet site - <http://cmp-cpm.forces.mil.ca/dgmp-dgpm/dol-dlo/kd-dc/olap-palo-eng.asp> ♦

Don't know where to turn? EAP CAN HELP.

Many members of the Defence Team can relate to this statement: Sometimes difficulties at work or at home begin to affect other aspects of their lives. While many opt to solve problems on their own, for others seeking support, the Employee Assistance Program (EAP) has proven to be a valuable resource to get the help they need.

As Defence moves through a period of change, the support offered by the EAP is proving to be an especially important tool to help people cope with increasing levels of stress and anxiety.

The EAP is a confidential and voluntary service to help DND civilian employees deal with personal or professional issues that are affecting their performance at work. Now in its 30th year helping National Defence employees, the program has a long history of successfully giving employees a chance to discuss their issues, and referring them to resources in the community as needed.

- The program can be accessed two ways by contacting:
- A referral agent (RA), who is a DND employee or CF member trained in listening techniques and suicide intervention. The RA is able to suggest internal or external resources. RAs are available to employees only.
 - Employee Assistance Services (Health Canada), which is accessible 24 hours a day, seven days a week. This service provides free assessment, short-term professional counselling and follow-up. Both employees and their eligible family members* can use this service.

"The addition of the Employee Assistance Services is a recent introduction to Defence's EAP and provides employees who are in need with another option," says Ann Demers, manager of Corporate EAP, Well-being and Awards & Recognition.

Civilian employees, as well as their eligible family members, can call any time to talk to a mental health professional. Calls

are handled and triaged appropriately, based on urgency and severity. Subsequent meetings, if required, are usually held in person with a practitioner.

In order to ensure that all Defence Team members are aware of this new option, EAP has launched a national outreach campaign this month. Any member of the Defence Team can suggest the services of EAP to a colleague in need. As well, a manager who believes an employee is having difficulty at home or at work may also recommend the services of EAP. In addition, advisory services for managers and HR practitioners are available to help them deal with issues in the workplace such as having difficult conversations, mental health issues or traumatic events.

"Especially during times of change and transition, when the stress level might be higher than normal for some of our colleagues at work, it is important that we all know we can help someone in need by suggesting they reach out to EAP," says Ms. Demers. "Sometimes we just need to look out for one another."

She goes on to say that even though a manager or colleague may suggest EAP as a potential resource, the choice always remains with the individual about whether or not to use EAP. To access mental health professionals at Health Canada, call 1-800-268-7708 or 1-800-567-5803 for the hearing impaired. For information about the EAP and RAs, and to access the service, go to hrniv-rhiv.mil.ca.

The EAP ensures confidentiality to all of its users. The RAs do not keep any contact information, files or records of employees they meet, and any information shared with mental health professionals at Health Canada is treated as confidential.

The EAP is designed for DND civilian employees. Members of the CF can access help through the Canadian Forces Member Assistance Program at www.forces.gc.ca/assistance/, which also has access to the same Health Canada 1-800 number. ♦



*Eligible family member

An eligible family member is defined as a spouse (including a common-law spouse) or an unmarried child (including an adopted child, step-child or foster-child) who is under 21 years of age; OR, over 21 up to and including 25 years of age and in full-time attendance at school; OR, 21 years of age or over who is fully dependent because of physical or mental impairment, if such impairment existed prior to the child's reaching age 21 or commenced while the child was covered as student over age 21.

Young Professionals within Defence: How to Engage our Generation



more experienced colleagues deserve the credit for building the Defence Team of today, but also knows that creating the Defence Team of tomorrow is a partnership that requires a commitment from everyone.

"Young professionals must avoid the rhetoric of 'challenging the status quo' without acknowledging that the status quo is the result of hard work and informed decision-making," Mr. Toomey says, adding that, all generations in the Defence workforce, especially young professionals, can build on that solid foundation.

"New perspectives and fresh ideas are valuable for any organization," says Mr. Toomey. "If the right balance is achieved, the influx of engaged and ambitious young professionals into the Defence Team culture can result in significant efficiencies."

MANAGING A NEW GENERATION

Many managers find themselves in a position where they are overseeing young professionals in their teams who have grown up in an age of instant communication and gratification. This creates a different and uniquely challenging mindset for managers to understand and connect with.

"The challenge for managers is to temper the sometimes unrealistic expectations of their younger staff without deflating their ambition and drive," Mr. Toomey explains. There are a few tools available to help achieve this balance such as participating in the DND Mentoring Program and taking the DNDLearn-DLN Coaching for Excellence course.

One important thing to remember is while there may be different generations in any given team, all members work together toward a common goal.

HOW TO ENGAGE

The following are a few tips from the Defence Youth Network on how to engage younger generations.

1. **Tell them what you want.** Starting a new position can be a scary thing, especially for someone who is just beginning their career. Make sure roles and expectations are clearly defined from the beginning. Make sure it is clear where they fit in, and how they can support the team.
2. **Allow their voices to be heard.** A feeling of inclusiveness and meaningful impact is a key contributor to retention. Encourage open discussion and ask for their opinions. Take advantage of their different perspectives and allow them to help find new efficiencies and challenge the way things have always been done.
3. **Give feedback.** Both positive and constructive feedback is vital. A new employee needs encouragement, and also wants to know things that they can work on in order to continuously improve. Having a coach or a mentor is invaluable to a new public servant; it also serves as a great way to transfer departmental knowledge.
4. **Challenge them.** The best way for a young professional to learn and to prove themselves is to be given a challenge.
5. **Walk the talk.** Younger staff look up to their mentors for guidance. Show them what you expect of them and let them follow your lead.
6. **Embrace technology.** Take advantage of the 'tech savvy' young professionals. Allow them to help you utilize virtual work environments, online collaborations and social media. ♦

MY ROLE IN THE CFDS

MY ROLE IN THE CFDS features military and civilian personnel and occupations throughout the Defence Team. Featured profiles use real-life stories to illustrate the dedication, excellence and professionalism of personnel and employees in their day-to-day jobs under the purview of the *Canada First Defence Strategy*.

COLONEL HOMER TIEN: CARING FOR THOSE WHO SERVE

Attracted by the tuition subsidy and not necessarily considering a full career as a military medical doctor, Col Homer Tien enrolled in the Army during his second year at McMaster University in Hamilton, Ont.

As a university student, Col Tien didn't know a CF career would have him leading a team of medical doctors and researchers at Canada's largest trauma centre, about 100 kilometres from where his medical education began.

"I enrolled to pay for medical

school," he said. "I had very little knowledge of the organization as a whole when I first joined. Now I have nothing but great things to say about my time in the CF."

Born in Taiwan in 1968, Col Tien moved to Canada with his family when he was two, settling first in Halifax and then in Hamilton. After graduating from high school he studied bio-chemistry at Queen's University in Kingston, Ont.

Col Tien enrolled in the CF in 1990 and his first posting was to CFB



PHOTO: Doug Nicholson

Petawawa as a medical officer. He deployed on a seven-month UN peacekeeping mission to Croatia in 1994, serving with a battle group based on 1st Battalion, The Royal Canadian Regiment.

"It was a quiet tour, from a medical perspective," said Col Tien. "We had perhaps half a dozen serious trauma cases, a few broken bones and the typical sort of sports injuries you see from young soldiers."

Following his return to Canada, Col Tien completed the Basic

Parachutist Course in 1995 and began work-up training for another tour to the former Yugoslavia, this time as a medical officer at the military hospital in Zgon, Bosnia and Herzegovina.

Col Tien later served for two years as the medical officer at Joint Task Force Two, which he described as "the two best years of my professional career."

Then he began his general surgery residency at the University of Toronto. Surgery residents typically work 90 to 100 hour weeks and Col Tien was in the thick of it for five years.

"Surgery residency were some of the toughest rotations in my work life," said Col Tien. "You would be on call all night and then back to work the next morning."

Col Tien's work ethic is inspiring. While completing his two-year trauma surgery fellowship at Sunnybrook Health Sciences Centre, he began his Master's Degree in clinical epidemiology.

"I had been a student for many years so I knew how to study efficiently," he said.

In 2006, Col Tien led a trauma team on a deployment to Kandahar Airfield, where they were the first Canadians to serve at the Role 3 Multi-National Medical Unit. For two months, Col Tien was immersed in combat operational trauma, treating injured coalition soldiers and occasionally Afghan soldiers and civilians.

"It was a world of difference when you compare Kandahar to the former Yugoslavia," he said. "On my first tour to Croatia, we probably had six severe trauma cases in seven months. In Kandahar, we dealt with at least six per day."

Col Tien would rotate in and out

of Kandahar Airfield between 2006 and 2011, when he was the last Canadian trauma surgeon to hand over to the Americans.

"The respect I gained for the troops and their jobs outside the wire was something else – particularly given the types of injuries they were at risk for," said Col Tien. "I also gained a perspective about Afghan civilians caught up in the conflict. Those who I treated and the relatives who came to visit were as concerned as anyone would be for their family members."

In July, Col Tien reached a new height in his career when he was named the Canadian Forces Chair in Military Trauma Research at Sunnybrook Health Sciences Centre and the University of Toronto.

In addition to his leadership role, Col Tien researches ways to further enhance the care provided to Canadian soldiers and veterans who continue to suffer from the debilitating blast injuries characteristic of the counter-insurgency in Afghanistan.

"I've had a great career in the military," Col Tien reflected. "I learned many life lessons, especially from the soldiers in Croatia and in Afghanistan. What I try to pass on to young doctors when they join the CF is simple: Not all the lessons you will learn will be medical."

People are Defence's most important resource and Col Tien's role in the *Canada First Defence Strategy* supports the Personnel Pillar ensuring that we're taking care of our CF members. Defence is committed to ensuring that the best possible support is provided for members with mental or physical illness or injuries. ♦



PHOTO: MCpl Bern Leblanc

Col Homer Tien in the operating room of the Role 3 Hospital at Kandahar Airfield.

BATH SALTS: NOT THE KIND FOR YOUR TUB!



Each November, Defence kicks off its Addictions Awareness Campaign to draw attention to problems associated with alcohol, drugs, and gambling. Participants will learn when to say "I've had enough," when to step in, and when and how to ask for help.

This year, media reports are buzzing about a new and dangerous drug called "bath salts," leaving many people concerned. The truth is that this class of drugs has been around for awhile. The renewed publicity is linked to recent high profile incidents involving its use.

"Bath salts" refers to products containing

amphetamine-type stimulants such as methylenedioxypyrovalerone (MDPV), methylene, and mephedrone. These substances belong in a classification of drugs known as synthetic cathinones and the name "bath salts" is derived from the drug's resemblance to bathing products like Epsom salts.

Given that it is a combination product, there is often no way of knowing exactly what's in the mixture. It usually encompasses a variety of hazardous substances that can negatively interact, thus producing countless side effects.

Bath salts initially provide feelings of euphoria and power. This is followed, however, by general body discomfort such as stomach cramps and dizziness. Other side effects may include hallucinations, paranoia, chest pain, increased body temperature, and agitation.

In Canada, these products are being sold online and in "head shops". Fortunately, as of September 2012, MDPV is officially listed as a controlled substance under the *Controlled Drugs and Substances Act* making possession, trafficking, importing, exporting, and

production of any mixtures containing MDPV illegal in Canada.

The Defence Team is committed to an impairment free workforce, and as a result, prohibits the use of drugs that can impair psychological or physical functioning. Bath salts is a hazardous and illegal substance that can jeopardize personal safety, the safety of others, and negatively impact operational readiness.

For more information on this and other topics, contact your local Health Promotion Office. ♦



PHOTO: Cpl William White

BGen Jean-Robert Bernier, the CF Surgeon General, receives his annual flu shot from Pte Nissa Hadikin at the CF Health Services Clinic in Ottawa.

Reduce YOUR RISK OF THE FLU

Influenza season is upon us. Getting an annual influenza vaccination is the most effective way to prevent the flue or reduce the symptoms of the infection. The flu can lead to serious complications, especially in children, the elderly and the chronically ill and is a leading cause of missed work days even for healthy adults.

Annual influenza immunization is strongly recommended for all members of the Defence Team. Civilian employees are encouraged to get their flu shot from their regular family physician or at a community flu clinic. CF Regular and Reserve Force members who get their usual medical care from CF Health Service clinics, should contact their local base clinic for information on the flu shot.

Do your part to help protect yourself, your family and coworkers, and get your annual influenza vaccine.

ASK THE EXPERT:



This new health column gives you the opportunity to ask your health and well-being questions to a Defence Team expert. Send any related questions to: +Internal Communications internes@ADM(PA)@Ottawa-Hull. Only selected questions will be answered in subsequent columns.

Q: Is mixing alcohol with a caffeinated energy drink bad for my health? I haven't experienced any negative side effects so I'm not sure what to believe.

A: This question has been asked numerous times, but as much as some people like to hear different opinions, the answer remains the same – caffeinated alcoholic drinks pose several risks. You may not have experienced any negative side effects to date, but here are a few facts to keep in mind. Alcohol is a depressant which slows you down, while caffeine is a stimulant and does the reverse. When you mix them together the caffeine fools you into thinking you're not as intoxicated as you really are. There's a myth out there that mixing them together will keep you up all night and thereby avoid a hangover. However, it is the other way around. Dehydration is one of the causes of hangovers. Alcohol

dehydrates the body which is why people wake up with headaches, drowsiness, and vomiting after consuming large amounts the previous night. Caffeine also causes dehydration which makes the hangover even worse.

Some impacts on your body include: liver problems, alcohol poisoning, increased heart rate, and heart palpitations.

If you do decide to continue consuming them, try avoiding the hand-mixed caffeinated alcoholic drinks (mixed by a server) because you don't know the amount of caffeine or alcohol in them. The premixed drinks sold by manufacturers have regulated amounts and are a safer bet, but are still to be used with caution. Also, it is a good idea to follow, whenever possible, the Canadian low-risk drinking guidelines and limit yourself to two or three drinks when you go out with your friends.

Answer provided by Strengthening the Forces, Alcohol Addictions Awareness and Prevention. ♦

KEEPING THE DEFENCE TEAM HEALTHY



CANADIAN FORCES GRIEVANCE

Process clarified

CF members looking for information on the Canadian Forces Grievance Board (CFGB) can access a new bulletin designed to clarify this process at: www.cfgb-cgfc.gc.ca.



www.cfgb.gc.ca

Canada

This bulletin will increase CF members' understanding of the grievance process and the CFGB's role of providing an external and independent review.

The current edition of the bulletin discusses the issue of timeli-

The Board's site also contains summaries of findings and recommendations issued for cases reviewed during the last three years. Case summaries contain information on the Board's interpretation of policies and regula-

release, the CF Integrated Relocation Program, debt relief and separation expense.

Other Board publications available on the site include two bulletins previously published as inserts in *The Maple Leaf*, as well

ness and the importance of the initial authority – who reviews the complaint at the first level of the grievance process – adhering to the mandated timeframes. The Board has noted substantial delays in many files referred to its review due to multiple extensions requested by initial authorities.

tions. Of particular interest for readers, the recommendations on systemic issues provide specifics on matters affecting not only the grievor, but other CF members as well. Some of the systemic recommendations recently issued by the Board, dealt with the administrative process leading to compulsory

as several issues of Perspectives, a publication designed for senior CF decision-makers.

CF members will find the information provide in the bulletin useful and feedback is encouraged (najwa.asmar@cfgb-cgfc.gc.ca; 613-996-8529; Toll free: 1-877-276-4193). ♦

DEFENCE ETHICS Programme

HOW MUCH IS ENOUGH?



Lieutenant-Colonel Pierre Galetti, the commanding officer of an Army unit, is holding a meeting with his administration officer, Major Karen Folwell, and his operations officer, Maj Bob Gibeault. The unit has received a request to support a charity golf tournament hosted by the mayor and a few large businesses from a nearby city. The tournament is designed to raise funds for the Soldier On Fund for ill and injured troops.

"Okay folks, this is an important event from a community relations point of view and the fact that it has the potential to raise a lot of money for the Soldier On Fund. What have we got to give them?" asks the CO.

"Well sir, given the physical space available at the golf course, the sky is the limit. For the display, we've got four LAV IIIs [light armoured vehicles], four C6 machine-guns, and a few other smaller displays. We can free up troops to transport the equipment and man it for the duration of the event – about one section for three days of work. It's certainly doable."

"So far this sounds very good," says the CO, "and don't forget the helicopter support since the base commander, who is jump qualified, wants to fly in just before tee-off time and rappel from the Griffon. So Maj Folwell, based on an initial estimate, what will this cost the Crown?"

"Sir, given the Ops Officer's assessment of the available equipment and personnel, the associated corporate overhead costs will be upwards of \$20,000 for the troops and about \$5,200 for the equipment according to the Cost Factors Manual. For the Griffon Helicopter, the total is approximately \$24,000. I can give you exact numbers after the event, but a solid estimate for everything is about \$50,000."

The CO then appears a little dismayed.

"Okay, I want to think about this further. We'll meet again in a few days and determine our way ahead."

Back in his office, LCol Galetti wonders if the military should support such fundraising ventures, even if they are for very worthwhile causes. He can't fault the tournament organizers for requesting the equipment and soldiers, since the public usually responds very favourably to community displays of military equipment and presentations. It's also great for the troops to interact with the public. And in this case, their support could help to raise a significant amount of money for an exceptional charity. But on the other hand his budget is already very tight. He could scale back the Ops Officer's recommendation and not approve the use of the helicopter, but then he'll have to advise the base commander that his arrival plan isn't affordable. He wonders how to proceed.

From a Defence Ethics perspective, what would you recommend to the CO in this case?



1812: ONE WAR, FOUR PERSPECTIVES

An eye-opening exhibit

The Canadian War Museum's 200th anniversary commemoration exhibit *1812: One War, Four Perspectives* provides visitors with contrasting views of this important conflict.

The display is one of the largest and most ambitious exhibits ever mounted by the Canadian War Museum, located in Ottawa. It convincingly demonstrates that there are four distinct historical narratives about the war.

For Canadians, the war was about defending a homeland from invasion. For Americans, it was about standing up to Britain and achieving national recognition on the global stage. For the British, it was a conflict in a far-off region of the British Empire, set against a much larger war in Europe against Napoleon. For First Nations people in North America, the War of 1812 was a struggle for freedom and independence as they fought to defend their way of life.

Supporting these four narratives, the War Museum constructed four separate exhibits which flow into a large hall where the four stories come together. Visitors are able to immerse themselves in over 130 artefacts representing the four perspectives.

The figure who represents the American War of 1812 narrative is Francis Scott Key, author of *The Star Spangled Banner*. In his anthem, Mr. Key celebrates the American victory over British forces at Fort McHenry near Baltimore, following a 25-hour naval bombardment of the fort.

Unable to cripple the defenders, the British abandoned their advance on Baltimore. As the smoke and dust settled in the dawn's early light of September 14, 1814, Mr. Key - watching from a British ship - was so moved by the Stars and Stripes flying above the fort that he immediately composed his stirring poem which continues to remind Americans of their victory in what they refer to as their Second War of Independence.

Laura Secord is the person most closely associated with the Canadian perspective of the War of 1812. In June of 1813, American officers occupied her family's home near present-day Queenston, Ont. After overhearing the Americans planning a surprise attack on a British outpost, Laura set out on a 32-kilometre trek to warn the British. On the way, she met a force of Mohawk and Anishnaabe warriors. Alerted by Laura, they ambushed and defeated the Americans at the Battle of Beaver Dams on June 24.

Jack Tar, the iconic fictional figure of the 19th century Royal Navy, is the character the British associate with their role in the war. In many respects, the Royal Navy was the saviour of the Canadian colonies given its roles transporting men and



Meeting Between Laura Secord and Lieutenant Fitzgibbon, by Lorne K. Smith. One of the many paintings and artefacts featured in 1812: One War, Four Perspectives.

"The display is one of the largest and most ambitious exhibits ever mounted by the War Museum."

munitions across the Atlantic and Great Lakes and battling the American Navy along the St. Lawrence River and the Gulf of Mexico.

Yet Britain viewed this colonial conflict as a distraction from the greater threat posed by Napoleon, whose forces had largely tied up the British Army in Europe. In spite of this threat, the British were prepared to defend their colonies, and sailors of the Royal Navy were called to fight an expansionist American republic. It was the Royal Navy who successfully blockaded the entire eastern seaboard of the United States, bankrupting the American economy and helping to force an end to the war.

The First Nations perceived the War of 1812 as a clash of civilizations and as an opportunity to form an alliance with Britain to check the ever-expanding settlement of Americans

in that young country's western frontier.

The First Nations' narrative is represented by the great war chief Tecumseh, whose bravery, fortitude and humanity resonate to this day. Britain's victory over the US in an epic struggle to defend Canada represents a tragic loss of American Indian nationhood. The War of 1812 led to the final attempt at a First Nations alliance with a global empire, but that was lost with the Treaty of Ghent, which ended the War in February 1815.

Since *1812: One War, Four Perspectives* opened last June, 75,000 visitors have experienced it and walked away with a vastly different appreciation of the war. The exhibit will be on display at the Canadian War Museum until January 6, 2013, and a smaller version will travel from coast to coast in 2013. For more information, visit the War of 1812 section on the Defence Team site at dt-ed.mil.ca. ♦



CF HOLIDAY LEAVE TRAVEL PROGRAM

Posting locations for CF personnel are scattered throughout the country, and whether you serve in Gagetown, N.B, Patricia Bay, B.C., or Petawawa, Ont., postings often separate personnel from their loved ones. The Special Christmas/New Year's Leave Travel Program is designed to provide an opportunity for CF personnel to be reunited with their families during the holidays.

To apply, CF personnel must be eligible in one of two categories.

CATEGORY 1:

A) Married Regular Force military personnel and members of the Reserve Class B and C on active duty, and members of US, NATO and Commonwealth forces on exchange with the CF separated from their spouse and children due to service reasons and not entitled to duty travel.

B) Single personnel and personnel under imposed restriction of the Regular Force, Reserve Class B and C on active duty, and members of US, NATO and Commonwealth forces on exchange with the CF, travelling to visit their next of kin (NOK). NOK is the person recorded on form CF742, the personal emergency notification form.

CATEGORY 2:

All other CF personnel and eligible dependants who are entitled to leave travel on non-duty or space-available basis and who do not already hold a confirmed Category 1 seat.

The final application deadline for both categories is 1 p.m. EST, December 6. Travel for the 2012/2013 program begins on December 18 with the return portion of the program to be completed no later than January 7.

For the full flight schedule, go to the 8 Wing Trenton Web site at trenton.mil.ca and click on "Christmas Flight Program." Please consult CANFORGEN 172/12 for further information.

VALOUR ROAD

A WINNIPEG COMMUNITY REMEMBERS

“It’s a small community with a big story,” said Winnipeg artist Charlie Johnston.

For people like Mr. Johnston and the residents of Valour Road, Remembrance Day is about a neighbourhood engaged in collective memory.

Mr. Johnston is the creator of a 250 m² outdoor mural called *Road to Valour* that depicts the incredible story of the “Pine Street Boys” – a trio of young Winnipeggers who lived within a block of each other and went to war in 1914. The Pine Street Boys displayed such gallantry that they were each awarded the Victoria Cross (VC).

Believed to be the only street in the world where three VC recipients once lived, the City of Winnipeg renamed Pine Street to Valour Road. The city also mounted a bronze plaque on a lamp post at the corner of Portage Avenue and Pine Street recognizing the extraordinary actions of Corporal Leo Clarke, Sergeant-Major Frederick William Hall and Lieutenant Robert Shankland.

Their story is like no other. But it’s the actions of those in this community which not only inspires their memory but moves the community to continue commemorating their three sons who found themselves in extraordinary circumstances nearly a century ago.

Cpl Clarke, SM Hall and Lt Shankland called Pine Street their home. They lived in homes at #733, #778 and #785. Only Lt Shankland returned from the horrors of the Western Front. SM Hall sacrificed his life while saving a wounded soldier. Cpl Clarke died of shell wounds a month following his VC recommendation.

Pine Street became Valour Road in 1925, and the

neighbourhood lay in quiet repose for the next 80 years.

That changed in 2004 when the Winnipeg Building Communities set out to highlight the actions of the Pine Street Boys. A year later, Valour Road Commemorative Park officially opened.

Located in view of Mr. Johnston’s iconic mural, the park features three steel soldier silhouettes standing on a base of Manitoba limestone. Struck by the silhouettes’ ghostly presence, pedestrians are reminded of this neighbourhood’s commitment to the memory of the VC winners.

That commitment shows in the actions of students from Clifton Park Public School, located two blocks from the park. Antonio DiGeronimo, a Grade 6 teacher who leads the school’s Remembrance Day program, became involved with the park in 2006.

“I grew up in this area and I remember when I finally learned about the soldiers, I became proud of this neighbourhood and when the community started to organize the

park, I had to get involved. The commemorative park is a live monument for us because we have kids who live in the same houses as the Pine Street Boys and a lot of them go home and teach their parents about what they did for us,” Mr. DiGeronimo said.

The groundswell of support for Valour Road cannot be ignored.

“When the park first opened, 70 people attended the ceremony,” said Mr. DiGeronimo. “Last year, over 400 people came out for the Remembrance Day service – the military, the students, their parents and local community. It’s been an amazing experience.”

The students aren’t the only ones involved in this collective act of care and remembrance.

Every year since 2005, Paul Leo Clarke, the grand-nephew of Cpl Leo Clarke, speaks at the Valour Road Remembrance service.

“The message I try to get across is that those three young men walked in our footsteps – they walked our streets, played soccer here.”

Valour Road is not only about a

Road to Valour, a mural by Charlie Johnston, commemorates the sacrifice of the “Pine Street Boys.”

Road to Valour, une muraille de Charlie Johnston, sert à commémorer le sacrifice des Pine Street Boys.

street name, a memorial park, or a mural. It’s about the collective voice of remembrance spoken through those who have a connection to the Pine Street Boys. And in truth, all Canadians share that connection.

A permanent display commemorating Valour Road’s Victoria Cross recipients was unveiled November 5 at the Canadian War Museum in Ottawa. ♦

PHOTO: MCpl Bern LeBlanc/ Cplc Bern LeBlanc



« Il s’agit d’une petite collectivité dont l’histoire est très riche », affirme Charlie Johnston, artiste de Winnipeg.

Pour des gens comme M. Johnston et ceux qui habitent Valour Road, le jour du Souvenir symbolise la mémoire collective d’un voisinage.

M. Johnston a créé une muraille extérieure de 250 mètres carrés, appelée *Road to Valour*. Celle-ci raconte l’histoire incroyable des Pine Street Boys, un trio de jeunes Winnipegois habitant à quelques maisons les uns des autres qui sont allés à la guerre en 1914. Les Pine Street Boys ont fait preuve de tellement de bravoure devant l’ennemi qu’ils ont chacun reçu la Croix de Victoria.

Il s’agirait de la seule rue au monde où auraient habité trois récipiendaires de la Croix de Victoria. C’est pourquoi la Ville de Winnipeg a donné le nom de Valour Road à la rue Pine. La Ville a également fixé une plaque en bronze sur un lampadaire au coin de l’avenue Portage et de la rue Pine, en guise de reconnaissance des actes extraordinaires du caporal Leo Clarke, du sergent-major Frederick William Hall et du lieutenant Robert Shankland.

Les mesures prises par les membres de cette collectivité à l’histoire exceptionnelle évoquent le souvenir de leurs trois fils, et les poussent à continuer à commémorer ces héros, qui se sont trouvés dans des

VALOUR ROAD,

UNE COLLECTIVITÉ DE WINNIPEG SE SOUVIENT

situations extraordinaires, il y a près d’un siècle.

Le Cpl Clarke, le SM Hall et le Lt Shankland ont habité la rue Pine, aux adresses 733, 778 et 785. Seul le Lt Shankland est rentré au pays après avoir affronté les horreurs du front de l’Ouest. Le SM Hall a sacrifié sa vie tout en

sauvant celle d’un soldat blessé, tandis que le Cpl Clarke a succombé à des blessures provoquées par l’explosion d’un obus, à peine un mois après qu’on eut recommandé qu’il reçoive la Croix de Victoria.

Malgré le fait que la rue Pine ait été rebaptisée Valour Road en 1925, le voisinage est demeuré silencieux pendant les 80 années qui ont suivi.

Ce silence a pris fin en 2004 lorsque l’organisme Building Communities de Winnipeg s’est donné comme objectif de mettre en lumière les actes des Pine Street Boys. Un an plus tard, on inaugurait le parc commémoratif de Valour Road.

Situé en vue de la muraille emblématique de M. Johnston, le parc compte trois silhouettes de soldats en acier érigées sur du calcaire manitobain. La

présence fantomatique des silhouettes rappelle aux piétons la mission que s’est donnée le voisinage de commémorer ses récipiendaires de la Croix de Victoria.

Cette mission motive les gestes des élèves de l’école publique Clifton Park, située à deux rues du parc. Antonio DiGeronimo, enseignant de la sixième année et responsable du programme du jour du Souvenir de l’école, a commencé à participer aux projets du parc en 2006.

« J’ai grandi dans la région, et je me souviens du sentiment de fierté que j’ai ressenti lorsque j’ai enfin appris l’histoire de ces militaires de mon voisinage. Lorsque l’idée du parc est née, je n’ai pas pu m’empêcher de mettre la main à la pâte. Le parc commémoratif est un monument vivant pour nous, car des enfants habitent les mêmes maisons que les Pine Street Boys. Beaucoup de jeunes rentrent à la maison et apprennent à leurs parents ce que ces hommes ont fait pour nous », explique M. DiGeronimo.

La vague d’appui à Valour Road est tout à fait remarquable. « Soixante-dix personnes étaient présentes à la cérémonie d’ouverture du parc, affirme M. DiGeronimo. L’année dernière, toutefois, plus de 400 personnes ont assisté au service du jour du

Souvenir, notamment des militaires, des élèves et leurs parents, ainsi que d’autres membres de la collectivité. C’était une expérience inoubliable. »

Les élèves ne sont pas les seuls à jouer un rôle dans ce mouvement collectif d’attention et de commémoration.

Depuis 2005, Paul Leo Clarke, arrière-neveu du Cpl Leo Clarke, prend la parole tous les ans lors du service de commémoration de Valour Road.

« Ce que j’essaie de faire comprendre aux gens, c’est que ces trois jeunes hommes vivaient ici, dans notre voisinage; ils ont marché dans nos rues et ont joué au soccer ici. »

Valour Road n’est pas seulement un nom de rue, un parc commémoratif ou une muraille. Il s’agit également de la voix collective de commémoration de toutes les personnes qui ont un lien avec les Pine Street Boys. En vérité, c’est un lien qui unit tous les Canadiens. Le 5 novembre, au Musée canadien de la guerre, on a dévoilé une exposition permanente portant sur les récipiendaires de la Croix de Victoria de Valour Road. ♦

WHAT DOES REMEMBRANCE DAY MEAN TO YOU?

QUE SIGNIFIE LE JOUR DU SOUVENIR POUR VOUS?

Remembrance Day is a time when as a nation, and despite our beliefs or political affiliations, we remember those who fought for not only our freedoms, but also other countries. Those who stood up and said "I'll go, I'll do what is right." It is always my hope that on November 11, Canadians, wherever they may be, take a moment to remember those who were willing, and often did, give everything for them.

LS James Moncrieff, HMCS Vancouver

Le jour du Souvenir est un moment où, à titre de nation, peu importe nos croyances ou nos opinions politiques, nous nous souvenons de ceux qui ont combattu non seulement pour notre liberté, mais aussi pour d’autres pays, de ceux qui se sont levés et ont dit: « J’y vais. Je ferai ce que je dois faire. » J’espère toujours que, le 11 novembre venu, les Canadiens, où qu’ils soient, prendront un moment afin de se souvenir de ceux qui voulaient tout sacrifier pour eux et de ceux qui ont effectivement donné leur vie pour eux.

Le Mat 1 James Moncrieff, NCSM Vancouver

Remembrance Day puts into perspective the sacrifice that all the soldiers of Canada have made. During the ceremony and the minute of silence, I think of all the wars we have been involved in. It is not sadness I feel, it’s overwhelming pride. I know the warriors who have made the ultimate sacrifice hear our thoughts of gratitude on this great day.

CWO David Tofts, Brigade Sergeant Major, 5 Canadian Mechanized Brigade group

Le jour du Souvenir me permet de mettre en perspective le sacrifice que tous les soldats canadiens ont fait. Pendant la cérémonie et la minute de silence, je pense à toutes les guerres auxquelles nous avons participé. Ce n’est pas de la tristesse que je ressens, mais plutôt de la fierté. Je sais que les combattants qui ont fait le sacrifice suprême entendent nos messages de gratitude en ce grand jour.

L’Adjuc David Tofts, sergent major de brigade, 5^e Groupe-brigade mécanisé du Canada

Remembrance Day holds a special significance to me as a serving member of the CF. It’s a chance to show my respect for those soldiers that served before me, and those who continue to serve our country during times of war, conflict and peace.

Cpl April MacDonald, LFDTS HQ, Kingston

Le jour du Souvenir a une signification spéciale pour moi en tant que militaire. C’est une occasion de témoigner mon respect aux soldats qui ont servi avant moi et à ceux qui continuent à servir notre pays en temps de guerre, de conflit et de paix.

La Cpl April MacDonald, QG SDIFT, à Kingston

What does Remembrance Day mean to me? It means honouring loved ones, colleagues and Canadians who have given their lives or had their lives indelibly altered due to injury for what they believe in - for that steadfast commitment in the face of the unspeakable to make a difference. I have never been so moved as I was standing with my wife at the National War Memorial in Ottawa on November 11, 2010 amongst a throng of tens of thousands of people honouring those who had given their all in the face of danger.

Bruce Nelms, MARPAC

Pour moi, le jour du Souvenir est l’occasion d’honorer des êtres chers, des collègues et des Canadiens qui ont donné leur vie, ou dont l’existence a été irrémédiablement changée en raison de blessures, pour défendre ce à quoi ils croyaient et améliorer le cours des choses. Ces gens ont fait preuve d’une détermination inébranlable devant des horreurs innommables. Jamais je n’ai été aussi ému que lorsque je me tenais devant le Monument commémoratif de guerre du Canada, le 11 novembre 2010, en compagnie de ma femme, parmi des dizaines de milliers de gens qui honoraient ceux qui ont tout donné en bravant le danger.

Bruce Nelms, FMAR(P)

As an image tech, I am often asked to take pictures that convey the emotions of people around me at Remembrance Day ceremonies. When I let my emotions guide me, I take my best photos, some portraying sadness and others joy.

Sgt Jean-François Néron, Québec

En tant que technicien en photo et en vidéo, on me demande souvent de saisir en images les émotions vécues par les gens autour de moi lors du jour du Souvenir. C’est en me laissant guider par l’émotion que je réussis à faire mes meilleures photos, lesquelles montrent de la peine autant que de la joie!

Le Sgt Jean-François Néron, de Québec

On Remembrance Day I think of the sacrifices veterans made in recent and past wars. Standing in the cold at the Remembrance Day ceremony, I sometimes imagine standing in a trench in Flanders or attempting to hold the line during the Battle of the Bulge. Since the Afghanistan War, I now think of the sacrifice of families dealing with loss of loved ones or dealing with seriously injured soldiers.

Maj Lyle Fair, Trenton

Le jour du Souvenir venu, je pense aux sacrifices qu’ont faits les combattants au cours de guerres passées et récentes. Lorsque j’assiste à la cérémonie du jour du Souvenir, debout, dans le froid, je m’imagine dans une tranchée en Flandre ou au front pendant la bataille des Ardennes. De plus, le conflit en Afghanistan m’amène à réfléchir aux sacrifices des familles qui composent avec la perte d’êtres chers ou avec des soldats grièvement blessés.

Le Maj Lyle Fair, de Trenton