

# THE Maple Leaf LA Feuille d'érable

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## ASK THE COMMAND TEAM



### THE CDS AND CF CHIEF WARRANT OFFICER WANT TO HEAR FROM YOU

If you have a question or comment about what is happening in the Canadian Armed Forces, please send your email to **+AskTheCommandTeam-Equipede** **commandementvousrepond@ADM(PA)@Ottawa-Hull**. Your message will be reviewed and the CDS or CF Chief Warrant Officer will respond to a selection of questions in upcoming editions of *The Maple Leaf* and on the Defence Team intranet site.



**Q** My aim here is to propose a change to the current DEU windbreaker. The ones we wear are not very effective in protecting the wearer from either the wind or rain.

Recent changes in outerwear available to be worn with the DEU lead me to believe that this is a good time to suggest change. The new DEU parka, Yukon hat and the winter boots are all great improvements that protect the wearer from the elements while at the same time "they look good".

Would it be possible to look at changing the current windbreakers for new ones made with the "soft shell" material currently on the market. A quality soft shell is lightweight, durable, breathable and waterproof making it ideal for the different types of weather CAF members face from day to day.

I am not suggesting a change in style or colour, just what it is made of.

Although it would be good to have it available through Logistick for points, I am not suggesting that it become an issue item, it can remain as it is now, an NPF item purchased through CANEX.

For your consideration.



**A** Thanks for the great question. You are correct in stating that in the last few years, the CAF have acquired some great clothing to meet the requirements of our Canadian weather. The good news is that, the current DEU windbreaker that is available through the CANEX is being redesigned. This new garment will have a removable lining and an outer shell that will be made of a much higher quality material. The Royal Canadian Navy and Canadian Army versions will remain the same colour, but the Royal Canadian Air Force will lighten the colour of their jacket in order to closely match the colour of their DEU. This new windbreaker will be much more versatile in its use, and as I stated, be of a higher quality. It will be much more durable and will have a better look. These new windbreakers are presently in the production phase, and the CANEX should have them for sale in the near future.

CFCWO CWO Kevin West

# OP OUTREACH: WORKING WITH AFGHAN POLICE

Canadians deployed on Operation ATTENTION are demonstrating that their commitment to Afghanistan goes beyond their mandate to train and mentor Afghan National Security Forces and extends directly into the homes and hearts of the local population.

Throughout their deployment, members of the Directorate of National Logistics (DNL) at Camp Phoenix have been volunteering their time with Operation Outreach, an ISAF initiative to provide hygiene, medical, school and fuel supplies to Afghan people.

*"It's a great opportunity to reach out to the local community in ways beyond our daily duties."*

—Capt Tony Nguyen

Employed as mentors at the Regional Logistics Centre – Kabul (RLC-K), a team of Canadians and Americans from the DNL has formed an alliance with Afghan National Police (ANP) to distribute much needed items to Afghans. The RLC-K mentoring team is a sustainment support unit, providing support to ANP units in the Kabul area.

"Operation Outreach allows an individual to directly support local Afghans with basic products that many of us take for granted," said Captain Tony Nguyen, an ANP Maintenance Advisor and is responsible for mentoring the Repair Company at the RLC. "It's a great opportunity to reach out to the local community in ways beyond our daily duties," he added.

Part of what makes Op Outreach so special is the unique solutions that have been created specifically to help Afghans. One example is an ingenious product produced by volunteers at Camp Phoenix called a 'fuel doughnut.' On Friday and Sunday afternoons, camp personnel put together sawdust, shredded paper and ash in moulds to create a clean burning source of heat. These 'doughnuts' will make their way through the program to warm the homes of Afghan people during the winter months.

"Knowing that we are helping to provide the essentials of life such as heat is really gratifying," said Capt John Lion, the Command and Administration Company Advisor at RLC-K.

As well as producing goods such as 'doughnuts,' the program also collects supplies and donations worldwide from aid organizations and locally from Camp Phoenix residents. These donations include the collection of Post Exchange POGs – the cardboard discs that serve as currency at camp businesses and are familiar to deployed personnel – as well as the sale of Op Outreach T-shirts. All these collection efforts aim to raise funds for the cause.

Participation in Op Outreach has presented an opportunity for members of the RLC-K and the ANP to improve relations amongst themselves, as well as with their local communities, while dispensing much needed supplies. Op Outreach and the relationships it is fostering are indicative of the type work that defines the Canadian Armed Forces commitment to and co-operation with their Afghan counterparts.

For further details on Op Outreach, go to [www.opoutreach.org/](http://www.opoutreach.org/). ♦



Two Canadian soldiers hand out soccer balls and volleyballs to three Afghan policemen.

PHOTO: MCpl Frieda VanPutten

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\_internes@forces.gc.ca  
Web site: [www.forces.gc.ca](http://www.forces.gc.ca)  
Translation: Translation Bureau, PWGSC

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#### COVER:

WO Eric Dugas from 2R22<sup>th</sup>R interacts with local children during a dismounted presence patrol in Port-au-Prince, Haiti during Op HAMLET.

Photo: MCpl Marc-Andre Gaudreault



# WANTED: YOUR IDEAS FOR BLUEPRINT 2020

Early this summer, an engagement exercise was launched by the Clerk of the Privy Council that matters to us all. Blueprint 2020 aims to fundamentally transform the federal Public Service for the long term, as well as inspire all of us who serve Canada and Canadians.

Blueprint 2020 is about creating a capable and high-performing Public Service — and by extension, a Defence Team — that embraces innovation, transformation and continuous renewal. Before we can do so, we need to start the conversation.

## A FOCUS ON EMPLOYEE ENGAGEMENT

You may also be aware of Defence Renewal which is happening right now at Defence. Although distinct, these initiatives do share one very important theme — a focus on employee engagement to collect your insight to forge a clear path forward.

“In order for us to fundamentally alter how we do things, whether here at Defence or government-wide, we need to communicate, share ideas, and listen to what each other has to say,” shares Edison Stewart, Assistant Deputy Minister (Public Affairs) and DND/CAF Engagement Champion for Blueprint 2020.

“This doesn’t mean just having a chat with the person down the hall. When we say “communicate,” we mean that every one of you has to be given the opportunity to share your concerns, your ideas and your thoughts.”

Some of you may have already been involved in discussions about Blueprint 2020 with your colleagues or your manager, but for those of you who have not, this is your opportunity to get involved and help shape our future.

## HOW TO GET INVOLVED

Throughout the fall, you can get involved by visiting the Blueprint 2020 page on the Defence Team site. There you can find more information on this engagement exercise, as well as a Blueprint 2020 feedback form where you can submit your thoughts on the vision directly.

In addition, we have also recently launched Defence Connex, a new on-line forum that will encourage dialogue and knowledge-sharing, and foster an innovative and collaborative spirit across the Defence Team.

Sign up for an account, and join the Defence Connex group to share your views with us about Blueprint 2020. Browse the interactive tools available on the platform, read the



Blueprint 2020 is about creating a capable and high-performing Public Service

discussion groups and Champion blog, and make sure to share your thoughts.

In order to access Defence Connex, you must first create a GCconnex account and then join the Defence Connex group. Step-by-step instructions can be found on the Defence Team Website at [dt-ed.mil.ca](http://dt-ed.mil.ca).

Join the discussion in whatever form you feel most comfortable. Whether you wish to share your ideas in an online forum, via the

Blueprint 2020 feedback form, through in-person events or with your supervisor or manager, we want to hear from you.

Deputy Minister Richard B. Fadden will present an interim report to the Clerk in the fall with the feedback received thus far and a Blueprint 2020 action plan to make the vision a reality will be finalized in 2014.

The blueprint is being made now, why not get involved and have a say in it! ♦

## NEW ONLINE COLLABORATION FORUM LAUNCHED FOR DEFENCE TEAM

As Blueprint 2020 Champion and Assistant Deputy Minister (Public Affairs), Edison Stewart, put it in his recent blog on enhancing our ability to communicate, “talking is a wonderful thing.” Before we can make fundamental changes to how we do things, whether here at Defence or government-wide, he says, we need to communicate better, share ideas more often, and listen to what each other has to say.

*Defence Connex is truly a one-stop-shop for you to connect and collaborate with your colleagues from across Defence, no matter your rank, classification, which organization you serve, whether you are military or civilian, or the distances involved.*

As the largest organization in government, with some 130,000 people in locations throughout the world, sharing our ideas isn’t always easy. But just because it may be difficult does not mean it shouldn’t be done.

## ONLINE FORUM LAUNCHED

To help us share our ideas, a new online forum has just been launched to encourage dialogue and knowledge-sharing, and foster an innovative and collaborative spirit across the Defence Team. Called Defence Connex, the space is located on the government-wide GCconnex platform and uses online tools familiar to many, including discussion groups, polls and blogs. To participate, all you need is a “...forces.gc.ca” e-mail address.

Defence Connex is designed to get your input on two distinct engagement initiatives currently underway at Defence — Blueprint 2020 and Defence Renewal. Blueprint

2020 is a pan-government, Public Service-specific initiative that is examining how to fundamentally transform the Public Service and is limited to public servants. At the same time, the Defence Renewal initiative is examining the way we work in order to be more efficient and effective, engaging both public servants and Canadian Armed Forces members to find opportunities to reinvest in ourselves.

Although distinct, these initiatives do share one very important theme — a focus on personnel engagement to collect your insight to forge a clear path forward.

## A ONE-STOP COLLABORATION SHOP

Defence Connex is truly a one-stop-shop for you to connect and collaborate with your colleagues from across Defence, no matter your rank, classification, which organization you serve, whether you are military or civilian, or the distances involved. Senior leaders here at Defence are interested in your thoughts, and your participation on Defence Connex will help shape the Blueprint 2020 report that will be presented to the Clerk of the Privy Council later this fall and future Defence Renewal initiatives.

## JOINING IS EASY!

- First, visit the government-wide networking platform that houses our Defence Connex space, GCconnex, at <http://gcconnex.gc.ca/> to create an account;



Signing up for Defence Connex is easy. Visit Defence Team intranet site for details.

- Second, join the Defence Connex group; and
- Finally, visit the group blog and group discussion to weigh in!

If you need more help, visit the Defence Team intranet site at [dt-ed.mil.ca](http://dt-ed.mil.ca) for step-by-step instructions to get started.

So, sign up today, browse the interactive tools available on the platform, read and comment on Mr. Stewart’s blog, and share your ideas on the discussion boards. Feel free to begin your own discussion threads — the goal is to spark conversation from coast to coast to coast.





## FACE OF OPERATIONS

# PEACEKEEPING IN PORT-AU-PRINCE



With temperatures, even without the humidity, soaring in the high 30s, going out on patrol can end up being a good weight-loss program. But this isn't the reason why 34 Canadian Armed Forces (CAF) members are participating in Operation HAMLET in Port-au-Prince, Haiti.

Op HAMLET is the CAFs' participation in the United Nations Stabilization Mission in Haiti, more commonly known by its French name, Mission des Nations Unies pour la stabilisation en Haïti (MINUSTAH).

This platoon from 2nd Battalion, Royal 22<sup>e</sup> Régiment, Valcartier, is currently operating within a Brazilian battalion (BRABAT) to support the MINUSTAH mandate. This one-time deployment will end late November.

## ASSISTING THE BRAZILIAN MILITARY

Working with Brazilian personnel, CAF members are assisting with Haitian security and stability efforts.

"So far so good," said Captain Nicholas Payne, infantry officer with 2R22<sup>e</sup>R. As this was the first time CAF members worked with BRABAT things are going well and the soldiers have settled into a routine. "We have settled into a three-day rotation. The first day is service patrol, which consists of various security related tasks, such as convoy escorts outside the realm of regular patrolling, and general maintenance of our camp."

The second and third days are made up of patrolling with the sole purpose of being a presence in the communities and working with the Haitian police to assist if and when needed. "Generally speaking, the patrols have been quiet, nothing that stands out," said Capt Payne.

## CHANGES OVER THE YEARS

When the 2R22<sup>e</sup>R members first arrived in Haiti the end of June, they weren't sure what kind of reception they were going to receive from the locals. Though Canada has a very strong relationship with Haiti, a lot has changed over the years when much of their infrastructure was destroyed after a devastating earthquake in 2010.

"First we weren't sure how we were going to be received, but after a couple of weeks of patrolling, the locals recognized the Canadian flag," Capt Payne said. "They are curious why we are here but it helps that we speak French ... they can just tell us what's going on without an interpreter which helps a lot — it cuts through the fat and gets to the heart of the issue," he said.

"It's the first time we have done a large-scale embed like this with the Brazilian military or any Latin American country," said Capt Payne. "But at the end of the day it's all the same thing. They have a different structure, and they have a different approach, but it's effective ... we have our ways, so we just meet in the middle and carry on, and it's been excellent."

MCpl Dany L'Ecuyer (left) from 2R22<sup>e</sup>R and Second Sergeant Adriano Magno, from Brazilian Army unload bricks from a truck to help the local population build a wall to protect a woman's hospital during Op HAMLET in Port-au-Prince, Haiti.



CAF members from 2R22<sup>e</sup>R drive through a local market during a presence patrol in the streets of Port-au-Prince, Haiti during Op HAMLET.

## CHALLENGES

The heat has been a challenge, with temperatures getting up around 45°C some days, but everyone is slowly adapting. Another challenge has been a small language barrier. Several of the CAF members speak Portuguese which has proved to be helpful.

"From time to time we've had to draw pictures so we'll all understand," Capt Payne said.

The last time a large number of CAF members were deployed to Haiti was for humanitarian aid just after the earthquake. This deployment is unique not only because it is the first time a Canadian platoon has been deployed to MINUSTAH, but because it is in a security and stabilization role.

Op HAMLET is a peacekeeping mission, which means following the UN system. "We lost that capacity after years of combat in Afghanistan, where we did fewer peacekeeping missions," said Capt Payne. "So now we are learning how to work with the UN again."

*"First we weren't sure how we were going to be received, but after a couple of weeks of patrolling, the locals recognized the Canadian flag."*  
—Capt Nicholas Payne

## SEEING AN IMPROVEMENT

Capt Payne said the area is improving slowly according to the CAF members who have been deployed to the area several times over the years.

"Since 2010 things are improving ... elections will be taking place in the next six to eight months, schools and universities are up and running, the trades are starting to get up on their feet."

While many communities are still struggling, the UN is trying to help improve living conditions. "Some communities don't have water, because of a one foot (30 cm) piece of pipe that leaks, so 100,000 people are without water," said Capt Payne. "We're here to find these problems and speak with the community leaders and get these things changed. We've been able to get running water restored by being that link between the UN and the local population."

## CAF CAMP

CAF members are staying in one large 2 km-by-2 km compound said Capt Payne. Camp Charlie, as it's called, is made up of separated secure areas housing personnel from other countries such as Nepal, Brazil, Ecuador, Peru, Chile, Bolivia and Paraguay, and also the UN police headquarters.

"This is a unique mission," said Capt Payne "and we're getting back into peacekeeping, which takes a different approach. But I think our combat role has helped give us confidence to be much more approachable." ♦



Sgt Pierre-Alexandre Ruegsegger (left) and Pte Gelin from 2R22<sup>e</sup>R Valcartier speak with residents of camp Jean-Marie Vincent during Op HAMLET.





# EX AFRICAN ENDEAVOUR – CANADIANS MENTOR IN COMMUNICATIONS

For the third straight year, the Canadian Armed Forces (CAF) took a major step in enhancing capacity among African partner nations, as nine Canadian Army personnel mentored African soldiers in Zambia during Exercise AFRICA ENDEAVOR 13 (Ex AE).

*“Canada’s participation in multi-national exercises such as Ex AFRICA ENDEAVOR provides our members with a valuable collective training opportunity in an international context.”*

—Maj Pascal Laforest

AFRICA ENDEAVOR is a US Africa Command-led 10-day communications exercise, held August 5 to 16, that focussed on interoperability and information sharing and increases the capacity of participating nations to respond to natural disasters, humanitarian, or security crises.

“Canada’s participation in multi-national exercises such as Exercise AFRICA ENDEAVOR provides our members with a valuable collective

training opportunity in an international context,” said Major Pascal Laforest, Canadian Contingent Chief of Delegation comprised of personnel from 2nd Canadian Division Support Group, Canadian Armed Forces Health Services Group and Canadian Army Headquarters (HQ). “AE benefits the people of Africa by enabling effective regional communications in order to allow a coordinated African response to a natural disaster, humanitarian and security crisis. Canada’s ability to contribute to this goal was a true privilege.”

The Canadian Army taught the use of Single Channel Radio, Local Area Network/Wide Area Network (LAN/WAN), Training Design and Public Affairs with a focus on cross-border and cultural information sharing in support of military and civil actions in response to national crises, meeting peace and stability objectives and supporting the war against terrorism.

The first half of the exercise included classroom instruction in communications theory, set-up and configuration of Command,

Control, Communications, Computers and Intelligence (C4I) systems, and revising current standard operating procedures in the African Union. The second half of the exercise allowed participants to test their knowledge and agility in a Command Post Exercise scenario.

“The Canadian military’s role is important not only for the skill sets we offered, but also for the ability to provide bilingual translation opening necessary lines of communication between the nations,” said Master Warrant Officer Denis Esculier, Sergeant Major and chief instructor of the Canadian Delegation. “Africans are very welcoming people, seeing them work together and achieve the exercise goals was a huge accomplishment.”

Ex AE has been conducted annually since 2006 in various African countries and has



MWO Denis Esculier mentors African soldiers in communications interoperability in Lusaka, Zambia.

PHOTO: Lt(N) Tammy Audet

trained more than 1,750 communications specialists. This year 38 African nations, four African organizations including the African Union and the African Union Regional Economic Communities, and five North American and European partner nations were in attendance. ♦

## BUILDING A MILITARY TRAINING FACILITY IN THE NORTH

It’s an understatement to say that building in Canada’s Arctic is challenging. Just imagine the difficulty of constructing a large-scale, military training facility in one of the coldest and most remote regions of the country.

The Canadian Army assigned a team of officers to the project in 2009 and their work led to the opening of the Canadian Armed Forces Arctic Training Centre (CAF ATC) in Resolute Bay, Nunavut. Construction of the facility was completed within three years.

### LOCATION SELECTION

Resolute Bay was identified as a location because of its strategic role as a gateway to the High Arctic. “One of the first things we did was visit the place to get a feel for the lay of the land,” said Major Bill Chambré, who coordinated project financing and oversaw much of the construction phase. “We needed to see what we had to work with.”

Natural Resources Canada (NRCan) had initiated the expansion of a complex in Resolute Bay that houses the Polar Continental Shelf Program (PCSP). It was quickly determined that Resolute Bay would be a convenient home for the CAF ATC.

### CONSULTATION

The project was to build a multi-purpose facility useful to various organizations within the Defence Team. “We had to consult with the Canadian Forces Land Advanced Warfare Centre, Arctic Response Company Groups, Royal Canadian Air Force and others,” says Major Robert Knapik, the project’s lead engineer.

As a key stakeholder the local leaders were engaged early in the planning process, and noted the importance of respecting the land and the animals, which are important to the culture and livelihood of Resolute Bay residents.

### DESIGN

When DND started to plan the CAF ATC, NRCan already had standing offers in place with contractors for work on the PCSP facility and had completed much of its own designs.



MGen Steve Bowes, commander Canadian Army Doctrine and Training Centre, inspects the CAF Arctic Training Centre, Resolute Bay, Nunavut.

PHOTO: WO Mark Irvine

Despite the fact that it is dark five months of the year in the High Arctic, a solar wall was incorporated into the design to reduce fossil fuels usage in heating the facility. During the fringe months (April-June and September-November), there is sufficient sunlight to heat the wall, which can provide 20°C indoor air temperature, even when it is -20°C outside. A water recycling system was installed to reduce the demand for fresh

*“One of the first things we did was visit the place to get a feel for the lay of the land.” — Maj Bill Chambré*

water when washing vehicles and equipment. A fire-safety mechanism, sprinklers were chosen over firewalls, for the simple reason that there is no fire station in Resolute Bay.

“It was necessary to upgrade telecommunications infrastructure, some of which had originally been installed in the 1950s,” says Maj Knapik. “Once it’s up and running, you’ll be able to communicate all through the High Arctic.”

### CENTRE ESSENTIALS

Warehouses offer ample space for vehicle storage and mechanical work. Tables and chairs will soon be moved into

classrooms and briefing rooms – the essentials for delivering training programs.

The Centre, built next to an airfield accessible to RCAF C-17s, can host joint CAF exercises. It will also serve in the training of Canadian Rangers personnel and Arctic Company Response Groups, the Reserve organizations specifically equipped for northern operations.

“The infrastructure is in place and the equipment will be pre-positioned,” explains Lieutenant-Colonel Luc St-Denis, the director of the CAF ATC development project. “We’re going to have snowmobiles up there, as well as some tracked vehicles, essentially all the equipment a company could require.”

### COMMAND AND CONTROL

The state-of-the-art operations centre will be a command and control hub during SAR missions, disaster response efforts, and other types of military or civilian operations.

“I was impressed that we were able to construct a building like this one here in the North,” says Corporal Patrick Frydrych, Les Fusiliers de Sherbrooke. “It’s all new and quite spacious.”

With four bunks in most of the rooms, the accommodations wing of the Centre can house up to 140 personnel, also members can work out in the gym with all the basic machines and amenities. The large cafeteria is comparable to that of most military installations across the country. ♦



# SUSTAINING GOOD HEALTH FOR A READY CAF

The good health and well-being of Canadian Armed Forces (CAF) members is important for sustaining a readily deployable Force, and when this isn't the case health professionals need to identify areas they need to improve.

This is why the Directorate of Force Health Protection (DFHP) 2013/2014 Health and Lifestyle Information Survey (HLIS) is so important. The health and well-being of CAF members is a major defence priority, and without strong participation, the results may not accurately reflect the overall CAF.

The HLIS is a quadrennial health survey of CAF personnel. Completed anonymously, the results don't look at individual behaviours, but rather behavioural trends within the CAF.

"The HLIS is a vital tool in determining not only the health and welfare of our soldiers, but also serves as a critical tool in improving the means in which we deliver care and support to our members," said Captain(N) Peter Clifford, CAF DFHP. "The health and well-being of our members are of paramount concern, and this survey allows us to more effectively adapt to their needs."

The survey will be administered in three cycles over the coming year which began in September. Approximately 4,300 Regular Force personnel and 4,000 Reserve Force personnel will be randomly selected to complete the HLIS by mail. An additional 2,200 Regular Force personnel will receive an electronic version to evaluate the utility of using this survey mode in the future.

By collecting data related to health status (both mental and physical), behavioural risk factors, healthcare utilization,

occupational health and safety issues, injuries and deployment health, DND can identify priority areas and assess the impact of CAF policies and programs.

More specifically, the HLIS has four main goals:

- Assess the physical and mental status of CAF members;
- Measure the prevalence of behavioural risk factors among CAF members;
- Measure the awareness and utilization of health promotion programs and campaigns; and,
- Measure health care utilization and satisfaction with the CAF health care system.

What does this mean for the member? It means programs could be put in place based on the survey findings. High injury rates reported in the 2000 and 2004 CAF HLIS, for instance, led to the implementation of the CAF Health and Physical Fitness Strategy. Further, information gathered on the eating habits of CAF members led to the development of new health promotion programs aimed at healthy eating.

As with any survey sampling, participation is absolutely key in obtaining valid and representative results. This is where CAF members come in to play. The importance of a high



participation rate cannot be understated. If you receive an invitation to participate in the survey, please take the time to complete it. Your contribution will give much needed information to continue DND efforts to improve health programs and services for all CAF personnel.

For more information regarding the 2013/2014 HLIS, please refer to CANFORGEN 126/13, available at the link below. [http://vcds.mil.ca/vcds-exec/pubs/canforgen/2013/126-13\\_e.asp](http://vcds.mil.ca/vcds-exec/pubs/canforgen/2013/126-13_e.asp). ♦

## A workplace free of harassment

All of the Defence Team is responsible for treating everyone respectfully and ensuring a harassment-free work environment.

Leaders, supervisors and managers have a greater responsibility for creating and maintaining a positive, harassment-free workplace, and for responding quickly to any concerns that arise.

The Defence Team have a long-standing policy on harassment prevention and resolution, emphasizing harassment prevention, early resolution of harassment situations, and the use of alternative dispute resolution techniques. Be familiar with this policy and apply its principles that strive towards eradicating harassment and unlawful discrimination from our workplaces. The policy is regularly reviewed and updated to ensure it's as effective as possible. The most recent review was initiated in 2012, and the policy is expected to be updated this year.

### WHAT HAPPENS WHEN THERE IS A HARASSMENT COMPLAINT?

Harassment is considered any improper conduct by an individual that is directed at and offensive to another person or persons in the workplace, and that the individual knew or should reasonably have known would cause offence or harm. It comprises any objectionable act, comment or display – sexual or otherwise – that demeans, belittles or causes personal humiliation or embarrassment, and any act of intimidation or threat. It includes harassment within the meaning of the *Canadian Human Rights Act*.

When harassment has occurred and/or a harassment complaint has been submitted, members and employees are encouraged to resolve harassment issues at the lowest possible level, through the use of alternative dispute resolution techniques. Early resolution with these techniques often provides for quicker and more satisfying resolution to workplace conflict situations than proceeding directly to the complaint process where an administrative investigation is launched. As such, DND/CAF

has made a conscious decision to include these mechanisms in its culture and leadership philosophy. These alternative dispute resolution techniques may include addressing a situation directly (self-help), through supervisor intervention or through a mediation process. These attempts should be made with the understanding that an administrative investigation may be launched if the outcome of these activities is unsatisfactory. The Responsible Officer (commanding officer/commander and their civilian equivalent) is responsible for dealing with harassment complaints as quickly and impartially as possible, initially by engaging alternative dispute resolution mechanisms when appropriate.

It's important to understand the difference between harassment and incidents of a more serious or criminal nature, such as sexual assault. Incidents of a criminal nature are automatically referred to the Military Police and investigated by the appropriate authorities.

### REMEDIES AND CORRECTIVE MEASURES

For a member or employee found to have committed harassment, the Responsible Officer (commanding officer/commander and their civilian equivalent) decides what administrative, restorative and/or disciplinary action is to be taken. For CAF members, administrative action can vary from a formal written reprimand, mandatory counselling and training, to removal from the immediate work place and may even include release (i.e. termination of employment). Improper conduct by a CAF member can also lead to administrative action through the Administrative Review process and may lead to a member's release from the CAF.

### SUPPORT TO COMPLAINANTS OF HARASSMENT

CAF members who have suffered harassment have access to the CF Member Assistance Program, medical staff, padres and their chain of command. Responsible Officers should



also consider arranging group intervention by trained health or human resources professionals who help deal with the detrimental affects of harassment in the work environment.

For more information on harassment and the DND/CAF Harassment Prevention and Resolution Policy and its associated documents, please visit the Harassment Prevention and Resolution Website. Please also note the Defence Administrative Order and Directive (DAOD) 5012-0 on the Harassment Prevention and Resolution Policy. ♦



## September ANNOUNCEMENTS at Defence

September brought the end of summer, and although the temperatures are lowering, the announcements at Defence certainly are not. Below is a summary of some of the announcements made to ensure that Defence is equipped to meet the challenges of the future.

### September 4

#### New Chaplain General for the CAF

Brigadier-General John Fletcher was appointed Chaplain General of the CAF in a ceremony at the Beechwood Memorial Centre in Ottawa.

The Chaplain General is appointed by the Defence Minister based upon the recommendation of the Chief of the Defence Staff in consultation with the Interfaith Committee on Canadian Military Chaplaincy. As the head of the military Chaplain Branch, the Chaplain General leads over 200 Regular Force and 100 Reserve Force chaplains.



The Chief of the Defence Staff, Gen Tom Lawson (left), along with the Chairperson of the Interfaith Committee on Canadian Military Chaplaincy, Rev Hans Borch (right), present BGen John Fletcher with the appointment scroll that installs him as the new Chaplain General of the CAF at a ceremony in Ottawa.

### September 5

#### RCN participates in an exercise in the Caribbean

HMCS *Iroquois*, *Preserver* and *Ville de Québec* participated in Exercise Unitas in the western Caribbean with 14 southern allied countries from September 6 to 15. Held each year since 1959, Ex Unitas is the largest annual exercise south of the US border and is designed to practice various maritime scenarios while improving interoperability and fostering friendly, mutual co-operation and understanding between participating countries.

### September 6

#### New Commander for 2 Canadian Air Division

Brigadier-General Bruce Ploughman took command of 2 Canadian Air Division succeeding BGen Martin Galvin. 2 Canadian Air Division is the RCAF formation responsible for all training, education and professional development for Canada's airmen and airwomen.

### September 9

#### Arctic Search and Rescue Exercise Greenland Sea

Search and Rescue Exercise (SAREX) Greenland Sea 13, was hosted for a second consecutive year by Denmark near Ella Island off Greenland's east coast.

SAREX Greenland Sea 13 recreated a maritime disaster and response scenario that involved four of the eight Arctic Council member states: Canada, Denmark, Iceland, and the United States. Canada's contribution to the SAREX included one SAR CC-130 Hercules aircraft and approximately 30 CAF personnel.

### September 11

#### Lieutenant-General Guy Thibault assumes role as Vice Chief of the Defence Staff

LGen Guy Thibault today assumed the role of the Vice Chief of the Defence Staff from Vice-Admiral Bruce Donaldson, who will be retiring from the CAF.

In his new role, LGen Thibault serves as the second-in-command of the CAF, Commander of the VCDS Group, and is responsible and accountable to the Chief of the Defence Staff and the Deputy Minister for the coordination, and when appropriate, direction of the activity necessary to ensure departmental defence policy and strategic objectives are achieved.

### September 12

#### RCAF mark 73rd anniversary of the Battle of Britain

The RCAF marked the 73rd anniversary of the Battle of Britain on Sunday, September 15 with a national ceremony honouring Canadians who fought with members of British and allied air forces at a critical moment in world history.

### September 13

#### Canadian Army commemorates the 20th anniversary of the Battle of Medak Pocket

The Battle of Medak Pocket, which occurred in September 1993, is a significant moment in Canadian military history. Canadian and French peacekeepers defended their position against Croatian forces, making it possible to stop the escalation of violence in the region. The Canadian battle group that deployed to Croatia was structured around the 2nd Battalion, Princess Patricia's Canadian Light Infantry, currently based at CFB Shilo, and included a large number of reservists from other units.

#### Lost airmen of the Northrop A-17 Nomad 3521 aircraft found

Nearly 72 years after the Nomad 3521 aircraft crash in December 1940, the remains of Flight Lieutenant Peter Campbell of the Royal Air Force and Leading Aircraftsman Theodore (Ted) Bates of the RCAF have been successfully recovered. The remains of the airmen were located and recovered by members of the Royal Canadian Navy's Fleet Diving Unit (Atlantic) during a dive to the aircraft wreckage in Lake Muskoka in October 2012.

### September 16

#### National Search and Rescue Exercise to challenge Canada's bravest

The RCAF hosted the National Search and Rescue Exercise (SAREX) September 16 to 20 in Gimli, Manitoba, which provided realistic training scenarios to enhance interoperability and decision-making among Canada's search and rescue community.

### September 18

#### Peter Bissonnette joins the Royal Canadian Navy as Honorary Captain

Mr. Bissonnette is the President of Shaw Communications Inc. and a member of its Board of Directors. His experience in telecommunications and as a former CAF member has helped him forge strong successful relationships in his business, community, and personal life.

Honorary Naval Captains act as a bridge between military and civilian communities, and help link diverse areas of Canadian society – from politics and business to journalism and the arts. They bring with them unique skills and connections that help strengthen the Navy's ties to Canadian communities in order to promote a better understanding of maritime defence issues.

### September 19

#### Defence marks the establishment of the CF Intelligence Group

Major-General Christian Rousseau, commander of the Canadian Forces Intelligence Command, presided over a ceremony marking the creation of the Canadian Forces Intelligence Group. This move unites five previously separate intelligence units under a single commander, and will provide integrated intelligence collection to the DND/CAF.

The five existing units that have been collected into the new command are the Canadian Forces Joint Imagery Centre, the Canadian Forces National Counter-Intelligence Unit, the Joint Meteorological Centre, the Mapping and Charting Establishment, and Joint Task Force X, which provides human intelligence support to overseas missions.

## RENEWING REAL PROPERTY MANAGEMENT

In the summer of 2012, the Defence Renewal Team was established with a mandate to do business smarter and reinvest in capabilities and readiness. Ongoing transformation and business renewal is becoming the new reality for all of us. ADM (Infrastructure and Environment) is fully engaged in several transformation initiatives.

### IE BUSINESS MODEL

The Deputy Minister and Chief of the Defence Staff approved a new Infrastructure and Environment (IE) business model which responds to the government's direction in Budget 2012 for Defence to centralize real property management to improve efficiency and effectiveness. This is a significant milestone in our renewal journey, as it provides senior leadership direction for transitioning from the current nine-custodian federated model to a new centralized model with a single portfolio manager and four custodians no later than July 31, 2014, and to a single real property custodian potentially by summer 2016. Transforming the Department's real property management model will ensure that our infrastructure is strategically managed in an efficient and effective manner to meet departmental and Canadian Armed Forces' program and operational needs.

### REAL PROPERTY FOCUS

The new Real Property management model, with a focus on meeting Level 1 capability requirements will enable continuous improvement by defining new governance and clear performance metrics, and align delivery of real property management programs and services consistent with industry best practices, all while providing the best value for Canadians.

You can follow the IE Transformation journey by visiting <http://admie.mil.ca/Transformation/>.

### IE TRANSFORMATION INITIATIVES

- **IE Symposium:** ADM(IE) will host a national symposium from November 19-20. During this symposium, base/wing commanders and engineers will gather to discuss anticipated challenges with upcoming transformation which will have a direct impact on the IE community.
- **IE Business Modernization program:** The IE Business Modernization program aims to modernize IE governance, processes and IT systems through a phased approach. The program rolled out Stream One in the fall of 2012 to bring national-level Real Property portfolio and project management into DRMIS. Stream Two, currently in the planning stages leverages NOVUS, and SAP-based real property solution, to build on the functionality of existing information management systems and will result in improved integration and more accurate reporting. Work is anticipated to begin in early Fall 2013.
- **National Real Property Procurement Strategies:** Real property service delivery transformation involves a paradigm shift from a transactional approach to a more strategic focus. This shift will find efficiencies by eliminating duplication of effort at all levels; consolidating contracts for economy of scale savings; shifting the in-house workforce to critical core activities; and leveraging private sector capabilities to ensure the right mix of in-house and external delivery options. As we move forward with our procurement consolidation efforts, we will learn lessons from Level 1 efforts and apply these best practices department-wide.
- **The Defence Real Property Strategy:** We are preparing to publish the *Defence Real Property Strategy: Efficiently Enabling Defence Capability*. This strategy commits the Defence Team to move beyond status quo management approaches by setting out a deliberate plan for achieving excellence and value for Canadians throughout the Defence real property portfolio. This strategy will guide a renewed Defence real property portfolio that is more responsive, affordable, sustainable and innovative. ♦



# TERRY FOX RUN in the Egyptian Desert

What sets this September 14 event apart from other Terry Fox fundraisers is both the venue – a military camp in El Gorah, Egypt and its emphasis on team fundraising both within the Canadian Contingent (CANCON) and the remainder of the Multinational Force Observers (MFO).

CANCON is currently deployed to a small camp in the Northern Sinai Peninsula, about 20 km from the Egypt-Israeli border and the Gaza Strip. The 28 Canadians on the ground in El Gorah are part of the approximately 1,700-person MFO, made up of military personnel from Columbia, America, Uruguay, Fiji, France, New Zealand, Australia, and of course Canada.



PHOTO: CAF

Members of the MFO in El Gorah participated in a Terry Fox fundraiser. The Canadian Team raised over \$4,500 for the fight against cancer.

Part of hosting a Terry Fox Run in a multi-national environment is to educate everyone, about who Terry Fox was, what he set out to accomplish, and most importantly his living legacy. His story of hope has been embraced here in the MFO and is now an annual CANCON event and a highlight of the CANCON events calendar. For this reason, despite being fully committed to our day-to-day duties, CANCON volunteered en masse to ensure this worthy event was a success.

Due to the fact that volunteers and participants in the Terry Fox Run were limited to the personnel who called the square mile of desert camp home – approximately 800 – really had to work on motivating the troops. To help meet this goal and to reinforce success, the MFO senior non-commissioned officer, Canadian Chief Warrant Officer Brad Biggar, put out a challenge: if \$4,000 was raised he would have his head shaved.

With many creative fundraising events held over several weeks the Canadian team ended up raising over \$4,500 and as a result CWO Biggar and several other MFO members, have all been given fresh haircuts.

“The money raised is testament to the outstanding hard work put in by all that were involved,” said Captain Hassan Choudhary, event organizer. “The most important thing is that we raised awareness about Terry’s legacy and his hopes of raising money for cancer research, so we can help find a cure to this deadly disease.”

While fundraising is important, the Terry Fox spirit remains embodied in the run itself – attracting over 100 participants made up of soldiers from all nations, including many veterans of Afghanistan and Iraq, as well as MFO civilian worker who ran, walked or biked the 5, 10 and 15 km course.

The day proved to be an outstanding success, demonstrating CANCON’s commitment to the Terry Fox Run and the soldier’s willingness to step forward and contribute to the common good of all and to the fight against cancer. ♣



PHOTO: Combat Camera

## Op SABOT DISCOVERY

Two members of the Ontario Provincial Police stand with recently gathered marijuana plants in an area outside Cornwall, Ont. on September 18. Op SABOT is a RCMP marijuana-eradication program conducted annually with CAF support. Op SABOT has resulted in many arrests and the destruction of hundreds of thousands of marijuana plants.

# RCAF UNVEILS NEW BADGE

Following the national Battle of Britain ceremony, held in Ottawa on September 15, Commander of RCAF Lieutenant-General Yvan Blondin, unveiled the Royal Canadian Air Force’s new badge before a crowd of veterans, RCAF personnel and guests.

Two cadets from 742 “National Capital” Air Cadet Squadron, located in Ottawa – Flight Corporal William Lambert, and Leading Air Cadet Anne-Florence Lambert – assisted. The brother and sister knew they were participating in a significant and historic event.

“It was “amazing,” said FCpl Lambert. LAC Lambert agreed, saying, “I was very proud.”

“While we are the youngest of the three services,” said LGen Blondin in a message to RCAF personnel earlier this year, “we have a unique military history, proud traditions, powerful symbols and a strong sense of community.”

“Now is the time for us to build upon our heritage, to strengthen the unique identity of the modern RCAF and to better understand our history.”

The design of the new badge recalls the pre-unification badge design and shows an eagle flying with its wings outstretched. It replaces the Air Command badge that came into being following the unification of the Canadian Forces in 1968 and that displayed an eagle rising from a Canadian astral crown.

“The new RCAF badge mixes pride in the past with contemporary spirit,” says LGen Blondin. “The eagle flying solo in all environments is a reflection of the confident, experienced, resilient, agile and integrated RCAF.”

The RCAF retains the Air Command motto, *Sic Itur Ad Astra* (such is the pathway to the stars). This is, in fact, the Air Force’s very first motto, adopted when the Canadian Air Force was formed in 1920. This motto was replaced by *Per Ardua Ad Astra* (through adversity to the stars), the motto of the Royal Air Force, when the Royal Canadian Air Force came into being in 1924.

Since the ascension of Queen Elizabeth II in 1953, all Canadian Armed Forces badges have displayed the St. Edward’s Crown (or Queen’s Crown), rather than the Tudor Crown (or King’s Crown) that was used during the reigns of her father and grandfather.

Read more about the new badge’s design and genesis in the fact sheet on the new Royal Canadian Air Force badge at [www.rcaf-arc.forces.gc.ca](http://www.rcaf-arc.forces.gc.ca).



The new RCAF badge, approved and signed by Governor General David Johnston earlier this year, displays a golden eagle flying with wings outstretched.

### FOCUS ON THE BIRD

The bird depicted on the badge has been the subject of much debate over the years, with some insisting it is an albatross and others maintaining that the bird is an eagle. Though the origins of this debate are murky, that has never stopped a heated argument! To set the record straight (again): it is an eagle. ♣



The Air Command badge, which has been replaced by the new RCAF badge, displayed an eagle volant, rising out of a Canadian astral crown.



# 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*.

## LIEUTENANT(N) SOPHIE CHAREST – NAVY SOCIAL WORKER TAKING CARE OF OUR OWN

“We’re all front-line social workers,” says Lieutenant(N) Sophie Charest of CFB Kingston’s Social Work Office. “And you become a social work officer not to climb the ranks, but because you love the work and truly want to help soldiers and their families.”



PHOTO: Steven McQuaid

Today, Lt(N) Charest’s work supports the personnel pillar of the *Canada First Defence Strategy* as a CFB Kingston Base Social Work Officer leading and delivering innovative military service support programmes to military members and their dependants.

### CAREER CHOICE

Lt(N) Charest comes by her calling honestly. Her father was a career soldier in the Canadian Armed Forces and she was raised at numerous bases across Canada and West Germany. At age 17 when she attended CEGEP, she joined the Naval Reserves as a Sea Logistics Officer and attended the University of Quebec at Chicoutimi earning a bachelor’s degree in Social Work.

“Partly influenced by my Dad and my curiosity for a job that would offer adventure and new challenges, I decided to join the Reserves,” says Lt(N) Charest. “Initially, I wanted to become a financial accountant, but as I progressed in my studies my courses in psychology and human behaviour really captured my imagination and I wanted to explore this field in depth.”

### RESERVE WORK

Lt(N) Charest was then offered a three-year Class B contract working at Naval Reserve Headquarters in Québec City. “The decision was easy,” she says looking back. “I wanted to move into full-time social work but the trade was closed in the Regular

Force and there weren’t any jobs available in the civilian sector.”

Nine years later, the trade opened, and Lt(N) Charest transferred to the Regular Force with a bonus: she was also accepted to the University of Ottawa’s masters degree program in Adult Mental Health. “Military social workers must have a masters degree in social work in order to practise in the military.”

Lt(N) Charest completed her degree in 2006, followed by a year long ‘on the job training’ requirement which she fulfilled at CFB Kingston. A one-year posting to 8 Wing Trenton followed as base social work officer.

She was then posted to Ottawa as the Social Work Programme Development Officer, answering directly to the branch advisor.

### HISTORY OF SOCIAL WORK

Prior to Second World War, the Canadian military relied on regimental officers and chaplains to assist with the personal problems of members. After the outbreak of the War and due to the increased workload and wide range of problems generated by war-time conditions, it became clear that a professional social work service was needed

beyond that provided by the regiment and the chaplaincy.

At the conclusion of the war, professional military social work was well grounded in the Canadian Forces; however, with demobilization came a reduction to those social workers attached to various camps and headquarters across the country and the battle for a permanent group of military social workers began shortly after.

Nearly three decades passed when finally, during the unification of the Canadian Forces in the late 1960s, the Social Work Service was formed covering land, sea and air elements of the CF. The nucleus of the new organization came from the RCAF Social Welfare Branch, plus two Navy social workers on either coast, from there the Social Work Branch was solidified.

who provide quality clinical care to military members and their family. But there’s more to the trade ... “We are also trained to be versatile and provide a variety of services, whether that’s individual therapy, couple’s therapy, psychosocial assessments, and other assessments in various settings ranging from the social work office at a base or in the field.”

### DEPLOYMENTS AND POSTINGS

In the course of her career, Lt(N) Charest has deployed three times to the Cyprus decompression centre working with troops repatriating home. “It was an exceptionally rewarding experience,” she says “because we were helping our soldiers re-adjust from an exceptionally stressful period in their lives where many saw and experienced terrible and traumatic events. To be able to help them through some issues or even to point them in the right direction to get help was so rewarding for me, professionally and personally.”

Lt(N) Charest was posted back to Kingston this past summer where she’s once again, climbing into the trenches of front-line social work service. “I love my job! The bottom line is this, I’ve been immersed in this world my whole life. Social work and the military is something I know and love and that’s why I was so happy to become a social work officer as I felt I could marry my two passions.” ♦



*“You become a social work officer not to climb the ranks but because you love the work and truly want to help soldiers and their families.”*

— Lt (N) Sophie Charest

The Social Work Officer Branch in the Canadian Armed Forces today is a tiny group made up of one lieutenant-colonel, eight majors and 26 lieutenant/captains. They are a group of highly trained specialists



# FORCE PROGRAM standards are attainable

Since its launch in April, the FORCE Program has gotten thousands of Canadian Armed Forces (CAF) members moving, with thousands more to go.

Now six months into its pilot year, the FORCE Evaluation and its complementary online exercise platform, [www.DFit.ca](http://www.DFit.ca), have had a very successful start. Of the over 22,600 personnel who have done the test to date, 96 per cent have met or exceeded the FORCE Evaluation standards.

"The FORCE Evaluation results and feedback have been very encouraging," says Daryl Allard, Director of Fitness. "By and large, the CAF personnel we've tested to date have reflected a fit, operationally ready force, with the vast majority of personnel performing well on all four test components."

Though fitness staff have dealt with some scepticism about the FORCE Evaluation's level of difficulty, once most personnel try the test for themselves, it becomes clear that the FORCE Evaluation may be different than the CF EXPRES, but the standards are attainable.

In addition to the general FORCE Evaluation standards, a new FORCE

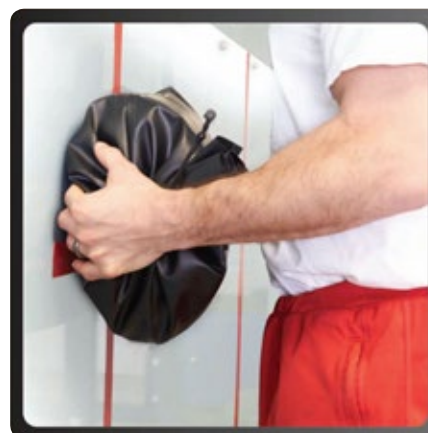
Evaluation Incentive Program is also under development for release in 2014. Many personnel have requested an incentive program to encourage them to push their physical fitness further, and to encourage friendly competition among the troops.

For those who have not yet completed their FORCE Evaluation, there are several sources of support and information available.

*"Now is the time for all CAF personnel to try the new FORCE Evaluation."  
— MGen David Millar, CMP*

At [www.cfmws.com/FORCEProgram](http://www.cfmws.com/FORCEProgram), there are new videos demonstrating each test component, detailed FAQs, and information about the science behind the FORCE Program. Personnel new to the FORCE Program should also connect with their local PSP Fitness staff for a familiarization session, and to schedule their FORCE Evaluation.

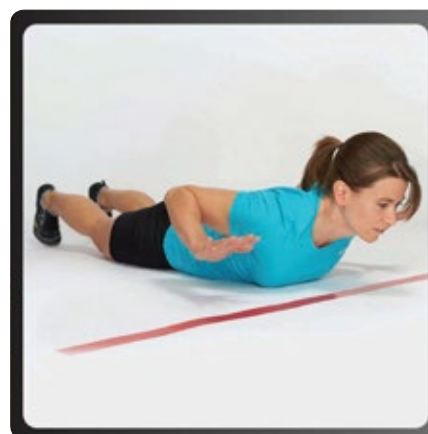
"Now is the time for all CAF personnel to try the new FORCE Evaluation," says Major-General David Millar, Chief of Military Personnel. "Take advantage of this time to get familiar with the test, evaluate your training and nutrition regime online, and focus on what you need to do to achieve a high level of operational fitness." ♦



Sandbag Lift



Intermittent Loaded Shuttles



20 metre Rushes



Intermittent Loaded Shuttles

## LEARNING WITHOUT BOUNDARIES

After more than two years of analysis, collaboration, innovation and integration of initiatives from throughout the CAF and the learning science communities, the Canadian Armed Forces (CAF) Campus Operational Framework is ready.

The initial 2007 strategic IT&E modernization effort stalled, but with Armed Forces' Council's (AFC) 2010 renewal of the mandate and driven by the Chief of the Defence Staff Initiating Directive, the Canadian Defence Academy (CDA) Headquarters Core Team led a pan-CAF partnership in conducting an extensive, vigorous and determined effort to identify the gaps and inefficiencies in the current Individual Training and Education (IT&E) system.

Developed by the partnership that came together in the IT&E Modernization Working Group, each phase in the refinement of CAF Campus was confirmed by broad engagement with the IT&E community. The strategic savings and the modernizing effect of CAF Campus are products of a learning architecture that identifies and leverages technical innovation and best practices from within the CAF and throughout industry, academia, our allies, and other government departments, and synchronizes IT&E investment across the Force.

This initiative will bring significant transformation to the CAF learning culture that will be motivated by the implementation of this modern learning architecture. CAF Campus will affect traditional training approaches and embrace the nature of a true modern learning organization.

The following four projects were selected to support the Initial Operational Capability (IOC):

- **Learning Support Centres (LSC)** — provide the main learning content development capabilities

and IT&E specialist consultancy services. The LSC network is equipped to provide a common baseline of integrated learning development services, consultancy services and support services, centralized contracting and the rationalization of IT&E. Each LSC participates in a virtual development network enable sharing of expert advice and best practices. In some cases, individual LSCs will be equipped with specialty capabilities that will serve the entire LSC network;

- **CAF Campus Enterprise Engine** — includes the operating platform, related capabilities and key tools. A digital learning management system with 24/7 access to learning, with a learning content repository;
- **Performance Management Framework** — will provide measurements to guide strategic and operational decisions regarding the ongoing evolution of CAF Campus and will provide Program Alignment Architecture inputs; and
- **Common Capabilities** — will include the enterprise tools and capabilities that enable the efficient application of modern instructional techniques, including. Prior Learning Assessment Review, Rationalized Training Delivery, Research & Development (R&D), and the Instructor Development Program.



In the end, the CAF Campus positions the Forces to maintain its operational edge in the face of resource constraints and an increasingly complex and challenging security environment. It is a strategically driven, pan-CAF synchronized performance oriented learning architecture that supports the transformation of the CAF learning culture for the 21st century.

Every CAF member is a user and have access to the tools (virtual resource centre, learning plan, 3D models, R&D reports, synthetic environments, serious games, micro-blogging, etc) and resources appropriate to their particular status as a learner, instructor, content developer, instructional designer, or training manager/administrator when and where they are needed.

For more info go to [www.forces.gc.ca/en/training-elearning/index.page](http://www.forces.gc.ca/en/training-elearning/index.page)





# RIBBON OFFERED TO FAMILIES OF THE FALLEN

No one suffers more from the death of a Canadian Armed Forces (CAF) member than the member's close friends and family.

Now a memento is being offered to close family and friends of deceased CAF members for their personal loss and sacrifice. The Memorial Ribbon, which was announced in November 2012, has been given to over 70 family members or close friends of fallen CAF members with more applications being processed daily.



## THE RIBBONS

These Ribbons are assembled by hand at the Directorate of Honours and Recognition with the care and attention befitting the sacrifice of the families of our fallen. They are now part of the Memorial Package, which also includes the Memorial Cross, the Memorial Scroll, the Memorial Bar, the Sacrifice Medal, and inscription in the Seventh Book of Remembrance.

This Ribbon complements the Memorial Cross by expanding eligibility to a greater number of family members and close friends, as well as to those who were previously ineligible to receive the Memorial Cross. This also presents the opportunity for children to receive a special token to remember and honour their loved one.

## RIBBON RECIPIENT

"I know everyone in my family will cherish the Memorial Ribbons," said Mark Marin, whose father, Flying Officer Boris Jaroslav Pasichniak, served in the Royal Canadian Air

Force during the Second World War. "I am thankful to the [Memorial Ribbon] program for their efforts in facilitating the receipt of these ribbons for our family."

Mr. Marin's family received five Ribbons in Flying Officer Pasichniak's honour in February 2013. The ribbons were distributed between Flying Officer Pasichniak's closest relatives: his widow, his son (Mr. Marin), his two daughters and a nephew with whom he shared a mutual appreciation of the Air Force.

## ISSUING RIBBONS

Memorial Ribbons may be issued in commemoration of every CAF member whose death is attributed to duty-related injury or illness sustained on or after October 1, 1947. This date coincides with the first date inscribed in Veterans Affairs Canada's Seventh Book of Remembrance.

"When I visited the Directorate of Honours and Recognition, it was evident that everyone there understands

the importance of their efforts and what this token of recognition means to our families," said Major-General David Millar, Chief of Military Personnel.

The Ribbons will be issued automatically for deaths which occurred on or after November 6, 2012, and when the death is clearly attributable to service such as in the case of direct hostile action, accidents while on training, and other similar circumstances. For deaths which occurred between October 1, 1947 and November 5, 2012, application forms must be sent to the Directorate of Honours and Recognition (DH&R). Ribbons will not be issued until the Directorate has validated the information.

For more information on the Memorial Ribbon or to access the online application form visit the Directorate of Honours and Recognition's Website at: [www.cmp-cpm.forces.gc.ca](http://www.cmp-cpm.forces.gc.ca) or contact the Memorial Ribbon project directly at [Ribbon.Ruban@forces.gc.ca](mailto:Ribbon.Ruban@forces.gc.ca) or at 1-855-433-2976. ♦

# A FIRST IN CAF MENTAL HEALTH CARE



A multidisciplinary team left 8 Wing Trenton in June to contribute to the third location decompression (TLD), for over 800 Canadian Armed Forces (CAF) members, who had completed more than eight months on Operation ATTENTION in Kabul, Afghanistan. The TLD helps CAF members make a smoother transition from the theatre of operations to day to day life at home in Canada.

## PROGRAM OBJECTIVE

Canadian Forces Health Services is a leader in providing its personnel with high-quality mental resilience training. Since 2010, the Road to Mental Readiness (R2MR) mental health education program has had a post-deployment component for military personnel and their families. The sessions, lasting four hours in total, are designed to better equip CAF members and their families to manage the psychological challenges of deployment and adjusting to life at home afterwards. In doing so, the program is able to achieve its primary objective of improving short-term performance and long-term mental health outcomes.

The TLD mental health team included four military clinicians; three social workers and a clinical chaplain, as well as four uniformed operators. The operators are experienced CAF NCOs who have taken the R2MR training and are able

Road to Mental Readiness has had a post deployment component helping CAF members and their families to deal with psychological problems related to foreign deployments and adjusting to life when they come home.

*"They help to ease the transition from theatre to home for personnel who deployed on an operation, but also shows family members how to best deal with the situation."*

—Maj Audrey Hudon

to co-facilitate the sessions. The team was led by Major Audrey Hudon, Mental Health Program Chief, 5 Field Ambulance, Valcartier. Their role, in addition to welcoming CAF members upon arrival at the TLD location, was to provide clinical intervention services as required, and to co-facilitate the mental health training sessions.

"The sessions were helpful to the men and women who participated in Op ATTENTION," said Maj Hudon, senior social worker. "They help to ease the transition from theatre to home for personnel who deployed on an operation, but also shows family members how to best deal with the situation."

## RETURNING HOME

During the sessions, participants have an opportunity to answer questions such as: What skills might facilitate my reintegration with my loved ones? How can I overcome some of the challenges of transition and reintegration? What resources are available for me and my family? During group discussions, participants have an opportunity to learn from previous experiences and from each other.

The program was developed specifically to encourage interaction and rich discussion among clinicians, operators and participants, and make the content more relevant to participants. Even though the R2MR TLD content has only been in place for three years, military members who have participated for a second time have said this training was very helpful for them in both their personal and work lives.

Program facilitators feel the sessions have been successful due to the positive feedback received from 97 percent of participants who responded in a survey.

To find out more about the Road to Mental Readiness Program, go to [www.forces.gc.ca/en/caf-community-health-services-r2mr/index.page?](http://www.forces.gc.ca/en/caf-community-health-services-r2mr/index.page?) ♦



## HISTORIC MILESTONES

# Battle of Chateauguay – VICTORIOUS CANADIANS DEFEAT AMERICANS

Two hundred years ago, Canadian troops demonstrated their courage and strength in one of the most meaningful battles in the history of Canada. Fought on October 26, 1813, along the shores of the Châteauguay River, about 50 km from Montréal, the Battle of Châteauguay was a significant event in the development and independence of Canada.

A small band of Canadian troops stopped an American force almost 10 times its size from attacking Montréal by preventing them from crossing the Châteauguay River. Without their intervention, the taking of Montréal would have cut the supply line to the defenders of Upper Canada (Ontario) and positioned American troops to strike Québec City. Their intervention prevented Canada from being divided in two.

The plucky Canadian troops, led by Lieutenant-Colonel Charles De Salaberry of the Canadian Voltigeurs, were composed of Six Nations warriors and detachments from the Canadian Regiment of Fencible Infantry, Provincial Corps of Light Infantry (Canadian Voltigeurs), 1st, 2nd, 3rd, 4th, and 5th Battalions, Select Embodied Militia, 1st Militia Light Infantry Battalion, Les Chasseurs de Châteauguay and Beauharnois and Boucherville Divisions.

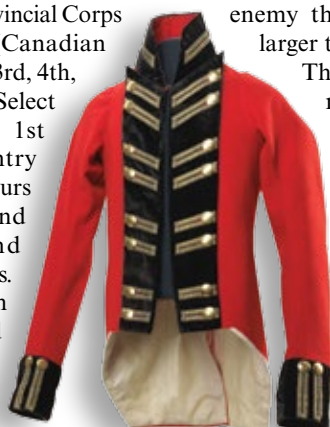
The American force, 4,000 strong and commanded by Major-General Wade Hampton, had taken up position at Four Corners, New York, near the Châteauguay River. On October 21, 1813, MGen Hampton began his advance north. The

march lasted several days as the road was in very poor condition and was blocked by fallen trees called abattis that had been placed there by the Canadians.

On October 26, MGen Hampton chose to strike. Aware of Canadian entrenchments, the American general divided his army in two. The plan was for one half of his army to attack LCol de Salaberry on the west side of the river. Meanwhile the other half of his army would cross the river and outflank or bypass LCol de Salaberry's men.

Outnumbered, LCol de Salaberry encouraged his buglers to play indiscriminately in order to make the enemy think his force was larger than it actually was.

Thanks to that clever musical ruse, the Americans believed they were outnumbered and about to be attacked. In fact, only 400 Canadians stood in the way on the western bank, but safe behind the abattis they held firm and stopped



This uniform belonged to an officer of the 3rd Battalion, Québec City Militia, which served alongside British regulars as part of the city's garrison. The 1775 on the buttons commemorates the battalion's previous service defending Québec during the American Revolution.



LCol Charles de Salaberry, a Canadian Francophone who made his career in the British Army, returned home to Lower Canada in 1810. There, he organized and led the Canadian Voltigeurs. De Salaberry also commanded the French-Canadians who defeated the American invasion force at Chateauguay on October 26, 1813.

the American advance with brisk and accurate fire.

After over four hours of fighting, the American general ordered his troops to retreat. Expecting another attack, the Canadians stayed in their entrenchments for weeks, exposed continually to the rain and cold. Many suffered significantly from the foul weather and fell ill while they continued to defend their country. Meanwhile, MGen Hampton had abandoned his plans and Montréal

would never again be threatened so closely by an invading army.

The Canadian casualties were minimal, in large part thanks to the protection provided by the abattis and the density of the woods on the other shore. As a result of the battle there were five dead, six injured and four missing Canadian officers taken prisoner by the Americans. On the other hand, the American casualties were much higher, although the exact number of

American casualties still remains a mystery.

The Battle of Châteauguay was critically important in the development of Canada. First, in conjunction with the victory won at Crysler's Farm two weeks later, the victory at Châteauguay prevented the American capture of Montréal in 1813 preventing Canada from being cut in two. In this respect, the victory at Châteauguay was critical to the larger victory won during the War of 1812.

*A small band of Canadian troops stopped an American force almost ten times its size from attacking Montréal.*

Second, the force that won the victory at Châteauguay was composed entirely of Canadians from Quebec and First Nations allies. Moreover, they were under the command of one of their own. The Canadian army of today draws its origins to these soldiers who, despite facing great adversity and overwhelming odds, successfully defended Montréal in the fall of 1813.

Canada has never forgotten what these early Canadians accomplished in this battle during the War of 1812. Their bravery lived on in the memories of military units of the Canadian army who came after them. In 1920, the Government of Canada declared the battlefield at Châteauguay a national historic site. In addition, the Royal 22<sup>e</sup> Regiment received a battle honour awarded in 2012 in commemoration of the Canadian Regiment of Fencible Infantry's determination to protect and defend Canada during the War of 1812. ♣

PHOTO: Canadian War Museum

## Regina Trench – 97th anniversary of the Battle of Regina Trench

"Regina" Trench, the Canadian name for a strong German position on the Somme battlefield during the First World War, was a critical objective standing in the way of any advance north towards Bapaume and the unravelling of the German defensive system on this part of the Western Front.

Protected by belts of concertina wire and well-sighted and fortified machine-gun nests, it was attacked twice by the Canadian Corps in early October 1916. Both assaults failed, at great cost: some 944 soldiers were killed, wounded, or missing after the 2nd Canadian Division attack on October 1, and a further 1,364 were lost a week later when 1st and 3rd Canadian Division took over the task. But there was great bravery in the attempt, and on

October 8, when men of the 16th Battalion (The Canadian Scottish) seemed caught at the enemy wire, 18-year-old piper James Richardson stood up and, disregarding the enemy fire, strode up and down ... playing his pipes with the greatest coolness.

That inspired his regiment, and as many as 100 men of the 16th Battalion actually fought their way into Regina Trench. Outnumbered, however, they could not stop the German counter-attacks and had to withdraw.

A month later, 4th Canadian Division, newly arrived on the Somme, took up the challenge. Well supported by the artillery, and attacking at night, they fought their way into Regina Trench, repulsed two counter-attacks, and had consolidated their hold on the position before sunrise.



Piper James Cleland Richardson V.C., 16th Canadian Infantry, was never seen again following his actions at Regina Trench in October 1916.

PHOTO: Library and Archives Canada



# Strengthening families THROUGH COMMUNICATIONS

Canadian Armed Forces (CAF) personnel and their family members who are interested in learning how to deal with conflict and improve communication in their personal relationships can participate in a new course called INTER-COMM.

Director General Alternative Dispute Resolution (DGADR), Military Family Services (MFS) and CF's Health Promotion (HP) program, Strengthening the Forces, have partnered in the development and delivery of this course to give individuals in the CAF community the opportunity to increase their ability to communicate more effectively. INTER-COMM is not a couple's counselling course, but rather valuable preventive education that focuses on the strengthening of healthy families' capacity to navigate difficult or challenging situations through increased communication. INTER-COMM is delivered in multiple sessions totalling 12 hours and is led by a trained facilitator: one from the Military Family Resource Centre (MFRC) and one from the Health Promotion office on your base or wing.

INTER-COMM was piloted at eight bases and wings in 2012. The feedback received from the various locations indicated that the course raised the participant's overall awareness of the attitudes and skills required to deal with conflict and optimize communication in personal relationships. "Our participant

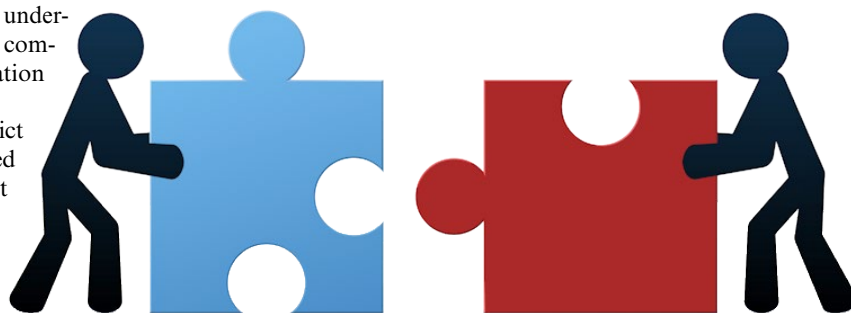
feedback indicated that the knowledge and skills incorporated in this new program are critical in successfully building strong interpersonal relationships, effectively managing conflict, avoiding escalation and in helping to maintain a healthy home environment," says Kendra Lafleur, health promotion director, 8 Wing Trenton. "Pre and post questionnaires at our wing showed participants felt they had a better understanding of the importance of effective communication and the impact communication has on personal relationships."

"We have essentially taken the conflict resolution tools that have been developed for the CAF and have contextualized it for military families. Fundamentally, this ensures that there is some continuity in the communication training of both our military population and their families,"

says Meaghan Welfare, a conflict management practitioner, DGADR Kingston, and one of the driving forces behind the development of the

INTER-COMM course.

To learn more about the INTER-COMM course offered near you, please contact your local MFRC and/or HP offices for registration details. Additional information is available at <https://www.cfmws.com/en/aboutus/mfs/newsandupdates/pages/inter-comm.aspx> ♦



## CAF MEMBER'S WEIGHT LOSS VICTORY

Dorothy Bryant, an American author and playwright, said, "Change happens very slowly and all of a sudden."

This is exactly how Royal Canadian Air Force Captain Phil Desmarais, a member of OUTCAN Space Operations, a Canadian unit that works with the USAF Space Command at Vandenberg AFB, California described the revelation he had before his recent weight loss journey.

"I weighed around 190 pounds (86 kg) when I joined the military," said Capt Desmarais. "After university, going to technical training, getting married and having kids, the weight just slowly added up. I guess poor eating habits over the course of 13 years led to gradual weight gain."

After hovering around 117 kg (260 lbs) for over eight years of his 15-year RCAF career, Capt Desmarais saw an opportunity for sudden change to combat the weight gain.

"Around the holiday exodus in December, I was walking around the squadron, when I saw the squadron physical training leader working on a slide for the "Centurion Biggest Loser Contest," said Capt Demarais. "I told him, you know what? I'm going to do that and I'm going to win this weight loss challenge. Sign me up."

The CAF captain quickly changed his entire lifestyle. "The biggest contributing factor to my weight loss was that I changed everything

at once," he said. "I went from really not doing anything at all ... to changing what I eat and how I'm eating it and exercising everyday – it shocked my body."

The 533rd TRS Centurion Biggest Loser contest lasted from January 2 to March 2 and was calculated by largest percentage of weight lost by an individual or flight.

Capt Desmarais won the individual cate-

*"Now that activity is easier, I keep challenging myself. Activity is generally easier with less to carry around."*

*— Capt Phil Demarais*

gory and his flight won the group category, but he didn't stop there.

"I've lost 73 pounds (33 kg) since January," he said. "It's a snowball effect. Now that activity is easier, I keep challenging myself. Activity is generally easier with less to carry around."

"My weight loss has made me a better Airman because being in the best shape you can be allows you to lead by example and I feel strongly about that style of leadership," said Capt Desmarais.

"Nobody was going to lose the weight for me; it had to be my commitment to uphold. Hopefully that level of commitment is apparent to those who have witnessed it and hopefully it could inspire other people to have that level of commitment with something too. Even if it's not weight loss — just to work towards and achieve something." ♦



## ASK THE EXPERT

### INCREASE YOUR VISIBILITY

**Q:** I recently took up running to lose some extra weight. I enjoy running in the late evening due to work and family responsibilities. My partner is often concerned for my well-being due to the murky conditions outside; how can I improve my safety?

**A:** Kudos for your dedication to get fit, but your partner is on the mark to be concerned. Running in the dark is risky business and you should be taking precautions. Some of the more common accidents involve runners, cyclists, and walkers colliding with oncoming traffic.

People exercising near the road are often unaware of how unnoticeable they are, sometimes they are nearly invisible with the lack of proper lighting. Cyclists and pedestrians are also vulnerable to careless drivers who ignore bike lanes.

The following are some practical options for avid night-runners, walkers and cyclists:

- Wear bright clothing
- Wear a reflective safety vest or clothing with reflective strips
- Clip on a safety light if you are wearing a backpack
- Carry a handheld flashlight
- Wear a head lamp
- Buy a bike light
- Put additional reflectors on your bike
- Get a bicycle bell

When exercising near the road remember that just because you see oncoming traffic, doesn't mean the driver sees you. Exercise smart – be seen!



Answer provided by specialists in the Directorate of Force Health Protection. Send any related questions to: +Internal Communications internes@ADM(PA)@Ottawa-Hull. Only selected questions will be answered in subsequent columns.



KEEPING THE DEFENCE TEAM  
HEALTHY



# Aboriginal youth **TEST THEIR METTLE**

Thirty-nine Aboriginal youth enjoyed an end of summer graduation day after a six-week youth development program that combines cultural with military elements at 5th Canadian Division Support Base (5 CDSB) Gagetown, N.B.

Known as Black Bear, the program emphasises Aboriginal cultural awareness and military leadership, teamwork and self-discipline.

"Training programs such as Black Bear are examples of the Canadian Army's commitment to engaging with Canadian Aboriginal youth and equipping them with valuable leadership skills that will serve them well as they step into their futures," said Lieutenant-General Marquis Hainse, commander of the Canadian Army. "I congratulate the Black Bear participants for their accomplishments this summer and anticipate that other young people will be eager to join the program in the future."

The recruits that came from Metis, Inuit

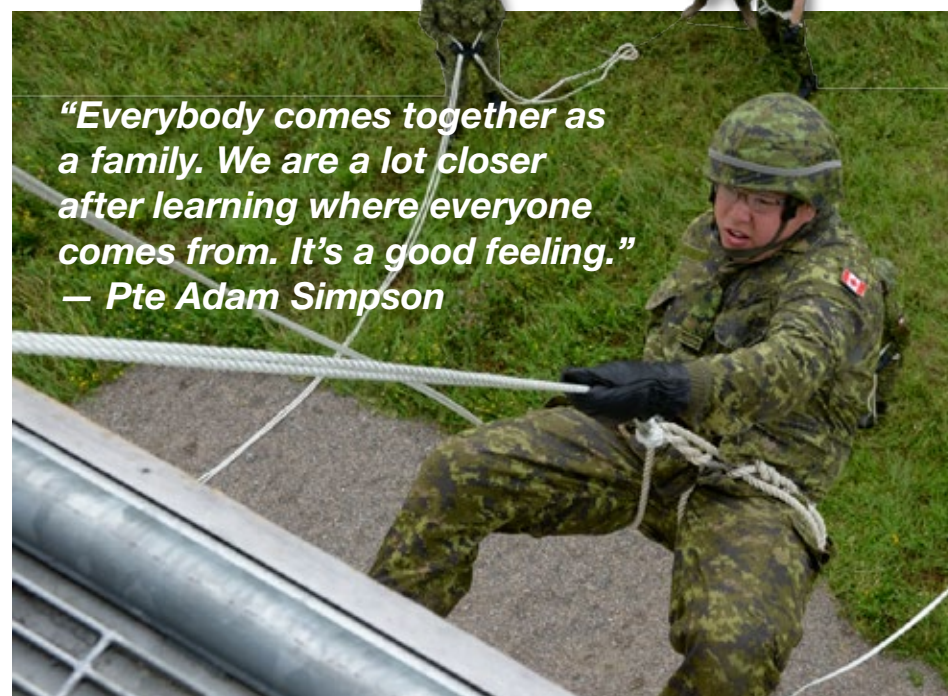
and First Nations participated in a four-day cultural camp which focused on common Aboriginal culture and spiritual beliefs through sweat lodges, Pow Wows and sharing circles.

"We are a lot closer after learning where everyone comes from. It's a good feeling," said Private Adam Simpson. Pte Simpson took the Black Bear experience and is becoming a reservist, and eventually have a career in the Regular Force.

The students also gained some military experience, when they wore CADPAT, marched as a group, fired a C7 rifle, rappelled and ate box lunches, as well as hot meals served up from hay boxes.

"I was scared rappelling off the top tower," said Pte Arlene Gideon, but after several turns bounding down the wall she was laughing and shouting encouragement to her peers.

Captain Sebastien Therrien, course officer said he hopes the lessons the students learned as part of the Black Bear program will continue after they graduate. "I would like them to take the values we teach back to their community and as young leaders share them with other teenagers in the community." ♦



*"Everybody comes together as a family. We are a lot closer after learning where everyone comes from. It's a good feeling."*  
— Pte Adam Simpson

Pte Dennis James Patrick, rappels from the tower at 5 CDSB Gagetown.

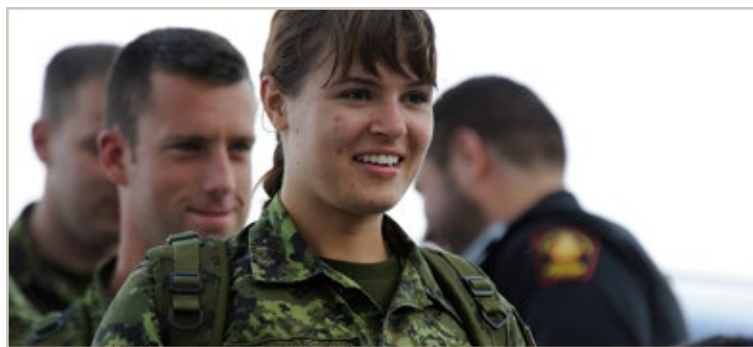
PHOTO: MCpl David McCord

## CAF Junior Officer **DEVELOPMENT**

The Canadian Armed Forces Junior Officer Development (CAFJOD) programme replaced the Officer Professional Military Education (OPME) programme May 1 and serves as the new professional development (PD) program of Developmental Period 2 for Regular and Reserve Force Officers, and must be completed to be promoted to the rank of major/lieutenant-commander.

Unlike the OPME, CAFJOD is not an academic program; it is a PD program which combines experience, training and mentorship.

Following the recent revision of the Officer General Specification, the OPME, which was more than 10 years old, did not comply with the actual needs of the CAF and that there was no longer a requirement for university-credit courses. What is essential now is providing junior officers with the concrete skills necessary to deal with their day-to-day duties in the CAF.



CAFJOD was developed by CAF officers and is a hands-on and tangible program which consists of seven modules, all offered via Distance Learning. The modules cover a standardized body of military knowledge on a variety of topics such as operational doctrine, personnel evaluation reports and summary trials. The seven modules are:

Staff Duties (online); Canadian Military History (online October 2013); the Fighting Force (online April 2014); Law and Military Justice (online); Leadership and Ethics (online April 2014); Joint Operations (online April 2014); Support the Institution (online).

The Canadian Defence Academy mandated the Canadian Forces Leadership and Recruit School (CFLRS) with the development and delivery of the CAFJOD program. The CAFJOD modules are accessible on the Defence Learning Network, the CAF's new e-learning platform, either on a DWAN or internet connection. More information about the CAFJOD programme can be found on the CFLRS intranet site or the CAF Website.

Due to its specific mandate, CAFJOD is not available for non-commissioned members (NCMs). For more information about the NCM Professional Development Modernization Programme, please refer to CANFORGEN 107/13 CMP 044/13 251307Z JUN 13. ♦



## Defence Ethics Programme

### CAREFUL WHAT YOU WISH FOR

"Hello Mr. Karam? My name is Diane Sirois and I'm calling for a reference check on one of your employees, Will McIntyre."

— "Hello Ms. Sirois. What can I tell you about Will?"

Joe Karam is a supervisor in a large directorate of NDHQ. Mr. McIntyre has been a civilian employee in his section for the last few years. Of all of Joe's staff, Will is the "challenge employee" as he is often late for work, extends his breaks and lunches, and calls in sick frequently. Aside from consulting human resources on more than one occasion, Mr. Karam has counselled him many times, but Will's attitude is indifferent and his behaviour never improves.

Although Joe has never expressed his frustration with Will to anyone else, he has secretly hoped that Will would look for a position somewhere else. So, he was very happy when he received the call from Ms. Sirois asking for a reference check.

However, Joe had never thought about what he would say – until now. He could do one of two things: 1) lie about Will's behaviour in the hopes that he would be selected for the position in Diane's organization; or 2) tell the truth and face the reality that Will would not likely get the position in Diane's office.

What should Joe do?

For more information on this scenario or other situations, contact: +Ethics-Ethiques@CRS DEP@ Ottawa-Hull.

### COMMENTARY

At one time or another, many of us have worked in a unit with an individual who does not really pull their own weight and often it is due to the person's negative attitude or even laziness. Eventually, it does become a problem for those who have to work with and supervise him/her. Such behaviour in itself is unethical as it does not respect the expected and required behaviour of an employee hired to fulfill specific duties and responsibilities. Ultimately, it results in bad relationships between the individual, other staff, and the supervisor. But in this situation, the supervisor is faced with a clear choice: he can 'stretch' the truth, albeit by a mile, to portray Will as a fine employee in the hopes that he would be hired for another position outside of his section; or Joe

can tell the truth, objectively explaining to Diane the challenges he has had with Will.

Obviously, outright lying is never the best choice. In this case, Joe would be compromising his own professional credibility and integrity, not to mention attempting to pass off a problem employee rather than working harder to help Will improve his behaviour. As a supervisor, Joe has leadership responsibilities that non-supervisors do not have. In terms of the values of stewardship and courage contained in the *DND and CF Code of Values and Ethics*, Joe is obligated to work with Will to help him improve his behaviour. Courage compels Joe to face this challenge with character. By lying in a reference check, Joe would be using his public role irresponsibly and inappropriately.



# 2013 CANADA ARMY RUN DRAWS LARGE NUMBERS

More than 22,000 Canadians and members of the Canadian Armed Forces (CAF) ran, walked, and rolled in the sixth annual Canada Army Run — widely acknowledged as the fastest-growing run in the country. The run, which has broken attendance records since it was launched in 2008, sold out in June.

Among the VIPs who took part in the opening ceremonies were Governor General David Johnston, and his wife Sharon, patrons of the event; Defence Minister Rob Nicholson, Lieutenant-General Marquis Hainse, commander of the Canadian Army.

"Canada Army Run provides an incredible opportunity for those of us in uniform to meet

Canadians from across the country and to come together as one in the spirit of community and camaraderie," said LGen Hainse. "On behalf of the Canadian Army, we sincerely appreciate the support Canadians have shown us and feel immense pride in the growing popularity of this event."

Canada Army Run attracts a wide variety of participants. Some come in celebration of family members who had careers in the military, or of loved ones who have made the ultimate sacrifice for their country. Others come to salute Canada's ill and injured soldiers, whose participation demonstrates for all the true spirit of "soldiering on." Thousands of

other runners attend to simply say "thank you" to the men and women of the CAF for all they do to keep Canadians safe at home and abroad. Fundraising efforts and proceeds from this year's Canada Army Run have generated more than \$300,000 for Soldier On and the Military Families Fund, with donations still coming in.

Complete results are available at <http://www.sportstats.ca/> ♦



More than 22,000 ran, walked or rolled in the 2013 Canada Army Run.

PHOTO: Cpl Philippe Archambault



A runner gets a high-five from the crowd at the 2013 Canada Army Run.

PHOTO: Sgt Dan Shouinard



Race participants Andrew Knisley and his wife Erin Moore head to the finish line at the 2013 Canada Army Run.

PHOTO: Cpl Philippe Archambault



## One year later - THE CANADIAN ARMY LAND WARFARE CENTRE

As the Army prepared to emerge from a decade of complex operations and transition from the current theatre in Afghanistan, to the new Force 2013 baseline — setting conditions for the next major force development Land Ops 2021 — it became clear the Army needed to change how it did business.

### THE BEGINNING

So starting in early 2011 the Deputy Commander of the Canadian Army led a major review to help make improvements that would ultimately lead to the implementation of command-driven priorities for future development. This included the implementing directive to stand up the new Canadian Army Land Warfare Centre (CALWC) effective September 2012.

For many years, a virtual warfare centre focused on elements of Chief of Staff Land Strategy and Land Force Doctrine and Training System. With functions such as, coordinating and synchronizing developments in land concepts, design, doctrine, and force structure, incorporating new ideas and technologies. So, establishing the CALWC was the next logical step, to preserve the

Army's integrity and intellectual foundation, as well as its war-tested land capability development process to improve the overarching concepts and capability for the Army of tomorrow looking five to 10 years out, and even as far out as 2040.

### ROLES OF THE CENTRE

The role of the CALWC is to develop, advance, experiment, and communicate innovative ideas, concepts and designs all aimed at preparing the Canadian Army to meet global challenges. In addition to providing expertise in things such as briefings, consultations and presentations, it also maintains a fully developed research library and a timely publication program. All of these assets combined provide relevant and timely advice to the Army's senior leaders.

CALWC is working closely with the Director General Science & Technology Army and his staff to ensure the new Defence Research and Development Canada Land Portfolio is properly focused on the Army's key S&T priorities. The Warfare team is also looking at historical case studies of Canada's postwar army organizations



to view how the Army adapted in the past to post-conflict pressures, and will host a series of seminar war games to develop and refine Army 2040 concepts.

### THE FUTURE

The CALWC continues its foundational research and publication activities, as well as other comprehensive approaches to operations, cyber warfare, the future network, S&T trends, and Army operations in the Arctic.





PHOTO: Cpl Paul Shapka

Capt Corey Mcphee of 442 Squadron Comox, monitors his controls aboard a CC-115 Buffalo aircraft during the 2013 National Search and Rescue Exercise.

Le Capt Corey Mcphee, du 442<sup>e</sup> Escadron Comox, vérifie le tableau de bord d'un CC-115 Buffalo lors du SAREX de 2013.

National Search and Rescue Exercise (SAREX) held September 16-20 in Gimli, Manitoba is an exercise that provides realistic training scenarios to enhance interoperability and decision-making among Canada's search and rescue (SAR) community.

## NATIONAL SAREX

This year's SAREX included over 200 participants from the CAF, the Civil Air Search and Rescue Association, the Canadian Coast Guard, and members of Search and Rescue Manitoba.

RCAF participation included SAR technicians, pilots, flight engineers, load masters, air combat systems officers, and maintenance and support personnel.

SAREX exercises help keep the CAF SAR unit ready for anything as these stats show — from January until end-August, the three Joint Rescue Coordination Centres have recorded over 6,842 incidents that have resulted in 765 CAF asset taskings. ★

MCpl Les Maclean, a SAR Technician with 444 Squadron, and Capt Gayle Hartwig, a CC-130 Hercules pilot with 424 Squadron, raise the vestibule on an Arctic SAR tent during the 2013 National Search and Rescue Exercise in Gimli, Manitoba.

Le Cplc Les Maclean, technicien en SAR du 444<sup>e</sup> Escadron, et la Capt Gayle Hartwig, pilote de CC-130 Hercules du 424<sup>e</sup> Escadron, montent le vestibule d'une tente pour climat arctique lors du SAREX de 2013, tenu à Gimli, au Manitoba.



PHOTO: Sgt Bill McLeod

# 20

SEARCH AND RESCUE REGION TRENTON

**2,833 CALLS**  
**313 TASKINGS**

SRR HALIFAX

**1,787 CALLS**  
**254 TASKINGS**

SRR VICTORIA

**2,222 CALLS**  
**198 TASKINGS**





# 13

## LA RÉGION DE SAR TRENTON

**2 833 APPELS**  
**313 MISSIONS**

## LA RÉGION DE SAR HALIFAX

**1 787 APPELS**  
**254 MISSIONS**

## LA RÉGION DE SAR VICTORIA

**2 222 APPELS**  
**198 MISSIONS**



PHOTO: Sgt Bill McLeod

MCpl Danny Dicerni checks Sgt Mark Salesse's harness prior to opening the ramp of the CC-130 Hercules during the National Search and Rescue Exercise.

Le Cplc Danny Dicerni examine le harnais du Sgt Mark Salesse avant l'ouverture de la rampe du CC-130 Hercules lors du SAREX de 2013.

L'exercice national de recherche et de sauvetage (SAREX) a eu lieu du 16 au 20 septembre à Gimli, au Manitoba. Les scénarios d'entraînement réalistes de l'exercice ont permis aux spécialistes de la recherche et du sauvetage du Canada d'améliorer leur interopérabilité et leurs processus décisionnels.

# LE SAREX

Les quelque 200 participants au SAREX provenaient des FAC, de l'Association civile de recherche et de sauvetage aériens, de la Garde côtière canadienne et de Recherche et sauvetage Manitoba.

Du côté de l'ARC, des techniciens en SAR, des pilotes, des mécaniciens de bord, des arrimeurs, des opérateurs de systèmes de combat aérien et du personnel d'entretien et de soutien ont participé à l'exercice.

Les exercices tenus pendant le SAREX permettent à l'unité de recherche et de sauvetage des FAC d'être prête à tout. En effet, de janvier à la fin du mois d'août, les trois centres conjoints de coordination des opérations de sauvetage ont enregistré plus de 6 842 événements qui ont mené à 765 missions de sauvetage auxquelles les FAC ont participé. ★

Sgt Eric Dinn of 442 Squadron Comox, prepares a smoke marker on the back of a CC-115 Buffalo aircraft during the 2013 National Search and Rescue Exercise.

Le Sgt Eric Dinn, du 442<sup>e</sup> Escadron Comox, prépare un marqueur fumigène derrière un avion CC-115 Buffalo lors du SAREX de 2013.



PHOTO: Pte / Sdt Darryl Hepner



PHOTO: Cpl Paul Shapka