

# THE Maple Leaf LA Feuille d'érable

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Français au verso

## CHANGES AT DEFENCE

*Moving towards  
the future*



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National  
Defence

Défense  
nationale

Canada

## CHANGES AT DEFENCE

# SUPPORT

## your staff through change

**No matter where in life we experience change, it always comes with a dose of uncertainty. Change in the workplace is no different.**

As a manager at Defence, you have a role to play in leading your staff through times of transition. As a manager, you are the link between staff and senior leadership. Because you interact with your personnel daily, you are in the best position to explain what new organizational directions and priorities mean for them, and if, or how, their work will be influenced. Moreover, as a leader, you will have to support your staff through the organization's change and ensure that your employees are provided with opportunities to discuss and have a say in how the organization operates.

People feel most engaged when they receive information from their immediate supervisors and managers. In practice, many managers and supervisors worry about saying the wrong thing, giving the wrong information or not having a way in which to involve staff.

The Defence Team is committed to ensuring that its leaders are equipped with the tools and information to guide their personnel through the change process. As part of this commitment, information and resources are available on the Focus on Change section of the DT intranet site to assist you with

your conversations with staff. A Change Management Toolkit has recently been added to prepare managers and supervisors for this period.

The toolkit was designed as a one-stop shop for Change Management information. Its purpose is to encourage consistency and coherence when communicating change, and to help foster employee engagement today and in the future.

The toolkit contains three guides centred on the main themes within change management:

- Communicating change;
- Resistance to change; and
- Planning for change.

You are encouraged to read these guides in order to better prepare yourselves to engage and support your staff. Recognizing that you are busy delivering your own commitments, the toolkit will help you to be a more effective communicator and ensure you are able to balance your day-to-day workload with your responsibility to keep staff informed of the Department's initiatives.

To access the Change Management toolkit, and information regarding the changes happening within DND/CD, visit the Defence Team intranet at <http://dt-ed.mil.ca>. ★

*People feel most engaged when they receive information from their immediate supervisors and managers.*

*No matter where in life we experience change, it always comes with a dose of uncertainty. Change in the workplace is no different.*



## CHANGE RESOURCES

These resources are available to support you and your staff through the change process.

### Courses

- • You and Change
- • Manage Change and Transition
- • Do Better With Less
- • Foster an Efficient and Productive Workforce
- • Tailor Communications to Better Connect

### Online resources

- • Focus on Change Defence Team site
- • "Leading Change" on GCPedia
- • National Manager's Network
- • GC Forums
- • Corporate Leadership Council (CLC)

### Services for managers

- • Canada School's Strategic Change Group
- • Director, Change Management team
- • Access to professional services (PWGSC)
- • Knowledge Management

### Resources for staff

- • Employee Assistance Program
- • CF's Health Promotion Program
- • Social Wellness



## CHANGES AT DEFENCE



# DEFENCE TEAM REMAINS TOP-OF-MIND FOR SENIOR LEADERS

## MND statement to the Defence Team



As your Minister of National Defence, I have had the privilege of meeting thousands of men and women, civilian and uniformed members, who serve this country with pride and dedication. Over the course of the past few years your country has asked you to defend

Canada, protect Canadians, fight in the south of Afghanistan, train Afghan National Security Forces, protect Libyan civilians, rescue Haitians and rebuild Haiti from a devastating earthquake. You have also been asked to deploy around the world and across this country to do the jobs that are so important to the safety and security of our countrymen and countrywomen. As a Defence team, you have succeeded like no other organization in this great land of ours. I find your commitment to Canada inspiring and I know that your fellow Canadians feel blessed to have a strong and effective Department of National Defence and Canadian Forces.

Since 2006, the defence budget has grown by an average of \$1 billion a year. Our government has made key acquisitions to support you in your work. These acquisitions include strategic and tactical airlift, Chinook helicopters, land combat vehicles, Leopard II tanks, next

generation fighter aircraft and the comprehensive rebuilding of the Royal Canadian Navy fleets have all contributed to a modern, effective Canadian Forces that are a source of immense pride for Canadians. More importantly, we have committed to the care of ill and injured personnel and to the investments in infrastructure that we need for our men and women to work and train.

In short, our government has made unprecedented investments in the Canadian Forces in recent years, demonstrating its commitment to the modernizing its defence institution and ensuring the DND/CF are ready for the many challenges of the 21<sup>st</sup> century.

On March 29, the Government of Canada tabled a Budget that focuses on Canada's future economy and long-term sustainability for jobs, growth and prosperity.

Over the past two years, senior leadership in the Canadian Forces and the Department of National

Defence has been taking a close look at spending to identify savings needed to eliminate the federal deficit. In fact, all federal institutions were asked to review their spending and programs to ensure they are effective and efficient, respond to the priorities of Canadians and are in line with core federal responsibilities.

As you know, the Department of National Defence and the Canadian Forces (DND/CF) have undertaken two significant initiatives to identify savings and efficiencies in support of this commitment --- the 2010 Strategic Review and the 2011 Deficit Reduction Action Plan. These initiatives, together with the end of the combat mission in Afghanistan and the resultant return to a more normal pace of operations, provided the DND/CF the opportunity to re-evaluate its requirements and to rebalance and realign its resources across the four CFDS pillars upon which military capabilities are built

— personnel, equipment, readiness and infrastructure.

I am confident that through your commitment and professionalism we will ensure that our priority remains to maintain a responsive, agile and efficient military. The Canadian Forces will continue to strive for excellence in operations today, to maintain Defence affordability, and to prepare for future operational challenges.

I would like to thank each and every one of you for your support and dedication to your country. As we take on the Departmental initiatives that contribute to a more effective and efficient government, senior leadership will do its utmost to ensure that these initiatives are communicated to you in a timely manner.

Thank you.  
The Honourable Peter MacKay,  
Minister of National Defence

## Positioning Defence for the Future

Vice-Admiral Bruce Donaldson, the Vice Chief of the Defence Staff, was responsible for leading the review of programs and services under both the Strategic Review and the Deficit reduction action plan.

The well-being of members of the Defence Team is paramount for senior leaders, especially during this time of change and renewal within the department, says Vice Chief of the Defence Staff Vice-Admiral Bruce Donaldson.

On March 29, Budget 2012 formally announced several savings opportunities for Defence that were found under the Deficit reduction action plan, the umbrella under which all government efforts to identify efficiency savings come together. Also announced were savings found in the 2010 Strategic Review (SR), a government-wide review of programs to reallocate funding from low-priority, low-performing programs to higher priorities for Canadians.

The SR savings achieved through 56 divestments will be implemented over two years beginning in April 2012, and will see our budget reduced by \$525 million in 2012-13 and \$1 billion annually thereafter. This will coincide with the implementation of the Deficit reduction action plan, which will be implemented over a three-year period beginning in April 2012, however some savings will be implemented sooner.

While difficult decisions had to

be made, including impacts on the civilian and Reserve workforce, the VCDS says that opportunities will come out of these initiatives.

"We have the opportunity to continue to build this institution," the VCDS says. "We have the opportunity to do the right stuff and it's not by doing more with less. It's about doing the right stuff, the right way, with the right resources, in a way that looks after our people."

VAdm Donaldson notes that fundamentally changing the way we do business and making what we do more efficient cannot be implemented by the department's senior leaders. It starts with managers and their staffs from throughout the country, and allows every person to have input on how to make his or her job more efficient.

According to the VCDS, everybody can think of things they could change in their own jobs. The VCDS also notes that while not everyone has had a voice in the changes that have resulted from the various deficit reduction initiatives, there are opportunities for everyone to address these issues.

The department's push to improve the way it does business is part of a greater business process renewal that is happening across government, he says.

This is especially important given the global economic climate and at a time when Canadians expect the government to be even

more vigilant with their money.

However, along with the opportunity to streamline and focus the Department to support the Canadian Forces of the future, implementing the savings found under both the Deficit reduction action plan and SR will also mean the elimination of some civilian jobs within the Defence Team.

VAdm Donaldson stresses that in order to minimize job losses, the department will use various management tools to the greatest extent possible, including attrition, job alternation and moving impacted employees to non-impacted, vacant positions.

"We're dealing with people, real people," says the VCDS. "We're not dealing with numbers on spreadsheets, we're not dealing with wiring diagrams, we're actually dealing with individuals [...] so we have to be careful that we are treating people with respect, dignity, and fairly but frankly."

In combination with the ongoing Primary Reserve Employment Capacity Study (PRECS) and the Deficit reduction action plan, full-time reservists will also be affected. This is due in part to a reduced operational tempo with the change in the mission in Afghanistan, and ongoing efforts to return to the traditional model of reserve service.

As a result of these initiatives, full-time Class B Reserve contracts will be reduced to about 4,500 over the next two-and-a-half years. Wherever

possible, however, personnel will be allowed to serve out their current period of full-time service before reverting to part-time status or transferring to the Supplementary Reserve.

"Now that we have returned to a more steady state in the way we are doing our business, we need to move back to a number of full-time reservists that is affordable and that puts the focus back on a part-time, operationally ready Reserve," he says.

And for those civilian employees who are in a job reduction scenario, the VCDS says that the department has an overall employability strategy to help them. Part of the department's commitment to its employees is to meet with each impacted person to establish what options are available to him or her, he says.

"It will take careful management, leadership and compassion."

### FOCUS NOW ON THE FUTURE

For much of the last decade, the focus at Defence has been on the combat mission in Afghanistan. The move to a training mission in that country means that the department now has the needed capacity to focus its energy on delivering the Canada First Defence Strategy (CFDS).

VAdm Donaldson says that delivering the CFDS not only means focusing on the CF of today,



but also of the future.

"We have to build that force of tomorrow, and as we do that, we have to be mindful that we also have a responsibility to look after our men and women in uniform, our civilian partners, all of their families, and particularly the ill and injured."

Finally, he says that Defence is in a good place, and examining what we do as a team—how efficient we are, the programs we offer, the money we spend—is an exercise worth doing. The key, he says, is that we are a team and we're in this time of change together.

The VCDS says the entire process is to position Defence for the future. He says everyone must be positively engaged—to find sustainable and innovative solutions to operating with fewer resources.

"In the end, we will change the way we work, we will do it as a team, and we will do it for the better."





## CHANGES AT DEFENCE

# CHARTING YOUR COURSE through Work Force Adjustment



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## Resources available for employees impacted by change

### The announcement in Budget 2012 on how the Deficit reduction action plan affects Defence has impacts for all members of the Defence Team.

The savings found through the Deficit reduction action plan and Strategic Review (SR), two of several change initiatives underway within the department over the past few years, will lay the groundwork for a new way of doing business in Defence.

However, implementation of these savings will also mean civilian job reductions within the department as well as across the Public Service. This will be conducted through a process called Work Force Adjustment (WFA).

"We are trying to keep as many of our civilian employees employed as possible and we are going to look at every other option before we get to Work Force Adjustment," says Stéphanie Poliquin, Director General, Workforce Development at ADM(HR-Civ).

Work force adjustment is the official term used when there is a

requirement to eliminate civilian jobs. Prior to any enactment of WFA, however, a comprehensive analysis of the department's programs and services, as well as the skills and qualifications of its employees, must be undertaken.

After the analysis phase, the Deputy Minister may deem that the services of one or more indeterminate employees are no longer required due to:

- Lack of work;
- Discontinuance of a function;
- Relocation of a work unit where the employee does not wish to relocate; or
- Work is transferred outside the Core Public Administration due to an alternative delivery initiative.

Ensuring impacted employees are taken care of is a top management priority. In fact, says Ms. Poliquin, Defence will continue to uphold its values of respect, integrity, excellence and leadership throughout this process. These

values, as well as those outlined in the Values and Ethics Code of the Public Service, will guide the way initiatives are implemented and impacts on employees are managed.

Prior to any job reductions being confirmed, management will use all other means of workforce management at its disposal.

Ms. Poliquin says that other options used to find savings include the use of normal attrition (including retirement), realigning critical work activities, and solid HR and business planning. Other methods may also be employed, including:

- Not filling lower-priority, vacant positions;
- Continuing with external staffing controls;
- Alternation (job-swapping); and
- Retraining employees in redundant positions so their skills and competencies can be used elsewhere in the Department.

Reductions, however, will not be achieved through attrition alone.

Ms. Poliquin acknowledges that receiving notification that you're being "work force adjusted" is without doubt stressful. ADM(HR-Civ) has developed a number of tools, programs and learning activities that can support employees through these challenging times and help them in their decision making.

There is an official process through which employees will receive notification that their position is being eliminated. Impacted employees will be advised of their individual situations face-to-face followed by a written confirmation of their situation by their respective manager. The union representative will also be notified. An employee toolkit containing information, guides, links to resources and services available to them, such as career counselling, employee assistance and the preparation of resumes, will be provided to the impacted employee. Other items in the tool kit will include:

- Civilian employee guide to WFA;
- Questions and answers;

- Employee checklist;
- Contact list;
- Roles and responsibilities;
- EAP and Learning and Career Centre information; and
- Helpful hints on retirement.

Ms. Poliquin says it is also important to note that the announcement that a program is ending does not mean immediate loss of employment. If your position is impacted by WFA, you have options. Employees will also be given time to consider and choose the right option for them and their families.

"The system can do a lot for the employee and there's a lot of support in the system for you, so don't be afraid to ask—ask your manager, ask your HR officer, ask your Learning and Career Centre," says Ms. Poliquin.

The following diagrams will give you an outline of some of your options. You can also explore your options in more detail through the WFA section of HR-Civ's intranet: <http://hr.ottawa-hull.mil.ca/hrciv/>





# WFA at a glance

ADM(HR-Civ) specialists have developed tools and resources to help employees, all of which are available on the Focus on Change Web site at <http://dt-ed.mil.ca>.

## EMPLOYEE TOOLKIT

- will include a section on “WFA 101”

## LEARNING AND CAREER CENTRES

- located across the country
- provide one-on-one advice
- help employees prepare resumes and for interviews, offer career counselling

## INFORMATION

- Speak to your manager.
- Visit the Defence Team Focus on Change intranet at <http://dt-ed.mil.ca>.
- Visit the ADM(HR-Civ) intranet at <http://hr.ottawa-hull.mil.ca/hrciv/>
- Contact the Employee Assistance Program.
- Consult your human resources officer, and/or local union representative

## GUARANTEE OF A REASONABLE JOB OFFER

Every indeterminate employee whose services will no longer be required because of a work force adjustment situation and for whom the Deputy Minister knows or can predict employment availability will receive a guarantee of a reasonable job offer (GRJO). Only the Deputy Minister may grant or refuse to provide such a guarantee.

### GRJO information:

- • An offer of indeterminate employment normally at an equivalent level, but could include lower levels.
- • If appointed to a lower level position, the employee is entitled to salary protection and the possibility of being reinstated to their former group and level on a priority basis.
- • Employee must be mobile and able to be retrained.
- • Where possible, a reasonable job offer shall be within the employee's headquarters area.

## WORKFORCE ADJUSTMENT OPTIONS – NO GRJO

Those employees for whom the Deputy Minister cannot provide a guarantee of a reasonable job offer will have access to 3 options.

### A) 12-month, time-limited surplus period

OR

### B) Transition Support Measure + waiver of pension penalty:

- • a cash payment of up to 52 weeks' pay, based on employee's years of service, in exchange for resignation;
- • if employee is between 55-59 years of age, with a least 10 years of service, pension penalty can be waived

OR

### C) Transition Support Measure + Education Allowance:

- • a cash payment of up to 52 weeks' pay, based on employee's years of service, in exchange for resignation;
- • up to \$11,000 for reimbursement of tuition, books and equipment.

The employee is provided with 120 days to consider his or her options.

If the employee does not choose within 120 days, the default is option A — 12 month surplus status.

## ALTERNATION

An opting employee (an employee within the 120 day period to consider the options) who wishes to remain in the Core Public Administration may be able to exchange positions with a non-affected employee (alternate) willing to leave with either Option B or C.

Alternation is a managerial tool to assist in continued employment when a GRJO can not be offered. The exchange is normally between two individuals at the same group and level. The decision on whether an alternation may take place rests with the receiving manager, based on the opting employee meeting the ongoing needs of the position.

If you are interested in alternating with an opting employee, please inform your manager and human resources officer. You can also register on the official alternation forum at [www.gcforums.gc.ca](http://www.gcforums.gc.ca).

## RELOCATION OF A WORK UNIT

This is the authorized move of a work unit to a place of duty beyond what, according to local custom, is normal commuting distance from the former work location and from the employee's current residence.

Employees are provided with 6 months to decide if they wish to move with their work unit or be subject to Work Force Adjustment.

If the employee declines to move, the employee will be given a GRJO or offered the options (with DM approval).

The relocated job can be considered a reasonable job offer if no other employment can be found in the employee's preferred area of mobility.

## RETRAINING

On-the-job training or other training is intended to enable impacted employees, surplus employees and laid-off persons to qualify for known or anticipated vacancies within the federal public service. When an employee is surplus, he or she is entitled to up to 2 years of retraining.





## CHANGES AT DEFENCE

# EMPOWER YOURSELF through change



Change can sometimes be tough, and adapting to it can be difficult for many of us. However, as members of the Defence Team, there are many tools we can take advantage of to empower ourselves during times of transition, says an expert in organizational change.

"Awareness of change, and one's reaction to it," says Marie Drapeau, strategist for Transformational Change at Assistant Deputy Minister (Human Resources – Civilian), "builds resilience and empowerment."

In times of organizational change, such as the current situation across government and at DND/CF, Ms. Drapeau says, it is important to remember that you are not alone. The organization as a whole is changing. Everyone is feeling the effect.

There are many resources available to help members of the Defence Team face the challenges associated with the current environment. During this time, it is important to take advantage of these resources to preserve a healthy mental, physical and intellectual state in a supportive environment.

It is important to remember, she says, that given the current level of change that is happening within Defence, no one is alone. Everyone will be faced with varying degrees of change, whether it is in the way they conduct their current job, whether in redefining their responsibilities altogether, or whether just as an observer who is watching the impacts on those around them. There are services and programs, such as those listed to help, no matter what your individual experience is.

"Sometimes, we are shy or afraid to use the resources out there," Ms. Drapeau says. "But by using those tools and resources, we become proactive, self-empowered, and more equipped for the next transition. And, yes; change will occur again."

She acknowledges that it takes a certain level of courage to seek support, but the more people help themselves, the more they will be able to take control of their situation.

Some of the resources available to members of the Defence Team are:

### EMPLOYEE ASSISTANCE PROGRAM (EAP)

The EAP is a confidential, voluntary and short-term service to help employees and their eligible family members who are faced with personal or work-related problems. Created as a joint union-management program, the department's EAP has been providing support to employees since 1982. Employees can speak with a DND referral agent during business hours or with a professional mental health counsellor from Health Canada 24 hours a day, 365 days a year. For more information about EAP, go to <http://hr.ottawa-hull.mil.ca/eap-pae/> or contact Health Canada directly at 1-800-268-7708.

### MEMBER ASSISTANCE PROGRAM (MAP)

The MAP is a voluntary and confidential service, initiated by the CF to help members (Regular Force, all reservists, and cadets) and family members who have concerns that affect their personal well-being and/

or work performance. For more information, go to [www.forces.gc.ca/assistance/](http://www.forces.gc.ca/assistance/).

### DEFENCE LEARNING AND CAREER CENTRES (LCCs)

LCCs are located throughout the country and offer tools to improve military members' and civilian employees' professional skills, advance their careers, or update their knowledge of traditional and new technologies. LCCs provide career and learning services, and training and workshops on various subjects such as change management. For more information, go to <http://hr.ottawa-hull.mil.ca/hrciv/> and select "Courses".

### CANADA SCHOOL OF PUBLIC SERVICE (CSPS)

The CSPS has a range of learning activities and resources to help you succeed in your job and to meet the needs of your organization. It also offers many courses to help you manage change. For more information, go to [www.cspsefpc.gc.ca](http://www.cspsefpc.gc.ca).

### COLLEAGUES

Talking to your colleagues can be a great resource because they understand the current environment and can most likely relate to what you are feeling. Find a colleague or a manager with whom you are comfortable talking and use him or her as an outlet. This can be a mutually beneficial resource and can encourage others to discuss their concerns. ✱

## CHANGE RESOURCES

Resources to help you deal with change can be found by selecting the "Focus on Change" button on the Defence Team intranet at <http://dt-ed.mil.ca>. The information is regularly updated and can be found under the "Resources" tab.

### COURSES

- You and Change
- Leading Change
- Mental Health for Managers of Civilians
- Balancing Work & Personal Life
- Manage Change and Transition
- Do Better With Less
- Foster an Efficient and Productive Workforce
- Tailor Communications to Better Connect

### ONLINE RESOURCES

- Work Force Adjustment
- "Leading Change" on GCPedia
- GC Forums: Create an account to read and post content on change
- Corporate Leadership Council: Create an account with your forces.gc.ca e-mail address to access a vast array of management tools and

resources on Change Management and related topics

### SERVICES FOR MANAGERS

- Canada School's Strategic Change Group
- Access to professional services (PWGSC)
- Knowledge Management
- Knowledge Transfer

### COMMUNITIES OF PRACTICE

- National Managers' Community
- National Defence Managers' Network

### RESOURCES FOR STAFF

- Employee Assistance Program
- Member Assistance Program
- CF Health Promotion Program
- Social Wellness

# MANAGERS AND SUPERVISORS influence change

As personnel and managers across DND/CF know, change is a significant part of all our lives these days. Change, no matter where it happens or in what organization, always brings with it a level of uncertainty and stress for everyone involved. Managers have a role to play in reducing stress and uncertainty, and the best way to do this is through engagement and communication.

While e-mail and intranet sites are easy ways to quickly get information out to large populations, face-to-face communication is the most effective way to engage people in a change initiative. Although the information flow must begin at the most senior level of management, ultimately, personnel feel most engaged when the information comes from their immediate managers and supervisors. Messages need to be consistent, and managers can make sense of change for staff and relate it to their day-to-day reality.

Face-to-face communication is one of the more effective ways to talk to personnel about change. Personnel look for consistency in messages from senior management and their immediate manager or supervisor.

"Open and frequent communication with personnel contributes to building trust," says Laurie Rose, the transformational

change manager for ADM(HR–Civ). "Whether you do this individually or in groups, the key is to listen to personnel concerns or issues and learn about what information they need to move forward."

How well an organization manages change is directly related to how fully its personnel feel they are involved in that change.

"People will support what they have helped to create," says Mariette Thomas, manager of stakeholder engagement for ADM(HR–Civ).

Involving staff in your change initiatives as much as possible opens the lines of communication and provides managers with invaluable information about where personnel are at with regard to the change itself. This can be done through working committees, employee change teams or way forward committees.

### EASY IN THEORY, HARD TO DO?

In theory, it sounds easy to talk to personnel about change and to involve them. But in practice, many managers and supervisors worry about saying the wrong thing, giving the wrong information or not having a way in which to involve staff. However, saying or doing nothing at all effectively closes the door on positive dialogue and shuts down any method of earning employee trust.

"You may not have all the answers, and that is okay," Ms. Rose says. "Information will come in ebbs and flows." Change is always a moving target, especially in an organization as large and complex as ours. The key, she says, is to keep communicating.

Being open and honest with personnel about what you do know gives you the opportunity to address rumours right away, to not let things fester. You can "take the pulse" of your staff regularly to find out the questions they need answered the most. It gives managers an opportunity to push these issues up their chains of command and provide personnel with answers as soon as they get them.

Just like in other areas of our lives, change at work is inevitable. However, if we support each other and focus on the positive outcomes of change processes, the end result will be a Department that meets the expectations of the Canadian people and where each and every person has the ability to excel.

To stay informed about the changes happening within DND/CF, or to learn new strategies on how to deal with change, go to the Defence Team intranet at <http://dt-ed.mil.ca>. Check back often because information will be updated as it becomes available. ✱





# CHANGE:

## Moving from denial to commitment

As many of us know, dealing with change—any kind of change—can be difficult. We can look to our own lives as examples of this, since nearly every person can recall some upheaval that sent his or her world spinning. Whether the change is wanted or inevitable, if we take the time to examine how we felt during those periods, we can see that the emotional patterns we went through were probably similar in each example.

In fact, experts say that most people move through the four phases of the change process in stages, and that each stage has distinguishing features. Progressing through the four stages is normal, even if the change is a desired thing, says Marie Drapeau, a transformational change strategist at Assistant Deputy Minister (Human Resources – Civilian).

### THE CHANGE TRANSITION CURVE

During times of change within the workplace, also called organizational change, individuals at all levels normally experience the following four stages:

1. Denial
2. Resistance
  - in these two phases people try to preserve the past
3. Exploration
4. Commitment
  - in these two phases people begin to explore the future

However, for some people, getting stuck in the denial or resistance phases can be problematic. Resistance to change is often thought of as a negative thing which should be avoided. The reality is,

*“Whether you are an employee, a manager or a senior leader, everyone will resist in an organization. The thing to remember is that everyone will not go through the same phases at the same time.”*

—Marie Drapeau,  
transformational change strategist

however, that you cannot circumvent resistance, as it is a natural and necessary part of any change effort. In order to move past resistance, we must understand where it is coming from, and learn how to handle it properly.

“Whether you are an employee, a manager or a senior leader, everyone will resist in an organization,” she says. “The thing to remember is that everyone will not go through the same phases at the same time.”



Consciously understanding what phase you are in can empower you to move through the change process.

“Resisting something new is a natural self-preservation tool that all humans use,” Ms. Drapeau says. Change triggers a subconscious core human need, which then triggers resistance. Ms. Drapeau notes that human beings have five core emotional needs – meaning, security, recognition, connectedness and action. When these core emotional needs are threatened, people react in predictable ways, which culminate in resisting the change.

### THE MARATHON EFFECT

Ms. Drapeau explains that senior managers go through these same four phases of change, just like everyone else. However, because they have likely worked on the change initiative itself for some time before its announcement, they have already entered the commitment stage by the time it becomes official. Although the manager is already committed, the rest of the staff are just at the beginning of the earlier stages.

### A TWO-WAY STREET

Moving through these phases is a shared responsibility, as well as necessary in order to attain success. It is the manager's role to coach and listen to resistance, but it is the employee's responsibility to explain what need is being threatened, and the fear behind it.

If you have concerns, discuss them with your manager and encourage your manager to keep an open line of communication throughout the process. “Once the issue is out in the open, it can be discussed and the manager can support the person going through the phase,” Ms. Drapeau says.

In order to move forward, you must first recognize that you are indeed in denial or are resisting. At that point you can begin to move toward thriving in the change.

### HOW DO YOU RECOGNIZE THESE STAGES?

Take a look at the following stages and see if you can recognize how you are feeling. Chances are, you can find yourself in one of the four following stages or perhaps straddling two. Consciously understanding what phase you are in can empower you to move through the change process.

#### Denial

- Minimizing
- Ignoring
- Carrying on as before

#### Resistance

- Anger, resentment
- Fear, anxiety
- Withdrawal, numbness
- Confusion
- Sadness, depression, guilt

#### Exploration

- Energized but unfocused
- Trying new things
- Enthusiasm
- Making plans

#### Commitment

- Making decisions
- Taking action
- Clarity
- Following through on plans

Fostering open discussion, no matter what phase each team

member is in, is a good thing. It allows each employee to better understand where he or she is in the process, as well as where other team members are. Silence is much more difficult, because no discussion means that feelings are left to fester, and that shifts in behaviour end up being the only way to recognize the phases that people are in.

### SUPPORT EACH OTHER THROUGH THE PROCESS

Many people will be in a phase without knowing it, Ms. Drapeau says, noting that open communication is not just a management responsibility but also a way for all staff to support each other throughout the whole process. “It may be people around you that will notice a difference in your behaviour,” she says.

Bringing people together is vital because it allows each person to see the change process through different lenses, during different phases. “The support that we can give to each other going through the different phases is contagious,” she says.

For more information on keeping communication open through the change cycle, visit the Focus on Change section at <http://dt-ed.mil.ca/>. ★



## CHANGES AT DEFENCE

# Change: Your **MINDSET** can move you forward

Complete this sentence. Change is \_\_\_\_\_.

How you fill in the blank is a good indication of how you perceive change. People will react differently to change; some are excited by the prospect and the new challenges it may bring, while others may fear it or see it as an extra burden. Although change is a constant force in our lives, and people are more adept at managing transitions, the process can still be difficult.

"As human beings, we strive to succeed," says Laurie Rose, manager of transformational change for the Assistant Deputy Minister (Human Resources – Civilian). "When we experience change, we may feel a loss of competence, and out of our comfort zone."

Ms. Rose says that although change is often thrust upon us and we may have little say in what is changing, we shouldn't see ourselves as powerless. The key is to look for opportunities to influence and find ways to take control of our reactions, learn from the process and move forward.

"As members of the Defence Team, we do have power over our attitudes and mindsets towards

change," Ms. Rose says. "You can't get away from change but you can choose how you deal with it. Are you going to embrace it, look for the positives and move forward, or are you going to resist or remain stagnant?"

There is often a level of uncertainty, insecurity and stress that comes with change which may manifest itself as resistance.

Resistance is the expression of a fear – fear of the unknown, of negative consequences or of loss of relationships, to name a few. Having conversations and talking through what we are afraid of and what we need in order to navigate the transition is an essential element of successful change management.

"Denial, fear and resistance are natural and valid feelings in the change process," says Ms. Rose. "However, it isn't helpful to stay in those stages. You have to find ways to move forward and get to the point where you can embrace change and the new opportunities it brings.

"If one door is closing," she adds, "then another one is opening. It is important to look for the

opportunities change can bring. You may think that now may not be the best time to be posted or [that it's not] an ideal location, but that situation could open up more avenues that you and your family had not expected.

"Change is necessary because it helps us evolve and grow. Even some of the most negative changes such as job loss can bring very positive learning and career opportunities, but you have to get yourself to the point where you can see and be open to them."

There are ways that people can help themselves in times of change. Ms. Rose recommends reflecting on changes that have happened in the past—such as a relocation, a promotion or marriage, the birth of a child, the death of a family member or a divorce—and identifying strategies that helped you transition.

Strategies may include getting more informed and asking questions, talking to trusted friends, making a list of pros and cons, giving yourself permission to experience the emotional cycle of change, and ensuring you are dealing with facts and not assumptions.

"Chances are, strategies that have served you well in the past will do so again," Ms. Rose concludes.

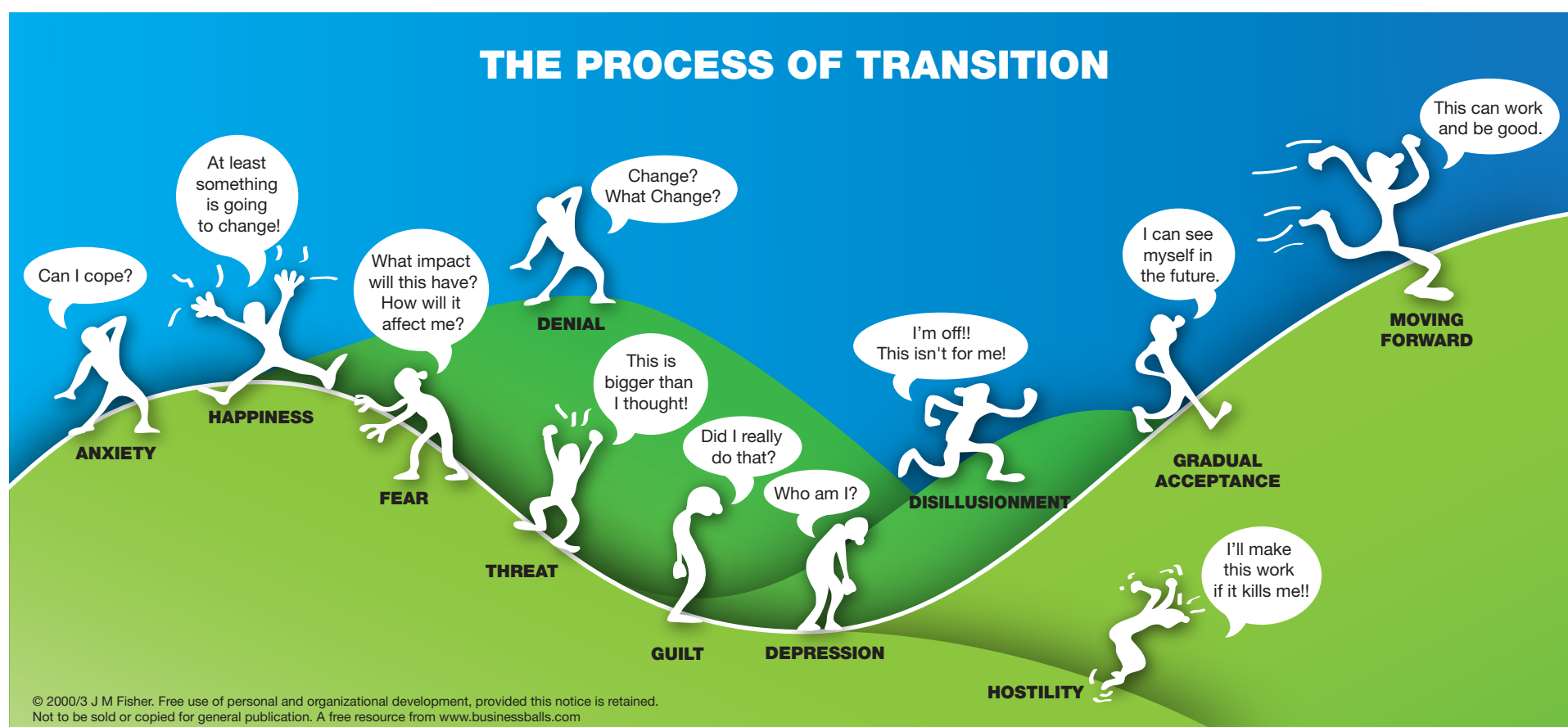
To stay informed about the changes happening within DND/CF, go to the Defence Team intranet at <http://dt-ed.mil.ca> and select "Focus on Change". ♦

**Resiliency** is a necessary skill for dealing with change and ambiguity. Resilient people often share some of these six characteristics:

- **Optimism:** Resilient people believe that change will have a positive outcome, and are able to view negative situations in a way that gives them hope for the future.
- **Self assurance:** They have a strong but realistic belief in their own capabilities, and so they tend to influence change rather than allow change to control them.
- **Focus:** Resilient people are able to prioritize activities effectively, and can successfully pursue goals even in difficult situations.
- **Open-mindedness:** They are open to different tactics and strategies, and are good at generating alternative approaches and solutions to adapt to the change.
- **Proactivity:** Resilient people are prepared to step out into the "unknown", taking the action necessary to make it successful for them.
- **Team play:** Resilient people actively seek the support of others during times of change, looking for opportunities to involve the skills and experience of others as well as their own.

*"You can't get away from change but you can choose how you deal with it."*

—Laurie Rose



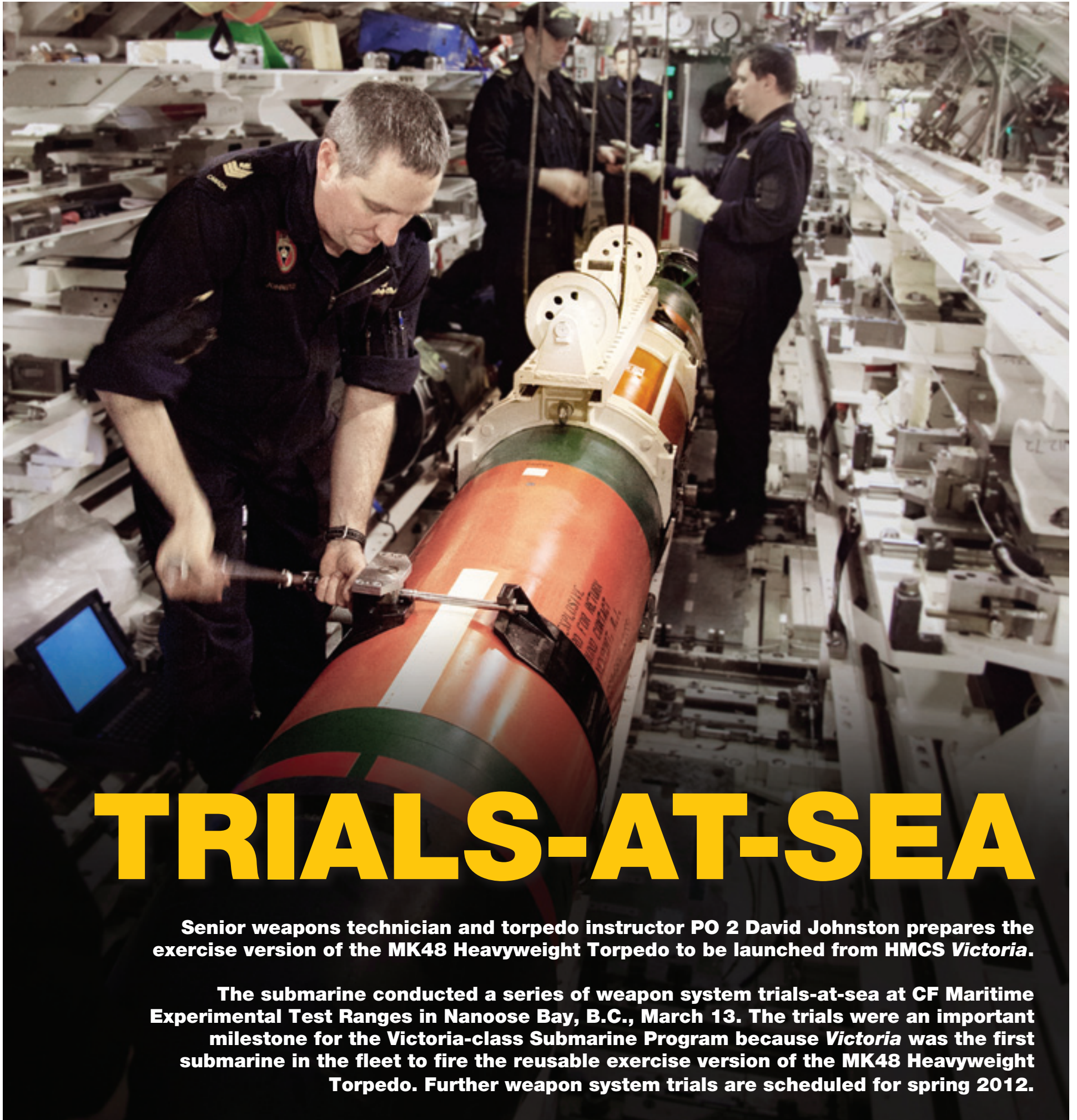


# THE Maple Leaf LA Feuille d'érable

April 2012, Volume 15, Number 4

Keeping the Defence Team informed

Français au verso



**Senior weapons technician and torpedo instructor PO 2 David Johnston prepares the exercise version of the MK48 Heavyweight Torpedo to be launched from HMCS *Victoria*.**

**The submarine conducted a series of weapon system trials-at-sea at CF Maritime Experimental Test Ranges in Nanoose Bay, B.C., March 13. The trials were an important milestone for the Victoria-class Submarine Program because *Victoria* was the first submarine in the fleet to fire the reusable exercise version of the MK48 Heavyweight Torpedo. Further weapon system trials are scheduled for spring 2012.**



National  
Defence

Défense  
nationale

Canada



# DND/CF OMBUDSMAN ACCEPTING NOMINATIONS

Do you work with someone who always goes that extra mile? Who helps his or her colleagues resolve a difficult problem or brings about positive and lasting change to DND and the CF?

The DND/CF Ombudsman's Office is currently accepting nominations for the 2012 Liz Hoffman Memorial Commendation for Complaint Resolution.

Anyone can nominate individuals or groups within the Defence Team, from CF personnel—Regular and Reserve Force—to civilian employees and family members, who have demonstrated one or more of the following attributes:

- A willingness to resolve problems informally and quickly, as well as to support alternative means of resolving disputes;
- The courage not to turn a blind eye to difficult situations, but to find ways to resolve them in a manner consistent with fairness, loyalty and integrity;
- The identification of issues of unfairness and a means of resolving them;
- A systemic approach to problem solving; and/or
- The resourcefulness to propose or consider innovative solutions.

Members of the Ombudsman's Advisory Committee and Liz Hoffman's daughter will review all submissions received on or before May 31. With their input, the Ombudsman will select a maximum of three recipients for the Liz Hoffman Memorial Commendation for Complaint Resolution. All nominators and nominees—whether successful or unsuccessful—will be advised of the outcome of the process this summer.

If you would like to nominate someone, please visit [www.ombudsman.forces.gc.ca](http://www.ombudsman.forces.gc.ca). ♦

# CF NOW ON TWITTER



The CF has entered the Twitter world. Canadians keen on Twitter can now connect directly to DND/CF.

Twitter is a hugely popular social media and microblogging tool (383 million profiles worldwide as of January 1) that allows Internet users to post messages, or tweets, of 140 or fewer characters free of charge.

Communications shops are taking a closer look at social media. The CF are no exception; they have

adopted instant communication under the purview of the Government of Canada directive concerning social media that was released last autumn. It's "a means of communicating more directly, more effectively, with the Canadian public," says Captain Denny Brown, public affairs officer, who, with the Media Liaison Office team, will be responsible for the CF Twitter account.

The first official CF tweet—@CanadianForces (English); @ForcesCanada (French)—was

posted March 8. Two to five tweets will be posted daily, depending on what is happening in the media in any given week. Recurring posts will focus on recruiting, feature CF photos and videos, and spotlight other topics as decided by the Strategic Communications team at DND Public Affairs.

Create your own Twitter account to find out more.

*The creation of the CF Twitter account has no effect on DND/CF communications "business as usual". ♦*



Junior Canadian Rangers Tracella Romie, from Wha Ti, N.W.T. (left), Junette Kingmiaqtuq, from Talyoak, Nunavut, and Kirk Spenner, from Carcross, Y.T., display the replica medals they received for participating as medal bearers in the 25th Anniversary Rick Hansen Man In Motion Relay.

JCRs Romie, Kingmiaqtuq and Spenner were three of 7,000 participants who walked, ran, wheeled or cycled a 250-metre segment of the Relay.

"This is very exciting," said JCR Kingmiaqtuq. "My mom is in a wheel chair, so it feels extra special to be selected for this commemorative relay."

The Relay began last August 24 in Cape Spear, N.L., and will wind up May 22 in Vancouver.

## DEFENCE ETHICS Programme

### ETHICALLY SPEAKING, WHAT WOULD YOU DO?

### TOO CLOSE FOR COMFORT

Captain Steve Merrill works in a large procurement section at NDHQ. He was recently posted to Ottawa after earning a post-graduate degree. He's looking forward to the new challenges in his position as Staff Officer to Section Director Colonel Rich Newhouse, and has been told by his career manager that if he receives another top PER, he will likely be merit-listed and promoted next year. The CM also advised Capt Merrill that he needs to maintain his second-language profile, which has just expired. Capt Merrill knows that a part-time language course should help him regain his profile.

A few months into the job, Capt Merrill meets with Col Newhouse for feedback on his performance so far.

"So, Capt Merrill, how do you like the job as my Staff Officer?" Col Newhouse asks.

"I believe I'm settling in pretty good, Sir, but I would like to request a part-time French course in order to maintain my profile," Capt Merrill replies. "I need to keep my merit list standing since it looks like a promotion may be coming next year."

"Part-time training shouldn't be a problem Capt Merrill," replies the Colonel. "I certainly support that. Go see the training officer in the orderly room. But keep in mind that you'll have to coordinate your training schedule with my assistant, since I need one of you here during working hours."

Later that day, Capt Merrill heads to the orderly room to talk with the training officer.

"Sorry Capt Merrill, but the only spot we had left this year was taken last week by the Colonel's assistant – she's already signed up," says the TO. "She may let you take her spot, but the Colonel might not be happy about that. Don't you know about those two? It's been going on for months."

Capt Merrill is surprised and not sure what to do. He doesn't know Col Newhouse very well yet. And the assistant has been very helpful with all of Steve's questions since he started in his position. But he's certain both are married.

Much later that afternoon, Capt Merrill realizes that he forgot his building pass in his cubicle after a workout at the gym. When he returns to his desk, he notices that the assistant and the Colonel are in his office with the door closed.

"They must be going over tomorrow's schedule," Steve thinks to himself. Then he remembers his earlier conversation with the training officer. "Hmm, maybe something is going on."

The next day, Steve remembers that he has access to Col Newhouse's work e-mail account. He starts reviewing past e-mails from Col Newhouse to his assistant. After reading a few, he's certain the two have much more than a working relationship. While he doesn't care about their personal lives, he wonders if he should approach the Colonel about the language training. But he knows that their personal relationship is a conflict of interest because she works directly for the Colonel. Steve is uncomfortable with this situation, but is not sure what he can do. He does need the training this year for his career progression.

From a Defence Ethics perspective, what advice would you give Capt Merrill?

Send your comments, and suggestions for future ethics scenarios (anonymously, at your request), to [ethics-ethique@forces.gc.ca](mailto:ethics-ethique@forces.gc.ca).

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COVER: PHOTO: David Malysheff



# 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.

## TODD CIRKA: PUMPS UP THE DEFENCE TEAM

Todd Cirka works every day to literally strengthen the Defence Team. Employed by Personnel Support Program (PSP) and working with the Vice Chief of the Defence Staff as the Outside of Canada Physical Fitness Coordinator, he is responsible for the overall fitness of CF personnel who are deployed throughout the world.

“I deliver briefings, conduct testing sessions and consult with CF members to help them achieve their fitness goals,” Mr. Cirka says. “It is my job to ensure that they meet the fitness requirements, which can be

difficult if they are posted to remote locations.”

Mr. Cirka contributed to the operational readiness and effectiveness of CF personnel by coordinating physical fitness, sports and recreation programs during the mission closure of Operation ATHENA in Afghanistan, demonstrating “exceptional initiative and dedication to the health and fitness of CF members deployed with the MTTF,” according to Task Force Commander Brigadier-General Charles Lamarre.

Mr. Cirka delivered four serials of the newly adopted Tactical Athlete



Training Program (TATP) User’s Clinic. The TATP is a functional, technical and intense fitness program developed for CF personnel. Participants praised the clinic as being exciting, challenging and operationally focused.

“It is very rewarding to help people achieve and maintain fitness goals,” Mr. Cirka says. “I get to see tangible results while providing ongoing support to CF members.”

Working with CF personnel who

are deployed outside of Canada—at 19 locations in the US alone—has its challenges. “It is sometimes difficult to keep in touch with everyone and help keep them on track,” he says. “I depend a lot on the regional PSP coordinators in each location to help keep me informed of what is going on with CF members in their area.”

The health and fitness of CF personnel is vital to strengthening the Defence Team and ensuring operational readiness both in Canada

and elsewhere. Mr. Cirka’s enthusiasm and commitment to this priority is a great benefit to both DND/CF and Canadians as a whole.

“I want to feel like I gave the highest level of support to the CF, while contributing to their operational readiness and quality of life,” Mr. Cirka says. “The work is very diverse and challenging, and it is a great pleasure to have the opportunity to support a world-class military that is respected around the world.” ♦

## JOINTEX DRIVES A CF CULTURAL EVOLUTION

**TRAIN THE WAY YOU FIGHT AND FIGHT THE WAY YOU TRAIN**

RCAF CF-18 Hornets scream earthward. Their radar systems track the enemy aircraft rising to intercept them. Their infra-red cameras locate and confirm the Australian Air Force fighters they are about to engage.

Less edge-of-the-seat but cooler: CF-18 simulators “flying out of” Shirley’s Bay, Ottawa, engage simulated Australian Air Force fighters based in Sydney, Aust. — all within a virtual, real-time environment.

This was just one of the simulations enacted during JOINT EXERCISE Stage 3C (JOINTEX S3C), hosted in February at Ottawa’s CF Warfare Centre (CFCW). The simulation environment ran over the CF training and experimentation network, linking the CF Joint Battle Labs at Shirley’s Bay, CF Aerospace Warfare Centre Ottawa, 1st Canadian Division HQ (1 Cdn Div HQ) Kingston and Australian Defence

Forces in Sydney.

“This venue,” said CFCW CO Colonel Ken Chadder at the outset, “provides the CF and our partners with a unique opportunity to prove the significant value of joint and combined distributed mission operations and training—working, training and learning together nationally—and, with our coalition partners, to improve our collective operational capabilities and readiness before the bullets start flying.”

The Chief of the Defence Staff-directed JOINTEX series focuses on improving the operational capability, readiness and interoperability of the CF while, “along with our Defence Team support, forging relationships with, and working alongside, allies and government agencies and departments as well as non-governmental organizations.” The series contributes to the transformation of the CF

into more integrated, multi-purpose forces better able to conduct Canada First Defence Strategy-defined missions meeting Government of Canada strategic objectives.

The primary aim of S3C was to plan and execute a CF-led Joint Task Force that would conduct operations within a multinational/coalition environment, with 1 Cdn Div HQ exercising their J-staff in the execution of Formation Battle Task Standards.

During S3C, the RCN and RCAF explored options for developing and training in new or updated ways of conducting maritime and air operations—including joint fires, maritime and air battlespace deconfliction, and littoral operations—within a coalition environment. As well, Land and Special Operations Forces supported, planned and conducted a range of land and joint operations. Other S3C participants included 2 Canadian



1 Cdn Div personnel work the monitors in the Joint Operations Centre at CFCW.

Mechanized Brigade Group, Special Operations Forces and Director Land Synthetic Environments; and the UK and US.

JOINTEX S3C set the conditions for S4, a command post exercise scheduled to take place in January

2013, and S5, a distributed national field training exercise planned for May 2013.

For more information about previous and future JOINTEX stages, read the full article at [www.dt-ed.mil.ca](http://www.dt-ed.mil.ca). ♦





## FACE OF OPERATIONS

# CANADIANS INFLUENCE MISSION IN DARFUR

Currently in its eighth year, Operation SATURN, the CF's participation in Sudan, rolls on as personnel on the current rotation advance Canada's good reputation within the country.

Op SATURN is Canada's contribution to the UN-African Union (AU) Mission in Darfur (UNAMID) to restore security conditions, provide humanitarian assistance and maintain peace.

The war in Darfur officially ended May 5, 2006, with the signing of the Darfur Peace Agreement (DPA) by representatives of the Government of Sudan, the Sudan Liberation Army, and the Justice and Equity Movement. The primary goals of the DPA were to establish an effective ceasefire and security arrangements, and to agree on how power and wealth are to be shared between combatant groups. The effort to bring other combatant groups into the peace process continues.

The three CF personnel of Task Force Darfur constitute a fraction of the 18,000 peacekeeping troops, 6,000 civilians and 2,700 police advisors from 52 nations who are participating in the UN's largest mission. The reality is that, while working as operations, logistics and administrative staff officers at UNAMID HQ in El Fasher, Northern Darfur, these three CF personnel have their fingers on the pulse of all that happens in the mission.

"Despite our small numbers, our contact with all sectors and components of the mission is practically daily," says Commander George Forward, commander of TF Darfur and UNAMID's senior staff officer – logistics operations. "Our education, military training and staff-work are to a high standard, and we are recognized over here, in all areas, as the default experts."

The members of TF Darfur often benefit from Canada's reputation in the global community. "Our values, specifically as a multi-cultural nation, are widely respected and allow us to

operate freely between differing ethnic and religious groups," Cdr Forward says. "We are particularly well-positioned to positively influence the future path of this mission."

Since the arrival of this rotation in the fall of 2011, CF personnel brief the commanding general on a daily basis, meet with every incoming staff officer, liaison officer or military observer who arrives as part of the mission, and streamline reporting processes to improve the way UNAMID functions. "It's been a great opportunity to see other nations in action and to learn some of their tactics and priorities," says Cdr Forward. "The way of life in this country is a great reminder of how good we have it in Canada."

The members of TF Darfur live about 12 km from UNAMID HQ, at Team Site Zam Zam with the 27th Rwandan Battalion. They must provide for themselves, relying on the local economy for everything from toothpaste to batteries – and food. In a third-world country, that can be a challenge.

During the evenings, the members of TF Darfur are generally off duty. "Most nights are spent entertaining ourselves with physical activities, catching up on e-mail or preparing staff work for the next day," Cdr Forward says. "Two nights each week, we volunteer with the Boy Scouts and Girl Guides groups to help benefit the local children, which, for me, has been a major highlight of my time here."

Soon this rotation will be replaced with fresh faces, and Canadian staff officers who are exposed to all types of duties will continue to add value to the mission. The current CF contribution to UNAMID is committed through December 31.

Op SATURN is conducted in close co-operation with the Department of Foreign Affairs and International Trade, the Canadian International Development Agency and the Royal Canadian Mounted Police. ★



Task Force Sudan personnel parade at Team Site Zam Zam in Northern Darfur.

PHOTO: Nagi Mohammed



PHOTO: Danny Moore

Cdr George Forward, Task Force Sudan commander, volunteers with the local Boy Scouts and Girl Guides clubs in his spare time.





# OPERATION PROTEUS: Canadian accomplishments in the Middle East

The search for a peaceful solution to the prevailing situation in the Middle East has been a long-term undertaking in which Canada has participated in for nearly 50 years. Our country has been a staunch defender of the Middle East peace process and an active participant in the multilateral process, providing considerable funds to the assistance programs in this region.

The CF supports Canada's work in the Middle East through Operation PROTEUS, under which 18 Canadian military members have been assigned to the Office of the US Security Coordinator (USSC) in Jerusalem. Its mandate is to take part in the coordination of security between Israel and the Palestinian Authority, which involves developing an increased security capacity in the West Bank.

Op PROTEUS is currently in its 12th rotation, and the Canadian contingent in Jerusalem is under the command of Colonel Jean-François Riffou. His team is a testament to the versatility of the CF through participation in a variety of projects under the USSC, including training, logistics and the creation of computer network projects. Canada has also provided the USSC with a legal officer, who takes part in the reform of the judicial system related to security.

However, the keystone project of Col Riffou's team remains the building and the getting up and running of the Joint Operations Centres (JOCs), from the headquarters, which local and national leaders supervise, to the command security forces and their operations.

"In addition to establishing JOCs, our team continues to assist Palestinian Security Forces personnel in improving their operational abilities, specifically their marksmanship," said Col Riffou. "To this end, we are now building a traditional firing range in the West Bank. This is an essential tool for the Palestinian Security Forces to practise weapons handling in an area designed specifically for that purpose, which will give them further confidence in their shooting skills. Previously, recruits had to go to Jordan to improve these key skills, and few could make it every year. Through this project, which is funded

by Foreign Affairs and International Trade's Global Peace and Security Program, we are rectifying the situation."

From the perspective of Canada's participation in an international operation of this scale, Col Riffou also points out that this Op PROTEUS rotation will allow for the consolidation and strengthening of existing ties among those taking part in a government-wide effort, such as the one currently underway in the Middle East.

"It is encouraging to see that the relations among the various units of the Canadian government-wide team

are increasingly effective. We must work and co-operate with the Canadian Embassy in Tel Aviv, the Canadian government representative in Ramallah, the Foreign Affairs liaison officer in the region and even certain RCMP officers responsible for training Palestinian police officers as part of EUPOL COPPS. It is the co-operation among these key players that allows the Canadian contingent to create an even more accurate picture of the geo-political situation in the region."

Op PROTEUS allows the CF to contribute to international peace and security, one of its roles identified in the Canada First Defence Strategy. It also demonstrates the abilities of the CF to overcome difficulties in a complex international geo-political setting, which requires Canadians serving their country to cooperate with partners and allies throughout the world. ♦

## ADVISORS SUPPORT AFGHAN army, air force, police



PHOTO: MCpl Chris Ward

Cpl Pascal DiRico (left) and MCpl Chris Cleary show ANA mechanics how to test a vehicle battery.

As the personnel of Roto 0 return home from Operation ATTENTION, they remember their 10-month tours in terms of successes and friendships.

"It's gone very well," says Colonel Peter Dawe, CO of the Canadian contingent of NATO Training Mission – Afghanistan. "The Canadian presence outside Kandahar has grown from about 100 advisors and staff officers in Kabul to approximately 930 Canadians at 15 different camps, working from the ministerial level all the way down to the private advising his Afghan counterpart on the firing range."

Op ATTENTION builds on the CF's established expertise in training Afghan National Army and Afghan police forces, to contribute to the goal of preparing Afghans to assume responsibility for their own security. CF personnel are providing training advice and support in areas such as leadership, health care, literacy improvement, and the core professional skills of soldiers and police.

"The key to long-term sustainability for the Afghan national security forces is not so much for us to run the training and produce infantrymen," Col Dawe says. "It's to advise Afghans on how to refine their training establishments to more effectively train soldiers and do all those things that we take for granted in a Western, professional military. What's amazed me from the outset is how complete of a Canadian Forces effort this mission really is," he says. "It's truly a joint operation here."

Personnel from the RCAF have made great strides with their Afghan counterparts in refining the practices of the Afghan Air Force Training Institute. CF medical personnel are doing great work at the Armed Forces Academy of Medical Sciences in Kabul and the regional military hospital in Mazar-e-Sharif, and the Consolidated Fielding Centre has fielded more than 40 Afghan National Army kandaks, comprising 12,000 soldiers.

"I've watched Canadian Forces members excel as advisors because of their own professionalism and their credibility, based, in part, on their experiences down in Kandahar and their distinct humility," says Col Dawe. "They've taken the right approach and they've shown great sensitivity to cultural norms, and have learned to function in Dari and, to a lesser extent, Pashtu – enough that their counterparts feel that they are respected."

One of the reasons CF personnel have managed to do so well with their Afghan counterparts is that they have built those critical relationships as the basis for their advisory roles, Col Dawe says. "It actually gets quite personal because that's just the Afghan way. It's much easier to interact professionally with your Afghan counterpart if you've got a bit of a friendship to build on, and our people get that."

There have been many successes over the last 10 months, not the least of which was establishing the new mission. However, there's nothing more satisfying than seeing a challenge become a success. Canadian personnel are dealing with a largely illiterate and innumerate society, which is very difficult from a training perspective. But that's why NATO and the training mission have made literacy such a high priority.

"Just recently, they announced the graduation of the 100,000th ANA recruit being qualified to a Grade One level," Col Dawe says. "That may sound pretty negligible by Western standards but, in a country where upwards of 80 percent of the population can't even spell their names, it's a major accomplishment."

"It's a wonderful thing that transcends the force-generation of the Afghan Army and police. It empowers an entire generation of Afghans and, I think, will contribute to making Afghanistan a much more prosperous place in the longer term." ♦



PHOTO: MCpl Rory Wilson

An ANA soldier completes a written exam during the Basic Warrior Training course at the Regional Military Training Centre – North in Mazar-e-Sharif.



# Ex Cold Response



Lt Beatty and MBdr Bennett walk a ridgeline on Erikfjellet (Erik Mountain) March 11 after observing 81mm mortar fire.

Le 11 mars, le Lt Beatty et le Bdr Bennett se déplacent sur le mont Erikfjellet après avoir observé des tirs de mortier de 81 mm.

**T**roops from Land Force Central Area joined more than 16,000 soldiers from 14 countries in northern Norway for winter land, sea and air training.

About 800 soldiers from CFB Petawawa took part in the exercise that ran from March 12 to 21.

The exercise put soldiers in a NATO mission scenario under a UN mandate. The goal, according to the Norwegian organizers, was to balance the use of diplomatic and military force, helping soldiers learn to train in an international environment where they have to master a common language and procedures.

Soldiers were tested on high-intensity combat operations, military support to counter-terrorism efforts, and cold-weather warfare operations. They were also forced to deal with mass demonstrations.

Participating nations included France, the Netherlands, Sweden, the UK and the US.

Ex Cold Response aimed to enhance bilateral and multilateral cooperation with Canada's Arctic neighbours – an important factor in securing and defending Arctic sovereignty under the Canada First Defence Strategy.

Pte Josh Young and Cpl Chris Whalen, from Duke's Company, 1st Battalion, The Royal Canadian Regiment, fire their C6 machine-gun at an enemy position near Olsborg, Norway.

Près d'Olsborg, en Norvège, le Sdt Josh Young et le Cpl Chris Whalen, de la Compagnie Duke du 1er Bataillon, The Royal Canadian Regiment, tirent sur une position ennemie au moyen de leur mitrailleuse C6.

PHOTOS: Cpl Stuart MacNeil





# L'exercice Cold Response

Members of the British Royal Marines Commando demonstrate an amphibious landing from two landing craft vehicles in Aursfjordbotn, Norway, storming the beach to secure the area.

Des soldats de la Cie C du 1er Bataillon, The Royal Canadian Regiment, se déplacent à bord d'une embarcation d'assaut norvégienne sur la rivière Gratangen, près de Foldvika, en Norvège.

**D**es militaires du Secteur Centre de la Force terrestre se sont rendus dans la campagne norvégienne nordique, où ils se sont joints à plus de 16 000 soldats venant de quinze pays afin de participer à un entraînement hivernal terrestre, maritime et aérien.

Quelque 800 soldats de la BFC Petawawa ont participé à l'exercice qui a lieu du 12 au 21 mars.

Les militaires ont mené une mission fictive de l'OTAN en vertu d'un mandat de l'ONU. Selon les organisateurs norvégiens, l'objectif consistait à équilibrer l'usage des forces militaires et diplomatiques en permettant aux militaires d'apprendre à s'entraîner dans un contexte international nécessitant la maîtrise d'une langue et le recours à des processus communs.

Les militaires ont éprouvé leur capacité d'exécuter des opérations de combat de haute intensité, leur capacité de soutenir des mesures de lutte contre le terrorisme et leur capacité de mener des opérations de guerre en hiver. Ils ont également dû intervenir lors de manifestations de masse.

Parmi les pays participants figuraient les États-Unis, la France, la Grande-Bretagne, les Pays-Bas et la Suède.

L'ex Cold Response visait à améliorer la collaboration bilatérale et multilatérale avec les voisins de l'Arctique canadien. Il s'agit d'un facteur déterminant dans l'affirmation et la défense de la souveraineté de l'Arctique, qui s'inscrit dans la Stratégie de défense Le Canada d'abord.

During Ex Cold Response, a member of the British Royal Marines Commando stands watch on a dock in Aursfjordbotn, Norway, while HMS *Bulwark* applies manoeuvring drills.

Pendant l'ex Cold Response, un soldat du Royal Marines Commando de la Grande-Bretagne monte la garde sur le pont à Aursfjordbotn, en Norvège, pendant que le HMS *Bulwark* fait des exercices de manœuvre.

