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Keeping the Defence Team informed

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Canada

CANSOFCOM: STEPPING OUT OF THE SHADOWS

Don't let the uniqueness of the Canadian Special Operations Forces Command (CANSOFCOM) mislead you. This command is nothing like the Hollywood movie version of special forces with Rambo dressed head-to-toe in black, scaling buildings in the dead of night.

In a rare interview, Brigadier-General Michael Rouleau, commander of CANSOFCOM, discusses how his personnel are organized, trained, equipped and always ready to conduct a wide variety of operational tasks, while dispelling a few misconceptions about the command.

"The first one I would argue is that people think, somehow, we [CANSOFCOM] are above the rules, that we're not in the chain of command," BGen Rouleau said. "I would dispel that right away. We are absolutely in the chain of command. As a Level 1 Organization, I work for the Chief of the Defence Staff and can assure people that the Chief of the Defence Staff is very much engaged in what Canadian Special Operations Forces Command is doing."

"Another perception is that we're too secretive," he said, "and I do believe that this is a perception I actually believe is true, to some extent. Operational security (OPSEC) is absolutely important to Special Forces, and operations security is fundamental to any successful operation, but I think you will see a change to our OPSEC culture. You will see those changes be more open, while also still ruthlessly protecting only those things that absolutely need to be governed by OPSEC in the function of mission success."

Many readers know very little about CANSOFCOM. Can you briefly describe what you do?

CANSOFCOM is made up of five very different units: Joint Task Force 2 (JTF 2), Canadian Joint Incident Response Unit (CJIRU), Canadian Special Operations Regiment (CSOR), 427 Special Operations Aviation Squadron, and the Canadian Special Operations Training Centre, or what I call our school house.

JTF 2 is a highly precise organization, kinetic and non-kinetic effects; CJIRU is the chemical, biological, radiological, nuclear outfit, and technically oriented. CSOR is a very hard-hitting, punchy, war-fighting element that in some ways looks a bit like JTF 2, but with its own unique capabilities. And then the Helicopter Squadron is flying our mission profiles. And then our school - five very different units.

Finally, a joint integrated headquarters that readers might not know is Army, Navy and Air Force, and also ADM(Mat), ADM(S&T), ADM(Pol), and other government department representation. It has International Special Forces Liaison Officers. It is a very integrated headquarters.

So, five very different units and a small flat, streamlined headquarters, equals an agile organization, a very innovative organization and an organization that has a very tight feedback loop. It talks to itself very, very quickly and this gives us the speed to operate at the speed of war. When you put all this together, that's really the CANSOFCOM enterprise.

What are the core tasks and how are they supported?

The core business for CANSOFCOM happens in something called the Special Operations Force (SOF) spectrum of activities, things such as defence diplomacy and military assistance-type activities.

As you move down the spectrum, you get into more unconventional warfare-type activities and then into special reconnaissance, direct action, into some of the counterterrorism, counter weapons of mass destruction activities and then into the hostage rescue space.

We embody that sort of fundamental precept of the *Canada First* Defence Strategy in the sense that 'Canada first' is always something for us that is number one. Our domestic counterterrorism response for this country is always number one in terms of our priority. We work very closely with other government departments and different special operating agencies. We are one piece of the national security apparatus in this country.

CANSOFCOM is clearly part of the Defence organization, but it also spans into the security part of the wider enterprise. Abroad, the things we do are always under CAF command and control. When we are operating abroad, we very often leverage something that we call the global SOF network; our SOF allies in various countries.

Many missions are part of a whole of government approach. What is this relationship and how does it work?

I would say the work we do with a whole-of-government sense is governed by the Global Engagement Strategy. The Global Engagement Strategy is produced by ADM(Pol) and signed off by both the Deputy Minister and the CDS, and that really governs the global engagement of the CAF and DND.

When you take the Global Engagement Strategy, plus our understanding of the global SOF network and what our partners are doing, we work very closely with different organizations like ADM(Pol) and the Department of Foreign Affairs and Trade and Development (DFATD) to help achieve the aims of the government.

We work with DFATD in the context of the counterterrorism capacity-building program or the anti-crime capacity building program. These are government programs that are run by DFATD, but for which CANSOFCOM can be a useful action arm. So it's really about CANSOFCOM as a preventive piece down-range where we often work in fragile states and it's about Canada trying to get ahead of bigger problems.

Your members have to be in top mental and physical condition - Are there any new initiatives for them?

From a professional development perspective, we just stood up two Special Forces trades, the CBRN operator - the chemical, biological, radiological, nuclear operator, and the special forces operator in CSOR. The CBRN personnel are in Trenton and the SOF operators are in Petawawa. We are also developing our own special operations non-commissioned member career progression model.

We have CSOTC - the new SOF school in Petawawa and we're doing a lot of work to see how we can innovate around lessons learned to create the SOF leader of tomorrow.

In terms of training, we have a human performance cell that used to exist at JTF 2 and has now been expanded CANSOFCOM-wide. It is responsible for helping to research, test and continue to push the physical developments of our operators.

We also have a professional development centre in Kingston where SOF-specific academic research is done in the areas of cognitive decision-making, adaptive proficiency into how a trooper or leader thinks.

How does CANSOFCOM fit into Defence Renewal or change initiatives?

Defence Renewal is clearly very important at CANSOFCOM. We are a constantly evolving community and we have to be adaptive, we have to be innovative, and we have to stay ahead of the emerging trends so that we maintain the highest level of overmatch with all the threats out there. So when you think about it, we take to defence renewal quite naturally.

We have a very small headquarters, only 115 people. I have the functional intelligence responsibility for all counterterrorism intelligence and I only have about 22 people in my intelligence organization in this headquarters. That's very few when you compare it to other organizations. When you look at the number of project managers, we have 24 ADM(Mat) embedded project management staff built into the integrated headquarters who manage over 300 projects. That's an incredible feat, even if our projects are not major ones like the services.

I'm looking for better synchronization across my different units—to not have two units doing the same thing.



BGen Michael Rouleau

So we're an exceptionally lean headquarters by design, so in terms of the efficiencies that it seeks, I'm not sure that CANSOFCOM has a lot more to wring out because we are so small. We're a minuscule part of the overall monetary kind of picture of the CAF.

Looking three to five years down the road what is your way forward?

I want to make CANSOFCOM a bit more sustainable, to keep pushing the envelope to become just that much better. I see growth as being better and better, not always bigger and bigger.

I would say I'm looking for better awareness of what CANSOFCOM is within the Defence Team, the government and the public. I want my headquarters to be increasingly oriented to its strategic responsibilities and not just looking at its tactical and operational responsibilities. I would say that I want decision-makers in the CAF and beyond to be as aware as possible about all the good that CANSOFCOM can bring to emerging crises, and how we can help decision makers with as much ground truth as possible about what's happening, wherever it's happening.

I would like to see CANSOFCOM to continue to be very closely connected as a command to the wider defence enterprise. I'm always thinking about building the next generation of SOF leader and of course, caring for the force and their families.

The last thing is, from a strategic communications perspective, we need to do more. For too long, too many great Canadian Special Operations Forces stories have gone untold. That needs to change.

What is the most unique aspect of CANSOFCOM?

This command is only eight years old, so we don't have a century of history behind us and with youth there's an upside, but there's also a little bit of a downside that has to be managed. We know we're not that old and we pay a lot of attention to making sure that we're growing up right. That's how old we're not.

In terms of how old we are, it would probably surprise many people if I were to say that the average age of the operator in JTF 2 is 37.3. The average age of the operator in CSOR is around 30 and for CJIRU it's about 32 years old, but people, I think, don't really understand how seasoned and mature, or how incredibly psychologically mature and experienced, our operators truly are.

Other things that would be unique are the level of very high-risk training that we do on a daily basis, which has a function of maintaining

not only the capabilities against certain missions, but the high levels of readiness where if the phone rings at two in the morning you don't have time to conduct work-up training. You have to be able to deliver your capability at a moment's notice. The fact that our members can do that, largely without incident, speaks volumes for their skills.

I would tell you that the operators in this command are as good as his or her counterparts anywhere in the world. The levels of the talent, energy and motivation of the people here is truly inspiring to me. When I go out to connect with the units, I leave there so energized because they truly believe in the relevance of the mission. They just can't wait until the next job comes along. It really is inspiring.

If you could leave members with one take-away about CANSOFCOM, what would it be?

Well, it would come as no surprise to the reader if I say that I believe a healthy, strong CANSOFCOM and a capable CANSOFCOM, is good for the CAF and it's good for Canada. I believe that to be true. But, I would say to you that you cannot have a healthy and strong CANSOFCOM if you don't have a healthy, strong and vibrant Navy, Army and Air Force. That might surprise some people, but I fundamentally believe that we cannot accomplish our missions without the support of the Navy, the Air Force and the Army. It simply can't be done. ♦

In Memoriam



Warrant Officer Patrice Vincent

Warrant Officer Patrice Vincent had been a member of the CAF since 1986. Throughout his distinguished career, he served as a firefighter from coast-to-coast, from Halifax, Nova Scotia, to Esquimalt, British Columbia, through Valcartier, Quebec; Comox, British Columbia; Trenton, Ontario; Edmonton, Alberta; North Bay, Ontario; and Montréal.

He was a member of the Joint Personnel Support Unit at the Integrated Personnel Support Centre in Saint-Jean, Quebec and had been working with 438 Tactical Helicopter Squadron in St. Hubert, Que., for about three years.

His colleagues remember him as an upright man – honest, generous, loyal and helpful. He was always the first to arrive and the first to volunteer.



Support to the families of the recent fallen

Canadians wishing to offer financial support to the families of WO Vincent and Cpl Cirillo can do so by donating to the Military Families Fund. The Military Families Fund, established in 2007, provides financial support to meet the unique and individual needs of currently serving members, veterans, fallen soldiers and their respective families.

You can donate by phone: **1-877-445-6444**; online: **www.SupportOurTroops.ca/donate** or at **www.CFMWS.com** and clicking Support Our Troops.

By mail: Donations c/o: CFMWS, 4210 rue Labelle Street, Ottawa, Ontario K1A 0K2

For full versions of statements, visit the Defence Team site at: **dt-ed.mil.ca**.



Corporal Nathan Frank Cirillo

Corporal Nathan Cirillo enlisted in the CAF Primary Reserve in 2006 with The Argyll and Sutherland Highlanders of Canada (Princess Louise's). Following his first two years of service, he was promoted to the rank corporal in 2008.

Cpl Cirillo was an active member of the regiment, participating not only in regular training, exercises, and ceremonial events, but also was involved with The Argyll and Sutherland regimental hockey team, was the unit pugil-stick fighting champion in 2013, and participated with the Land Force Central Area shooting team in 2010. In his final year of service, he had progressed to a junior leadership role as the second in command of his section, leading other soldiers.

Cpl Cirillo was a hard-working and capable soldier and demonstrated the kindness and character expected of a CAF soldier, and an Argyll. At the regiment, he won the respect and friendship of his peers and leaders – his absence will be strongly felt by both his family and the regiment.

David Johnston, Governor General and Commander-in-Chief:

The CAF is very much a family, and together we are mourning the loss of two comrades and the wounding of another. To all who have been affected by the recent despicable events in Saint-Jean-sur-Richelieu and in Ottawa, including fellow soldiers, friends and family members, my heart and the hearts of all Canadians go out to you.

Rob Nicholson, MND:

The CAF remain undeterred in paying tribute to this nation's fallen, including Corporal Cirillo and Warrant Officer Vincent, and continue, resolutely, to show dignity and respect for all that the National War Monument symbolizes.

General Tom Lawson, CDS:

Just as we remain steadfast in our commitment to defending Canadians and Canadian interests, we remain undeterred in paying tribute to this nation's fallen, including Corporal Nathan Cirillo and Warrant Officer Patrice Vincent. Today, in their honour, and in honour of those who have so bravely served before them, I gave the order for members of the CAF to continue to stand-to at their posts as part of the National Sentry Program.

Richard B. Fadden, Deputy Minister:

On behalf of all the civilian members of the Defence Team, my condolences to all our military colleagues, but especially to the family and friends of Warrant Officer Vincent and Corporal Cirillo. To be lost in battle or in an operation is more than bad enough, but to be the target of wanton acts of murder in the heartland of our country defies description.

Family of WO Vincent:

Patrice was very proud to serve in the CAF. He did what he loved and we supported him during the 28 years he served. Patrice loved life; he was well liked by everyone and he always spoke passionately about his involvement with the CAF. Serving was his way of making a difference in our world.

To the family and close friends of Cpl Nathan Cirillo, know that we share your pain and we are with you in our hearts.

Family of Cpl Cirillo:

We are not only mourning as a family, but also a country. When we lost Nathan, we all mourned as one.

Nathan loved the Army. He had a strong unwavering devotion to duty; he understood what it meant to sustain freedom. He was fearless, Nathan would have done his duty even if he knew this tragedy was coming.

We've always thought we live in the best country in the world, the people just proved it.



FACE OF OPERATIONS

PHOTO: LS Eduardo Jorge

OPERATION IMPACT

Operation IMPACT is the Canadian Armed Forces' (CAF) support to the Middle East Stabilization Force (MESF) – the multinational coalition against the Islamic State of Iraq and the Levant (ISIL) in the Republic of Iraq.

Approximately 600 CAF personnel will be deployed in total including: an air task force; a group of advisors; liaison officers; and support elements such as command and control, medical personnel and logistics.

The CAF have devoted:

- six CF-188 Hornet fighter aircraft;
- one CC-150T Polaris aerial refueller to support coalition air operations;
- two CP-140M Aurora surveillance aircraft to provide reconnaissance capabilities; and
- airlift support and sustainment is provided by a CC-130J Hercules tactical airlifter and CC-177 Globemaster strategic airlifter aircraft.

More than 40 nations have pledged to support coalition efforts to conduct targeted airstrikes to degrade ISIL. The coalition includes close allies like the US, the UK and France; other NATO allies like Belgium, Denmark and Germany; and Arab countries like Saudi Arabia, the United Arab Emirates, Jordan and Bahrain.

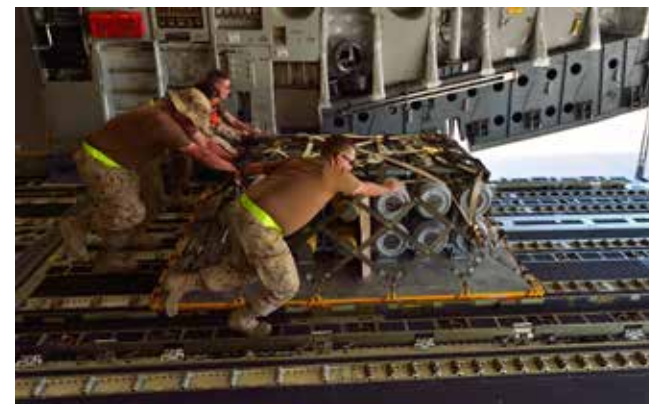
In addition, approximately 70 members of the CAF are already working with Americans in an advisory and assistance role by providing strategic and tactical advice to Iraqi security forces. ♣

Members of the CAF dig a small trench to place a panel assembly for the Joint Task Force at the Canadian camp in Kuwait.

PHOTOS: Canadian Forces Combat Camera



CAF members board a CC-150 Polaris aircraft at 14 Wing Greenwood, N.S. in support of Op IMPACT on October 23.



CAF Mobile Air Movements Sections members unload a CC-177 Globemaster cargo plane of armaments and parts for the Canadian CF-18 fighter aircraft.



A team of CAF members assemble one of the tents for the Joint Task Force Headquarters in Kuwait.

A CAF Ammunition Technician unloads a cargo pallet of armaments at a storage compound for the Canadian CF-18 fighter aircraft in Kuwait on October 24.

HMCS TORONTO COMPLETES EX NOBLE JUSTIFICATION

PHOTO: Maritime Task Force, DND



RAAdm Brad Williamson, Commander, Standing NATO Maritime Group 2 visits HMCS Toronto during Op REASSURANCE.

HMCS *Toronto* completed her participation in Exercise NOBLE JUSTIFICATION on October 26, as part of her Op REASSURANCE deployment in the Mediterranean Sea.

Ex NOBLE JUSTIFICATION enhanced multinational interoperability and readiness to respond to threats to NATO's integrity and the sovereignty of its member states within a simulated high-density, high-threat operational scenario.

Joint exercises like NOBLE JUSTIFICATION provide important opportunities to strengthen military-to-military and diplomatic relationships, as well as to promote shared security principles, defence professionalization and capacity building among the participating nations.

HMCS *Toronto* remains engaged with Op REASSURANCE, tasked with patrolling the Mediterranean to help detect, deter and protect against terrorist activity with Standing NATO Maritime Group TWO. Her presence in the Mediterranean Sea gives Canada the flexibility and capability to respond quickly to emerging crises in the region. ♣

TRAINING TO DEFEND



CANADIAN RANGERS COMPLETE POLICE SEARCH AND RESCUE COURSE

A group of 14 Canadian Rangers from several remote First Nations from across the Far North of Ontario recently completed a specially designed Ontario Provincial Police (OPP) ground search and rescue operator's (SAR) course. The 12-day course was conducted at CFB Borden and in Mono Cliffs Provincial Park in an intensive seven days.

"It was an outstanding course," said Warrant Officer Barry Borton, a Canadian Army instructor. "For us, working this way with the OPP was a partnership made in heaven. The Rangers were tired and worn out, but it was good because they got the impression of being in real searches. They learned how to talk to the OPP and learned valuable search organizational skills."

Canadian Rangers support SAR ops

The course followed the signing of a memorandum of understanding (MOU) by the OPP and the CAF last year to have Canadian Rangers provide formal support in ground search and rescue operations in northern Ontario. Across Canada, provincial police services are the lead agency for GSAR. The OPP are the lead in Ontario, the Quebec provincial police in Quebec, and the RCMP in the rest of Canada.

The MOU is the only one of its kind in Canada and so was the week-long OPP course dedicated to training the Canadian Rangers.

"The value of the course to us is the ability to train an entire class of Canadian Rangers, instead of in ones or twos," said Inspector Al Badour, OPP emergency response team's field support bureau. "It means a group of Rangers can learn basic search and rescue skills from us and then go back to their communities and be able to assist us and support us when we are running searches in their northern communities."

Canadian Rangers first responders in North

Many of the searches in Ontario's Far North are completed by Canadian Rangers before the OPP can assemble a specialized search team and fly it into the community.

"Most searches are over in the first 24 hours, before we can get a team in, especially if the search is weather related," Inspector Badour said. "With the training the Rangers get on this course, if we arrive to take over a continuing search it's a seamless transfer to us. We can walk into a Ranger command post and take over. The Rangers are using the same documents and procedures as us."



PHOTO: Sgt Peter Moon

Ontario Provincial Police Constable John Meaker helps Canadian Ranger Sinclair Childforever from Fort Severn, Ontario's most northerly community, to use a compass.

"The OPP instructors were great," said Master Corporal Desiree Jacko of the Mishkeegogamang First Nation Ranger patrol. "They taught us a lot, especially how to search at night and overcome your fears in the dark."

During a training exercise on the last day there was a time when my body felt as though I had to give up, but my mind wanted to keep going, because I thought of the exercise as a real search. And I did keep going." ♦

EX WORTHINGTON CHALLENGE A SUCCESS

Four days of events such as confidence courses, first aid scenarios and armoured fighting vehicle live-fire ranges, had teams from across the Canadian Army, along with international partners, pushed to their physical and mental limits.

Exercise WORTHINGTON CHALLENGE 2014, organized by the Royal Canadian Armoured Corps School (RCACS) on behalf of the Combat Training Centre (CTC), took place at 5th Canadian Division Support Base (5 CDSB) in Gagetown, N.B. The exercise was designed to enhance unit focus on armoured fighting vehicle mounted direct-fire gunnery skills, crew skills, and individual soldier skills.

"Direct-fire gunnery and tactical driving are fundamental skills for Canadian armoured fighting vehicle and tank crews," said Colonel Mike Nixon, commander, CTC. "It is a very important part of having a well-trained and credible fighting force to meet challenges and achieve mission successes."

Ex WORTHINGTON CHALLENGE also promoted esprit de corps and camaraderie among participants—a vital factor contributing to mission success both on and off the battlefield.

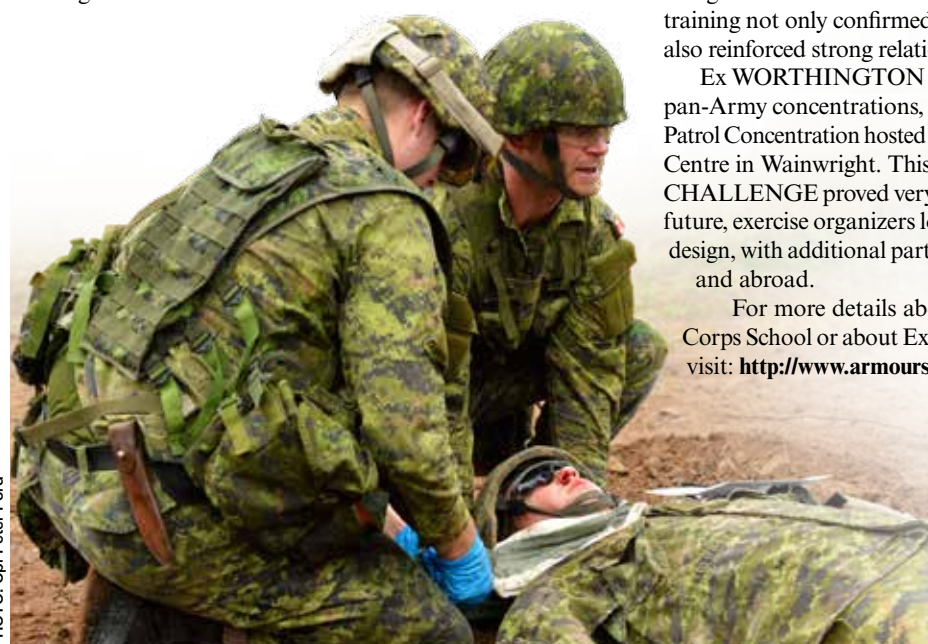
"It [Ex WORTHINGTON CHALLENGE] provides a challenging and dynamic setting to confirm direct-fire capabilities across the Canadian Army with skills learned here contributing directly to the Canadian Army's operational effectiveness," said Lieutenant-Colonel John Andrews, commandant, RCACS.

Allied Participation

This year also marked the first year with participation from American, Australian and British counterparts. The American contingent from Fort Benning, Georgia brought their M1A2 Abrams main battle tanks and M3A3 Bradley infantry fighting vehicles. Observers to the exercise included the US Marine Corps, along with the Australian and British Armies. The collaborative training not only confirmed interoperability on many levels, but also reinforced strong relationships with international partners.

Ex WORTHINGTON CHALLENGE is one of two major pan-Army concentrations, the other being the Canadian Army Patrol Concentration hosted by the Canadian Manoeuvre Training Centre in Wainwright. This iteration of Ex WORTHINGTON CHALLENGE proved very successful. Aiming to expand in the future, exercise organizers look to continue to refine the exercise design, with additional participation within the Canadian Army, and abroad.

For more details about the Royal Canadian Armoured Corps School or about Ex WORTHINGTON CHALLENGE visit: <http://www.armourschool.ca/> ♦



Teams from across the Canadian Army perform in a casualty evacuation scenario during the 3rd annual Ex WORTHINGTON CHALLENGE at 5th Canadian Division Support Base Gagetown, New Brunswick.

CAF SAILED FOR MULTINATIONAL EXERCISE

More than 500 sailors from HMCS *Calgary*, *Winnipeg*, *Brandon* and *Yellowknife* departed from their home port of Esquimalt, B.C., to take part in operations and exercises off the coast of Southern California from October 20-31.

Supported by two CH-124 Sea King helicopters from 443 Maritime Helicopter Squadron, the ships participated in a Task Group Exercise (TGEX) with the United States Navy and Japanese Maritime Self Defence Force.

The aim of the TGEX was to enhance combat readiness while improving interoperability and tactical excellence. This specific TGEX will focus on interoperability between the Royal Canadian Navy, United States Navy and the Japanese Maritime Self-Defence Force, and is hosted by the United States Navy's 3rd Fleet.

"The Canadian Pacific Fleet routinely conducts operations and exercises with partner nations. The high-tempo training builds strong bilateral and multilateral ties between the Royal Canadian Navy and the navies of other nations," said Commodore Bob Auchterlonie, Commander Canadian Fleet Pacific.

On completion of TGEX, *Yellowknife* and *Brandon* joined Operation CARIBBE, Canada's contribution to Operation MARTILLO, a US Joint Interagency Task Force South-led interagency and multinational effort among Western Hemisphere and European nations designed to improve regional security and deter criminal activity.

As part of Op CARIBBE, the CAF support multinational efforts to address illicit trafficking by providing naval and air capabilities to detect and monitor suspect activities on the water off the Caribbean and Pacific coasts of Central America.

"The Royal Canadian Navy is continuing to fulfill its commitment to Canadians by demonstrating excellence at sea on a daily basis," said Rear-Admiral Bill Truelove, Commander Maritime Forces Pacific. "Participating in international Task Group exercises and operations enhances our capability to maintain a fully multi-purpose, combat-capable fleet that operates seamlessly with international partners."

SERVICE REMEMBERED: INTERMENT CEREMONIES AND THE CEREMONIAL GUARD

Spanning acres of beautifully landscaped terrain, Beechwood became the home of the National Military Cemetery of the Canadian Armed Forces in 2001. These hallowed grounds are dedicated to honouring the memory of Canadian service personnel who faithfully served their country in war and peace, at home, and abroad, sometimes making the supreme sacrifice on its behalf.

Standing proudly in their scarlet tunics, the members of the Ceremonial Guard of the CAF are ready. Their mission is to honour a fallen comrade by participating in an interment ceremony. The guard commander ensures that only those with the highest standard are selected for this duty.

"It's a privilege to be invited in by the family on such a significant day," says guard commander Master Corporal Mark Conn. "It's imperative that we demonstrate a high level of respect and dignity. These are individuals that have proudly served their country and their family is equally as proud."

Awaiting the arrival of the family, the guards stand solemn vigil amidst the thousands of military graves. With reverence they escort the family at the slow march for the funeral service. The haunting melody of the bugle and the slow sorrowful lament of the pipes lays the member to rest. This reaffirms the solidarity of the military family. As the scarlet soldiers take part, their brotherhood and comradeship extends to those present. Having shared in this private moment with the family they have almost become part of that family. Through this grief they have created a collective memory. Through this ceremony they have performed their sacred duty.

The Ceremonial Guard has many duties throughout the summer, though none hold as deeply personal an impact as an interment ceremony. It is in their actions that we hear echoes of former US president Abraham Lincoln when he said: "That from these honoured dead we take increased devotion to that cause." In this case their cause is Canada and their service is remembered. ♦



The bugler and piper stand ready.

PHOTO: OCdt James Benning

MARITIME SECURITY CHALLENGES SYMPOSIUM HIGHLIGHTS US-CANADA COOPERATION

Admiral Harry Harris Jr., commander of US Pacific Fleet, spoke with Royal Canadian Navy leadership and sailors on October 7, emphasizing the significance of the relationship between the two navies as the US rebalances to the Pacific. Adm Harris spoke on US Navy's role in America's rebalance to the Pacific at the biennial Maritime Security Challenges (MSC) symposium.

"The US – Canada friendship is a celebrated one where we are each other's number one trading partner, where we share a deep and abiding commitment to peace and prosperity, and where we share the largest undefended border between nations in the world," Adm Harris reminded the more than 150 MSC attendees during a conference banquet address. "Our two nations have worked, fought, bled and died together during World War I and II, through the Korean conflict and the Cold War. Even now in Northern Iraq, we are working together as part of a broad coalition to stamp out ISIL."

IMPORTANT PARTNERSHIP

During his remarks, Adm Harris went on to explain why the US's rebalance to the Pacific is important to both countries.

"The freedom of the seas is the minimum condition necessary for global prosperity and trade to flourish," he said. "This applies to the United States, a maritime nation and Pacific power, this applies to Canada, also a maritime nation and a Pacific power. We all rely on freedom of the seas so that our economies can thrive. That's why the United States Pacific Fleet maintains a strong presence throughout the Indo-Asia-Pacific," Adm Harris said.

RCN EVOLUTION

During the MSC symposium, Vice-Admiral Mark Norman, Commander of the RCN, spoke of his navy's evolution.

"We're going to need new ships and new capabilities because the world's oceans have never been more important to our collective security and prosperity than they are today," VAdm Norman said, "As ocean politics continue to intensify in this 21st century, and perhaps nowhere more dramatically than here in the Asia-Pacific."

Captain C. J. Cassidy, naval attaché to Canada, noted that there is more to the rebalance than just a friendship.

"It's clearly in the United States' national security interests for Canada to have a capable and relevant Navy," said Capt Cassidy. "When Canada deploys with the US Navy in a battle group, that means we can leave a ship at home. We share training interoperability, communications and weapons; we are truly connected to each other."

MEETING CANADIAN OFFICERS

In addition to the conference, Adm Harris met with more than 50 Canadian officers at the Naval Officer's Training Centre.

"It was a true pleasure to have Adm Harris meet with these officers today," said Canadian Navy Lieutenant-Commander Karen Belhumeur, executive officer of the training centre where Adm Harris spoke to more than 50 current and future naval officers. "I have no doubt that the officers here today will take things the Admiral said back to their commands. ♦

ONE NAVY, ONE MISSION: RCN MERGES REGULAR AND RESERVE FORCES

The Royal Canadian Navy (RCN) prides itself on its culture and traditions. It is woven into the fabric of every sailor upon indoctrination into the fleet. For a long time, the Navy was separated into Regular Force and Reserve components, each developing its own culture and way of doing things. Things have changed, however, and the Navy is now merging the Regular and Reserve Force into one RCN.

"Over the past few years, we have had to take a look back and reevaluate the Navy's mission and the way we do business," said Vice-Admiral Mark Norman, Commander of the RCN. "In order to maintain our objectives and the effective use of all our platforms, we decided it was best to combine Regular and Reserve Force members to crew ships."

It's a decision that has caused some concern about a clash of cultures. How would full-time and part-time sailors respond to being asked to work in one another's environment?

This question is being answered, in part, by the hybrid crew on board HMCS *Athabaskan*. The ship recently sailed on Operation CARIBBE – Canada's contribution to the multinational, interagency effort to conduct counter-narcotics operations along the Central and South American Coasts.

"We have eight Reserve members among our junior ranks aboard the ship," said Chief Petty Officer, First Class, David Steeves, Coxswain of HMCS *Athabaskan*. "They have been a fantastic addition to the team and are doing great work."

One such Reserve member is Resource Management Support Clerk, Leading Seaman Marilou Villeneuve. While her home unit is HMCS *Montcalm* in Québec City, she has been attach-posted to *Athabaskan* to support Op CARIBBE.

"When I arrived, one of my first concerns was how I would be received on the ship," admits LS Villeneuve. "But those concerns disappeared as soon as I began to interact with the crew."

"The Chiefs and Petty Officers have remarked on our enthusiasm for the job," LS Villeneuve adds. "I have learned so much while on this ship, and I would recommend to any member of the Reserves to get themselves onto a destroyer or a frigate."

While there was an initial concern about a clash of cultures, the sailors on board *Athabaskan* are coming together to forge themselves into one team, exemplifying what it means to be One Navy, unified under one mission.



Crewmembers from HMCS *Athabaskan* during a recent exercise.

PHOTO: Cpl Eric Girard

October ANNOUNCEMENTS

October propelled us further into the fall season and the leaves were not the only thing transforming at Defence.

October 1

Afghanistan Memorial Vigil commemoration in New Brunswick

The Afghanistan Memorial Vigil was viewed by the public October 2-4 in Fredericton, N.B. These cross-country commemorations are giving all Canadians the opportunity to salute the fallen, honour the currently serving members and veterans, celebrate the strength of Canada's remarkable military families and pay tribute to all who participated in Canada's 12-year mission in Afghanistan.

October 3

CDS visited 2nd Canadian Division in Quebec

General Tom Lawson, CDS visited with members of the Defence Team at 2nd Canadian Division in Quebec. During his visit, Gen Lawson met with elements of Task Force 1-15, currently in training to reach high readiness capability by summer 2015, and with the command teams at CFB Valcartier.

Gen Lawson and David Johnson, Governor General and Commander in Chief of Canada, also presented Canadian honours including Meritorious Service Decorations to members of the CAF at the Citadelle of Québec.

CF-18 Fleet ready for new mission

RCAF commander and CF-18 pilot Lieutenant-General Yvan Bloudin dispelled any questions pertaining to the relevance of the CF-18. He is confident in the ability of the aircraft and personnel to extend Canadian air power anywhere in the world, such as in support of the current air operations underway in Iraq.

October 9

RCN participated in Multinational Exercise

More than 500 sailors from HMCS *Calgary*, *Winnipeg*, *Brandon* and *Yellowknife* took part in operations and exercises off the coast of Southern California. Supported by two CH-124 Sea King helicopters from 443 Maritime Helicopter Squadron, the ships participated in a Task Group Exercise (TGEX) with the United States Navy and Japanese Maritime Self Defence Force.

October 12

Conference of Defence Ministers of the Americas – discussions on military health

Defence Minister Rob Nicholson attended the 11th biennial Conference of Defence Ministers of the Americas (CDMA), in Arequipa, Peru from October 12-14.

The Conference brought together defence ministers and senior officials from the Americas to discuss common regional defence and security issues. Minister Nicholson also conducted a series of bi-lateral meetings with his counterparts from other hemispheric nations.

October 13

HMCS *Toronto* participated in Ex NOBLE JUSTIFICATION

HMCS *Toronto* joined Ex NOBLE JUSTIFICATION as part of her Operation REASSURANCE NATO deployment in response to Russia's aggressive military actions against Ukraine.

Toronto and other SNMG 2 warships conducted Task Force training exercises and force integration activities in the eastern Atlantic Ocean and Mediterranean Sea regions from October 13-26.

October 21

Anchor of Historic Canadian Naval Ship Found in Halifax Harbour

An anchor, believed to have belonged to HMCS *Niobe*, has been unearthed at HMC Dockyard in Halifax. HMCS *Niobe* was the first Canadian warship to enter Canada's territorial waters, on October 21, 1910, a landmark event in the beginnings of the Naval Service of Canada.

October 30

HMCS *Athabaskan* returns from Operation CARIBBE

HMCS *Athabaskan* returned to her home port of Halifax, N.S., after a successful deployment on Op CARIBBE, Canada's contribution to the multinational campaign against illicit trafficking by transnational organized crime in the Caribbean basin and the eastern Pacific Ocean.

RCN Commemorates the Battle of Coronel

The RCN marked the Battle of Coronel on November 1. This battle saw the first Canadian military casualties of the First World War, and the first ever casualties in the history of the RCN. RCN personnel serving today salute the following shipmates from the past:

- Midshipman **Malcolm Cann**, 19, of Yarmouth, Nova Scotia;
- Midshipman **John V. W. Hatheway**, 19, of Fredericton, New Brunswick;
- Midshipman **William Archibald Palmer**, 20, of Halifax, Nova Scotia; and
- Midshipman **Arthur Wiltshire Silver**, 20, of Halifax, Nova Scotia.

All four RCN midshipmen died in the Battle of Coronel, which took place on November 1, 1914 off the coast of central Chile near the city of Coronel.

October 31

CF-18 conducted first combat strikes

Canada's CF-18s conducted their first combat strike since joining the fight against ISIL on October 30. Coordinated with our coalition partners, two CF-18s attacked ISIL targets with GBU12 500 lb laser guided bombs in the vicinity of Fallujah, Iraq. The approximately four-hour mission included air-to-air refuelling from Canada's Polaris aircraft. All aircraft returned safely to their base.



Canada's CF-18s conduct combat strikes in the fight against ISIL.

BRINGING YOUTHFUL ENERGY TO THE DEFENCE TEAM

The Vice-Chief of the Defence Staff Lieutenant-General Guy Thibault recently discussed his role as Champion of the Defence Youth Network (DYN). The DYN is a group of National Defence and Canadian Armed Forces (CAF) personnel who share a youthful perspective in their career and bring an engaged attitude to the Defence Team.

When asked what he sees as the role of Defence Youth Network in Defence, he shared that "it's not about being youthful as opposed to the kind of energy that you bring to the issues that you're working on." This is a mindset that can relate to all members of the Defence Team, regardless of rank or title.

DYN EVENTS AND INITIATIVES

The DYN holds various events throughout the year to encourage the kind of innovative thinking and dynamic 'energy' alluded to by the VCDS.

The *Motivational Speaker's Conference Series* has allowed members to benefit from the advice of leaders such as Deputy Minister Richard Fadden and Senator LGen (Ret) Romeo Dallaire.

Yet another initiative – Ideation – was a three-part series that ended in a Dragons Den-style finale that allowed network members to present their ideas to a panel of senior leaders. Two ideas, Digital Signatures and the Podcast Library, were chosen by the panel to be implemented within Defence. The series, which will be reprised this year as 'Ideation 2.0', is an opportunity for members – both military and civilian – to improve the Defence organization.

Defence Youth Network initiatives, such as Ideation, are not only a great way to bring forward innovative ideas from across the Defence Team, but they also offer a seamless

way to bridge the generation gap and encourage DYN members in their professional development.

For all of its past successes, the VCDS is excited by the prospect that the best is still yet to come for the DYN.

"We have so much on the go in National Defence and the Canadian Armed Forces and I think it's really incredible when you look at the quality of the people we have, both military and civilian, working as a part of the Defence Team," he shared. "I think really what I'm interested in is really tapping the energy that we've got, the ideas that are there, the different experiences that people have, the different interests that people bring to the team and from my perspective the youth network is all about that."

For the full video interview, visit the Defence Team site at: dt-ed.mil.ca. ★





THE INNOVATORS profiles members of the Defence Team who have demonstrated front-line innovation and ingenuity in their work. Real-life stories illustrate the innovative ideas these groups and individuals had, those which have been implemented and the potential impact proposed new ideas may have on the Defence Team.

CREATING A GREENER CAF CAREER MANAGEMENT SYSTEM



"I like creating something that I get positive feedback from and helps people do their jobs."

— Jean-Marc Lavigne

Following a 28-year career as a Canadian Armed Forces' (CAF) radio technician, Jean-Marc Lavigne, a retired warrant officer, combined his passion for computers with an intricate understanding of the military, to create a greener, more efficient career management system to benefit all members the CAF.

"I've always been interested in computers and programming, so I started taking courses on my own. I enjoyed it and was good at it," said Mr. Lavigne, who currently works for Director Military Support Services Ottawa. "I like creating something that I get positive feedback from and helps people do their jobs."

His Electronic Administrative Review (EAR) System, which received a joint Deputy Minister and Chief of the Defence Staff Innovation

Award, is a review software program that is being used by more than 100 career managers within Director General Military Careers. This user-friendly system permits the creation, passage, storage and tracking of the career files of men and women in uniform all across the CAF, and represents a significant savings in time and money for the Department. Because it is paperless, the system also reduces the Department's overall environmental footprint.

Lieutenant-Colonel Richard Hone, Director Military Careers Coordinator at the time, nominated him for the innovation award, is not only impressed by the effectiveness and savings of the electronic administrative review software, but also by how user-friendly it is.

"When approached with a

problem, he [Mr. Lavigne] always applied his expert knowledge to produce easily understandable data and statistics, and he was extremely responsive to feedback and suggestions to improve the programs," said LCol Hone. "His work on the electronic administrative review system is excellent. Due to his ingenuity and innovative approach he was able to create a program from scratch that was not only paperless but simple to use."

For his part, Mr. Lavigne credits his idea's success, in part, to his technical skills, but also to necessity: the mother of invention. Leadership at his Director General Military Careers team recognized that the administrative resources that had

long been relied upon to keep career files organized and moving, were becoming scarce and in greater demand. This need inspired Mr. Lavigne's software solution.

The administrative assistants were previously responsible for shepherding the paper files through the system, and ensured that hard copies moved from a career manager's desk to the next person in the approval chain. Every time a document changed hands, it had to be logged into the system for tracking purposes, but at times, documents would sit on empty desks awaiting approval if someone in the chain was away.

Tasked with finding a solution, Mr. Lavigne created an application consisting of an automated form and

built-in tracking system within a matter of months. He was faced with challenges throughout, including limitations of the closed protected network which precluded documents from being sent through Outlook, and those which resulted in the introduction of digital signatures.

In the end, what was created was a system that responded to a changing internal program landscape and one that responded to the needs of the career manager community, ultimately representing all CAF members, to greatly enhance efficiencies at every stage of the lifecycle of a career file.

Visit the DT site to view an interview with Mr. Lavigne: dt-ed.mil.ca/pers/awards-prix/_video/dm_awards_int_003-eng.asp. ♦

Accolades from program users:

The auto filling and selection of the EAR system is a definite time-saving measure as the CM does not need to dig up and input all this data or look for the appropriate A/R form.

By using electronic format, and encouraging the submission of all related documentation only by electronic correspondence, it is hoped that this will also further reduce burden on staffing at both the unit level and within Director Military Careers.

The ability to auto forward electronically is a significant savings on paper and time (as one does not need to enter the routing of the correspondence in CCM Mercury) while ensuring that files are never misplaced.



For his part, Jean-Marc Lavigne credits his idea's success, in part, to his technical skills.

CAN LEAP COURSE ASSESSES SOLDIER COMBAT MOBILITY

Enemy threats and counter-insurgency operations have dramatically increased the focus on soldier's personal protective equipment (PPE) and its critical role in ensuring survivability and mission outcomes.

While a soldier's equipment, called an ensemble, provides essential protection, it can also contribute to soldier burden when combined with the heavy loads that soldiers must carry and can potentially interfere with a soldier's ability to tactically manoeuvre and accomplish mission critical tasks. Defence Research and Development Canada (DRDC) researchers want to understand how the weight, bulk, coverage and stiffness associated with the soldier ensemble design affect operational task performance and ultimate survivability.

CANADIAN Load Effects Assessment Program (CAN LEAP)

To address this issue, DRDC has been using the Canadian Load Effects Assessment Program (CAN LEAP) mobility course, located at DRDC's Toronto research centre, to study combat movement with varying load conditions. In this course, the researchers observe and measure the movements of subjects with and without equipment that varies critical load levels such as weight, bulk, coverage and stiffness. The course comprises a timed series of 10 physical obstacles, such as balance beams, stairs and ladder climbs, and tunnels, followed by three separate performance task stations, including marksmanship and weight transfer. These obstacles and stations are

representative of realistic combat tasks. In addition, various tests of overall ensemble and participant characteristics are taken to quantify the many factors contributing to performance (3D body scans for bulk, range of motion for stiffness, participants' fitness level, etc.). Results will be added to combat modeling tools to help determine the impact of performance on mission outcomes.

This program and its results will help define soldier ensemble requirements and test methods for future CAF procurement of soldier capabilities and equipment. In addition, they will support industry in the design of future soldier ensembles. Results will also contribute to the development of decision tools for operational commanders on optimal use of protection or distribution of loads in order to maximize soldier performance and survivability for specific missions, tasks and conditions.

"The Canadian Army takes the protection of its soldiers most seriously," stated Lieutenant-General Marquis Hainse Commander Canadian Army when touring the CAN LEAP course earlier this year. "We have a vested interest in ensuring that rigorous science and testing validate the design of soldier clothing and equipment. The safety and security of our members is of utmost importance."

Through this research, Canada is contributing to a multinational effort to model the combat effectiveness and survivability implications of soldier load. This will ensure that Canada's equipment evaluation efforts are consistent with our allied countries. ♦



PHOTO: DRDC

A CAF soldier completes the CAN LEAP course.

NEW PORTAL INSTANTLY SHARES INFORMATION

Collaboration between different Government of Canada (GoC) departments during significant events and emergencies is critical. When there is a disaster or a major planned event such as the Olympics or an important VIP visit, GoC Operations Centres are highly dependent on their ability to quickly share situational awareness information to coordinate their emergency and security response. Frequent, accurate updates are required in an often dynamic operating environment to support the timely planning and execution of a response, including allocation of resources. Sometimes, it's difficult to coordinate the response because organizations have different systems and processes.

"Information-sharing and situational awareness are essential to response planning and execution," says Dr. Marc Fortin, Chief Executive Officer of DRDC and ADM (Science and Technology). "Yet, it remains one of the major challenges to working quickly and efficiently when coordinating joint efforts between many partners because different organizations use different systems and processes."

It was these challenges that drove the Canadian Safety and Security Program (CSSP), a federal program led by (DRDC) Centre for Security Science (CSS), to join forces, in 2011, with the Government Operations Centre (GOC) housed in Public Safety Canada, to develop the Operations Centre Information Portal (OCIP): a highly effective, high-resiliency system that enhances the GOC's ability to share data immediately across federal operations centres.

CAF one of first to join effort

The Canadian Forces Integrated Command Center (CFICC) was one of the first to join the effort, recognizing the incredible value of such a tool. CFICC, along with a number of other departments worked together to create a portal that was ready for testing.

"The ability to tie directly into the situational awareness information of ops centres across federal departments facilitates CAF planning to ensure our potential response fills an identified capability gaps," says Major Randy Dunn, Deputy Coordinator Operations at CFICC. "It provides a means for the CAF to be aware of the common picture presented by Government of Canada partners, as well as potential government response considerations. This saves time and energy which is critical in the first hours of crisis response."

The portal is highly interactive. It gives users the ability to share documents quickly, track ongoing events, and issue notices about incidents of interest. It also has a number of collaborative custom-built features such as a chat tool, a Request for Information tracker, and an incident management log to categorize incoming alerts.

Mapping exchange of real-time information

One of the most impressive features of the portal is a mapping tool connected to the Multi-Agency Situational Awareness System (MASAS). Also developed through the CSSP, MASAS connects different departments' computer systems. This allows emergency

management organizations and first responders to exchange real-time information and alerts which are displayed on a map.

"CFICC staff uses MASAS in conjunction with OCIP's chat feature and the incident updates to maintain awareness on a number of issues ranging from road closures to floods, and fire forecasts to general Daily Situation

Reports," continues Maj Dunn.

Three years after its inception, OCIP is now live and used daily. Initially, only a few key federal departments were using the tool. This has since blossomed to an impressive membership of 21 federal departments and agencies, with more likely to join in the next year. ♦



Amazing Space Race

Astronaut Jeremy Hansen competes in the style of the popular television show "The Amazing Race", as two astronauts completed physical and mental challenges using clues provided at various space locations across Toronto in the Defence Research and Development Canada (DRDC) Amazing Canadian Space Race.

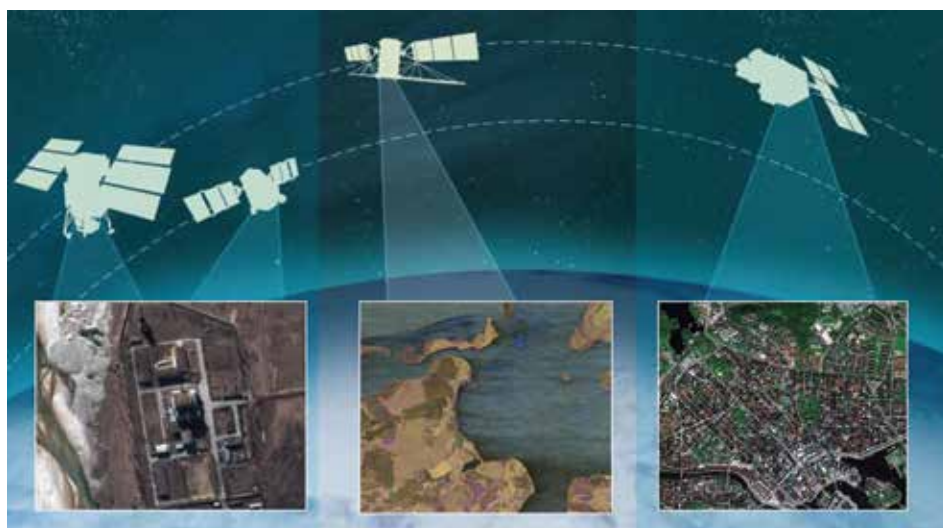
THE DEFENCE TEAM: Delivering Award-Winning Solutions

The Defence Team is fortunate to be surrounded by talented colleagues who inspire us by their professionalism, their innovation, and their performance. This excellence was also highlighted by the Government Technology Exhibition and Conference (GTEC) Distinction Awards Program.

The Program recognizes public sector individuals and teams who achieve

excellence in information technology (IT) and information management (IM) – whether at the municipal, provincial or federal levels.

Three project teams from ADM(IM) distinguished themselves by making the 2014 Honouree list, demonstrating outstanding public service delivery. All teams were celebrated at the GTEC Distinction Awards Gala, held October 27 in Ottawa, where the medalists were announced.



Examples of imagery provided by the Joint Space Support Project.

DISTINCTION AWARD MEDALIST: JOINT SPACE SUPPORT PROJECT (JSSP)

Category: Transforming the Business of Government

To conduct effective military operations, commanders need a clear picture of their environment. They need access to dependable, timely, and accurate visual information, which can be provided by satellite technologies.

The JSSP delivers this critical capability in direct support to CAF operations, providing access to near real-time satellite imagery. The first component, the Space Situational Awareness (SSA) capability, became operational in November 2012. It amalgamates information about satellite's orbits collected from allied databases with a user-friendly web-based portal, and can be accessed by any user within the CAF operational network.

In December 2013, JSSP delivered the Unclassified Remote-sensing Situational Awareness (URSA) system, a deployable capability that can download imagery directly from commercial satellites as they pass over areas of interest.

In theatre, these images provide CAF commanders with an added surveillance, intelligence, and reconnaissance capability. At home, they strengthen our nation's surveillance capabilities, and assist in the Government of Canada's disaster relief operations.

DISTINCTION AWARD HONOREE: MARINE SECURITY OPERATIONS CENTRES (MSOC) PROJECT

Category: Excellence in Collaboration



MSOC Project team.

Measuring more than 200,000 kilometres, Canada's coastline is – by far – the longest of any other country. Protecting our seaward approaches is important to our security, as well as our economy, but it is a challenge that requires careful coordination.

In addition to the DND/CAF, four other core partner federal departments and agencies are key partners in the MSOC Program: Canada Border Services Agency, Department of Fisheries and Oceans/Canadian Coast Guard and Conservation and Prevention, the Royal Canadian Mounted Police, and Transport Canada.

The MSOC Project has the mandate of creating two interdepartmental operations centres, one for each coast. The MSOC's focus is on collaboration, supported by leading edge technologies that can access, gather and share maritime awareness information efficiently. These systems provide a clearer picture of the identification, intent and movement of vessels, personnel and cargo destined for, or already in, the maritime approaches to Canada.

This is the first-ever integrated project partnership of this magnitude and serves as a model for future federal Business Transformation/IT projects. Those receiving this GTEC Distinction represent the MSOC interdepartmental project staff and personnel from the Coastal MSOCs (in Halifax and Esquimalt), as well as Shared Services Canada, the Department of Justice, and Public Works and Governments Services Canada.

DISTINCTION AWARD HONOREE: MATERIEL ACQUISITION AND SUPPORT INFORMATION SYSTEM (MASIS) PROJECT

Category: Transforming the Business of Government – Internal



PHOTO: Maj Robert Brown

Jeff Laniel provides a technical overview of the DRMIS Architecture to DRMIS Instructors Sgt Luke Hall and MCpl Valerie Samson.

The Defence Team is an enormous organization. In fulfilling its mission to protect the security of Canada and Canadians, the Department spends an average of \$6 billion annually on goods, services, and new procurements; maintains an equipment inventory valued at several more billions of dollars; and manages 2.2 million hectares of land with approximately 21,000 buildings.

As stewards of public funds, members of the Defence Team have a responsibility to carefully manage these assets. We also need to ensure our tools and equipment are available

when, and where, they are required in support of operational missions and tasks.

The MASIS project is helping achieve these goals by creating the Defence Resource Management Information System (DRMIS), a single, integrated information system that spans the domains of maintenance and engineering, supply chain management, finance and real property management.

This corporate solution is cost-effective in two ways: by improving equipment lifecycle management and maintenance, and by replacing the scores of different legacy systems that were required before the DRMIS. The DRMIS is currently used by more than 20,000 personnel located at every base and station within the DND/CAF, and is expected to grow to more than 30,000 users in the coming years. ♦

2014 Addiction Awareness Campaign: WASTED TIME? IT'S YOUR CHOICE!

Have you noticed yourself engaging in activities like gaming? Are you spending more time playing than you intended? Ever regret a wasted Sunday morning because you were too hung-over to do anything else? Wish you hadn't blown your pay cheque at the casino when you only meant to spend a specific amount?

Whether your regrets are due to the use of alcohol, prescription drugs, tobacco, gambling or gaming, the aim of the 2014 Addiction Awareness Campaign (AAC) 'Wasted Time – It's Your Choice' is to shine the spotlight on the issue of 'time' as it relates to these behaviours. This year's campaign runs November 12 - 26 and is the first year of a

four-year campaign aimed at raising awareness and encouraging people to take stock of how they use their time.

"The cornerstone of the campaign is to expose 'time' and motivate individuals to examine the frequency and amount of time spent on specific activities that can lead to addictions—along with the consequences stemming from these activities," said Kim Bulger, MSW RSW Addictions Specialist with the Directorate of Force Health Protection. "If you are sacrificing time spent in meaningful relationships or activities and instead are engaged in behaviors that detract from this, it might be something to think about."

Time is a limited resource. The campaign provides an opportunity to identify whether the time spent on these activities is causing harm to ourselves and those for whom we care. Join the AAC in raising awareness around the notion of time—it's precious, valuable and in short supply! During the campaign, members can visit www.Forces.GC.CA/WastedTime to learn more about these topics. Look for local activities at your base or wing during the campaign – you may be surprised to discover the many services and resources available on every base and wing across Canada. Watch for the activities and events organized by your health promotion team during this year's Addiction Awareness Campaign.



ARMY RENEWAL OVERVIEW –

A continuous process



The first upgraded light armored vehicle III is rolled out. The LAV III UP project will upgrade the LAV III fleet by improving the protection, mobility, and lethality of the LAV III platform, while maximizing command support and human interface factors. The LAV III UP project is capitalizing on existing and evolving technology to make these improvements to the LAV III fleet, and extend its operational life to 2035.

PHOTO: MCpl Dan Pop

Funding in any large organization will logically fluctuate over time, and the Canadian Army (CA) is working smarter to make sure every dollar is well-spent. Army Renewal is a way of thinking and a way of acting that allows the CA to find efficiencies and savings and to reinvest those resources back into the CA itself. It is not a one-time reactionary circumstance, but a continuously evolving process.

The objective of Army Renewal is to create a lean and efficient CA that can generate savings to be reinvested in its own capabilities and readiness.

DEFENCE RENEWAL SUPPORT

In 2013, the Defence Minister launched a major initiative, known as Defence Renewal, to reduce inefficiencies, streamline business processes and decrease corporate overhead within Canada's defence organization and ensure the best

military capabilities at the best value for Canadians are delivered.

The CA has made a significant contribution to Defence Renewal since its inception, supporting every initiative and taking the lead to improve land equipment maintenance processes across the CAF. For example, the Land Maintenance Execution initiative is focused on improving the performance of maintenance activities, including the supporting process, across all Land Maintenance organizations.

"The Canadian Army is an active partner and key player in Defence Renewal, working towards efficiencies and initiatives that will be mutually beneficial to the Canadian Army and the Department of National Defence," said Lieutenant-General Marquis Hainse, Commander of the Canadian Army.

For more information on the Defence Renewal program, please visit: dt-ed.mil.ca/defence-renewal/index-eng.asp#tabs-1.

The end result will improve equipment availability and reduce maintenance costs. For example, in a plan to reduce the inspection requirements for vehicles that are simply being transferred between units, approximately 30,000 hours of maintenance time per year can be saved in the CA alone. This is just one of the many examples where the CA is being innovative and improving the way it does business.

CA RENEWAL EFFORT

In addition to being a strong supporter of Defence Renewal, the CA has launched several additional internal renewal initiatives. In a similar vein to the Defence Renewal program, the intent of the CA Renewal effort is to identify resources for reinvestment in key capabilities and readiness priorities. The program is designed to foster a culture of efficiency and innovation in the CA, so that the value of every tax dollar

entrusted to the CA is maximized.

CA Renewal is a command-driven process that is ultimately fuelled by grass-root renewal initiatives. Leaders must be invested in renewal; be committed to its success, help build an environment of innovation, agility, and change; and motivate others to do the same. The entire CA team will be involved, providing feedback, identifying challenges, proposing solutions, and helping highlight successes. CA Renewal will determine the capabilities and resources that the CA has to work with tomorrow, so the CA can continue to deliver a modern, combat-effective, multi-role military for Canada and Canadians.

"This is not something that is happening to us, we are engaged in shaping it. Be a part of the process – everybody is part of the process, everybody has good ideas and the ability to work towards positive change in the Canadian Army," said LGen Hainse.

The Deputy Commander of the Canadian Army, Major-General J.C.G. Juneau, is the Canadian Army Renewal Champion. According to MGen Juneau, "the Canadian Army continues to make significant progress at streamlining efficiencies through the incorporation of Defence and CA Renewal within the Army's Operating Framework. This transformation will endure in the years to come as we strive to make a leaner and more efficient Army that continues to deliver operational excellence."

To highlight and encourage its renewal efforts, the CA has launched a website (www.army-armee.forces.gc.ca/en/about-army/army-renewal.page) where it can share its success stories, submit suggestions and read about what is being done in the Canadian Army Renewal program. All members of the CA are urged to get involved and help transform the Army of Today into the Army of Tomorrow. ♣

ARMY COMBAT ARMS TRADES given more efficient career management

This fall, the Canadian Army (CA) will implement an innovative program whereby Combat Arms promotions from corporal to master corporal will be managed at the unit – instead of the national – level. This change, a positive outcome of the CA Renewal, is expected to save time and money and help the CA accelerate the progression of its "shining stars."

The CA has four combat arms trades: infantry, armoured, artillery, and combat engineers. The majority of the personnel in these trades are privates or corporals located in field units where they perform their base-line jobs.

On the basis that no one knows their soldiers' strengths and leadership qualities better than their own unit, authority to determine which corporals will be promoted to the appointment of master corporal is now given to the unit commanding officer. The COs will now also be the ones to select soldiers with leadership

potential for training, which is a precursor to promotion to master corporal.

This was achieved by eliminating the requirement to hold National-level promotion boards for corporals in the Combat Arms. As a result, the CA will save time, reduce paperwork, simplify the selection process, cut back on costly postings and – most importantly – enhance the process of ensuring the right soldier is in the right place at the right time and with the right qualifications.

"We saw a number of efficiencies that could be made within our combat arms trades," said Chief Warrant Officer Michael Hornbrook, the Army sergeant major, who participated in the drafting of the initiative. He noted that while this efficiency applies to the combat arms, it may not necessarily transfer to other corps, branches or services because other trades are not centralized to the degree of the combat arms.

IDENTIFY TALENTED LEADERS

A major goal of meriting soldiers is to identify the talented leaders quickly and act on their potential. CWO Hornbrook notes that for exceptional young warriors who display strong leadership traits early, the new process will allow their COs to recognize and accelerate their training and promotion.

"It was more of a challenge before," he said. Previously, the additional layers of bureaucracy could add as much as four years to a member's path to master corporal.

Through a combination of this new system and the current Delegated Authority Promotion System (DAPS), it is now possible for COs to accelerate the appointment of corporals and privates with exceptional performance and leadership attributes to the rank of master corporal.

"This would maximize the time available for those shining stars to



Canadian Army Sergeant Major CWO Michael Hornbrook shakes hands and chats with soldiers during the Canada Army Run Events September 21.

PHOTO: Sgt Dan Shouinard

be exposed in the future to the strategic level that will serve them extremely well should they find themselves serving as a brigade sergeant major, the Army sergeant major or the Canadian Armed Forces chief," he said.

"This is probably one of the greatest success stories, certainly on the NCO side of the house that I have seen," said CWO Hornbrook.

"We are all about the future, not the now. Our success is that when we are all gone, one of those privates or corporals that we are talking about now is going to be sitting in the Army sergeant major chair. So that's legacy. This is giving us, I think, obviously all the efficiencies that we have talked about, but I also believe the quality level of our leadership is going to be even better," he said. ♣



ASK THE EXPERT:

Can Anabolic Steroids hurt my son?

Q: My 18-year-old son is really into body building. He recently developed terrible acne on his face, chest and back. His dermatologist said this was very common in body builders using anabolic steroids. My son admitted he has been using anabolic steroids purchased through the internet. The dermatologist said he will likely have permanent scarring and encouraged him to quit. Are there other side effects from using anabolic steroids I should warn my son about?

— A Worried Parent

A: Dear Worried parent:

Unfortunately your son's story is very common. The black market sales of anabolic steroids are huge and they are marketed to athletes and to people like your son who want to be bigger and more buff. They are very popular with bouncers, firefighters, police officers and military personnel. Research shows that combined with an intense training program, anabolic steroids can help increase strength, power and endurance. The science also shows anabolic steroids cause a wide variety of physical and psychological side effects that vary from mild to life-threatening.

All anabolic steroids users can develop a number of problems including: tremor, acne, impaired immune function, elevated blood pressure, muscle-tendon ruptures, liver tumors, hepatitis, elevated bad cholesterol, lowered good cholesterol, heart attack and stroke. If you share needles or vials you also increase your risk of acquiring infectious diseases such as HIV and hepatitis.

In addition to the above, males using anabolic steroids can experience breast enlargement, testicular shrinkage, impotence, prostate enlargement and reduced sperm count. Women using these drugs can develop increased facial hair, clitoris enlargement, reduced breast size, male pattern baldness, menstrual problems, and a deepening of their voice. Some of the changes experienced by women are reversible, but the masculinize effects are permanent.

The psychological effects of anabolic steroid use can be significant and include: aggressiveness, hallucinations, sleep problems, anti-social behaviour, extreme mood swings, paranoia and suicide. These changes are often referred to as "Roid Rages" and can have a devastating effect on personal relationships, professional reliability and work. Strong feelings of depression often occur when people stop taking these drugs. Although people can't become physically addicted to anabolic steroids, they can become psychologically dependent on them.

The bottom line—while anabolic steroids may help your son build muscle, they can also cause physical and psychological side effects that are far more devastating than some scarring on his skin. Smart training a good diet and time are the safest way for your son to achieve his goals.

—Dr. Darrell Menard, MD Dip Sport Med

Answer provided by Strengthening the Forces. Send any related questions to: +Internal Communications internes@ADM(PA)@Ottawa-Hull. Only selected questions will be answered in subsequent columns.



Mental Health and Healthy Eating: WHAT'S THE LINK?

It is often said that there is no health without mental health. It follows that there is also no health without healthy eating. Healthy eating plays a crucial role in positive mental health and overall well-being. Understanding how the two are linked is not always clear-cut but still offers powerful knowledge to enable change.

DEFINING MENTAL HEALTH

Mental health is a state of well-being in which an individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively and is able to make a contribution to his or her community. In this positive sense, mental health is the foundation for individual well-being and the effective functioning of a community.

— World Health Organization 2007

Within the Defence Team, mental health is also synonymous with terms such as mental fitness, mental resilience and well-being. Members of the Defence Team are representative of Canadian society as a whole and therefore, problems with mental health can and do exist.

MENTAL HEALTH PROMOTION

The overall promotion of health promotion is the process of enabling people to increase control over, and to improve, their health. It moves beyond a focus on individual behaviour towards a wide range of social and environmental interventions. The same applies for mental health promotion which underlines the value of mental health while improving the individual's capacity to cope.

DEFINING HEALTHY EATING

Healthy eating means eating a variety of foods from the four food groups to feel good and maintain your health. Eating well along with being active can also lower your risk of disease and help you reach—and maintain—a healthy weight.

HEALTHY EATING AND MENTAL HEALTH

The foods we eat have an impact on mood, behaviour, and cognition (on how the brain functions). One of the clearest links between healthy eating and mental health is how nutrition is a key contributor to the maintenance of the structure and function of the neurons and brain centres. This can help explain why unhealthy diets are associated with new diagnoses of depression, dysthymia, or anxiety disorders. Your body may also handle stress differently depending on how well it is nourished before and during the time of stress.

Sounds simple but an important tool in guarding against stress-related illnesses and other mental health disorders is to follow Canada's food guide. This could also keep you sharp under pressure, now who wouldn't want that!

MENTAL HEALTH AND HEALTHY EATING PROMOTION IN THE CAF

The Directorate of Force Health Protection's health promotion program, Strengthening the Forces, offers a variety of courses that support positive mental health and healthy eating: Weight Wellness Lifestyle Program, Top Fuel for Top Performance, Stress: Take Charge, and Mental Fitness and Suicide Awareness.

For more information on the courses, please visit:

Intranet (DWAN) links:

<http://cmp-cpm.forces.mil.ca/health-sante/ps/hpp-pps/default-eng.asp>

<http://cmp-cpm.forces.mil.ca/health-sante/ps/hpp-pps/default-fra.asp>

Internet links:

<http://www.forces.gc.ca/en/caf-community-health-services-wellness/index.page>

<http://www.forces.gc.ca/fr/communaute-fac-services-sante-bien-etre/index.page?>

Contact your local STF HP Office on your base/wing for upcoming courses.

MENTAL HEALTH RESOURCES FOR CIVILIAN DEFENCE TEAM MEMBERS

For civilian members of the Defence Team there are also great existing and new resources, such as the *Road Map to Optimum Mental Health*. This booklet is a compendium of simple and quick-reference tips, tools and resources that provide a foundation for employees to effectively maintain their mental health and well-being. It also includes various departmental and external resources that provide support. A downloadable and print-ready PDF copy of it is available on the Well-Being portal at: hrciv-rhcv.mil.ca/en/e-wellbeing.page.

In addition, managers have access to the "Mental Health for Managers of Civilian Employees" one-day classroom training being delivered across the country via the regional Career and Learning Centres (CLC). As a complement to the classroom training, the "Mental Health in the Workplace for Managers", an interactive online version which you can access through the Defence Learning Network (DLN) learning platform, will be available soon. 🍓



KEEPING THE DEFENCE TEAM
HEALTHY

HISTORIC MILESTONES



HOW HISTORIC CASUALTIES IDENTIFIED

The Directorate of History and Heritage identifies unknown soldiers, sailors and air force personnel whenever remains of Canadian soldiers are found.

Identification is the result of a collection of historical research and biological tests which eventually determine the most likely individual.

The first step in identification is to search records, such as military personnel records, burial registrar records, war diaries and maps, and regimental histories to create a historical profile of the unknown person. Purely historical identifications are rare; however, biological evidence is used to support other documents.

Biological anthropologists study the remains to determine the number of persons, their ages and heights, their dental health, their overall health and if possible, clues as to how they may have died. The resulting profile can further reduce the final list of candidates, and genetic testing of the remaining candidates can lead to an identification or reduce the candidate pool further.

As the remains of First World War soldiers have been in the ground for more than 90 years, a particular type of DNA called mitochondrial DNA is used. Mitochondrial DNA is strictly maternally inherited and survives well in remains which have been in the ground for a long period of time. Genealogical research is required to locate a very specific genetic line(s) in order to make identification after a period of time.

More recently, stable isotope technology has been used to help differentiate the origins of candidates where DNA is not a viable method of identification. Stable isotope technology can detect the locations in which an individual has been raised (to the age of approximately 21) and the locations in which an individual lived in the final 10 to 15 years of their lives. Such testing allows DND to exclude candidates based on where they were raised or where they lived prior to enlistment.

New technologies and increased access to historical documents will further enhance the precision and ability to identify Canada's unknown soldiers, sailors and air force personnel.

REMAINS OF CANADIAN FIRST WORLD WAR SOLDIERS IDENTIFIED

“We will never forget the sacrifice of those who came before us. As we commemorate the 100th anniversary of the First World War, it is extremely poignant to both reflect on this century of history and be able to identify and lay to rest these soldiers who gave the ultimate sacrifice for our freedom.”

The Department of National Defence and the Canadian Armed Forces succeeded in identifying the remains of four First World War soldiers found in Hallu, France, as those of:

Lieutenant Clifford Abraham Neelands: Born in Barrie, Ontario. Resided in Winnipeg, Manitoba, when he enlisted. Aged 26 at the time of his death;

Lance Sergeant John Oscar Lindell: Born in Virestad Parish, Kronobergm Sweden. Resided in Winnipeg, Manitoba, when he enlisted. Aged 33 at the time of his death;

Private Lachlan McKinnon: Born in Campbeltown, Argyllshire,

Scotland. Resided in Manitoba when he enlisted. Aged 29 at the time of his death; and

Private William Simms: Born in Russell, Manitoba. Aged 25 at the time of his death.

The remaining four sets of remains underwent further testing in the hopes of identification. Although a positive identification has not yet been made, it is hoped that with further testing and analysis, the other four soldiers, also believed to be from the Winnipeg Grenadiers, will be identified as well.

The announcement was made in Winnipeg in honour of the fact that the soldiers were with the Winnipeg Grenadiers when they died in the

Somme region of France following the first attack of the Battle of Amiens in August 1918.

The Defence Team are working with the Commonwealth War Graves Commission and in consultation with the soldiers' relatives to plan for an internment ceremony to provide the soldiers with a final honoured and appropriate resting place.

Lieutenant-General Marquis Hainse, Commander Canadian Army shared, “we will never forget the sacrifice of those who came before us. As we commemorate the 100th anniversary of the First World War, it is extremely poignant to both reflect on this century of history and be able to identify and lay to rest these soldiers who gave the ultimate sacrifice for our freedom.” ♦

Soldiers' Elegy

By LCdr P. Richard Moller

*I remember dedication to country.
I remember leaving what I hold dear.
I remember our collective isolation.
I remember the concussion's caress.
I remember an image of family, fading.
I now remember no more.*

*We remember battles for humanity.
We remember endurance, comradeship, and courage.
We remember we were not the only ones.
We remember people seeking liberation from dependence.
We remember returning home.
We always remember our absent comrades.*

*Will you remember that battles are not just black and white?
Will you remember more than expendable soldiers?
Will you remember the personal battles after our return?
Will you remember why we held nothing back?
Will you remember duty to humanity?
Will you still remember us until history finds a way to end?*



REDEDICATION of National War Memorial

The National War Memorial in Ottawa was rededicated to include those who served in the South African War, 1899-1902, and Afghanistan War, 2001-2014, during the national Remembrance Day Ceremony on November 11. This rededication serves to ensure that the Memorial, which is the central place of remembrance for those who have served, continues to stand as a reminder of the strength and sacrifices shown by Canada in times of conflict. The new inscription, “In Service to Canada”, was also unveiled.

The Memorial previously included the First World War, the Second World War and the Korean War.

AFGHANISTAN WAR

Canada's mission in Afghanistan was the most significant military engagement with respect to the number of CAF personnel deployed, more than 40,000, since the Korean War. The Government of Canada is committed to commemorating the end of our country's military mission in Afghanistan and to paying tribute to the fallen, to the sacrifices of the wounded and to military families.

Altogether, 158 CAF members, a Canadian diplomat, a DND contractor, a Canadian journalist who was embedded with the CAF and more than 40 United States Armed Forces members, who were under Canadian command during operations, lost their lives in Afghanistan. More than 2,000 Canadian military personnel were injured and thousands of communities and families were personally affected.

“Canada's mission in Afghanistan has ended, but Canada's duty to remember and honour those who served has only just begun. Through these commemorations, Canadians will have an ongoing opportunity to reflect with pride and compassion on the efforts and sacrifices that were made by so many,” stated Veterans Affairs Minister, Julian Fantino.

Canada Post offers **FREE PARCEL SERVICE FOR CAF MEMBERS**

For the ninth consecutive year, Canada Post will provide free regular parcel service for family and friends of deployed CAF members. From October 14 to January 16, 2015 parcels will be delivered free of charge from any Canada Post retail outlet to designated CAF bases, which will be forwarded through the CAF postal system to members overseas.

Canada Post will also continue providing free delivery of letters to deployed troops until December 31, 2015.

This offer is restricted to those operations served by the Belleville, Ontario K8N 5W6 addresses and to any deployed Canadian ship. Additional mailing guidelines are available at the Write to the Troops site found at www.forces.gc.ca.

To ensure the proper customs declaration forms and correct addressing info, all letters and parcels must be deposited at a Canada Post retail outlet. Mail deposited in street letter boxes will not be delivered. ♣

CF NETWORK BROADCAST ENDS

The Canadian Forces Network (CFN) ceased its FM radio and Internet broadcast service on September 30. This brings to an end decades of service providing information and entertainment to generations of CAF personnel and their families stationed in Europe, as well as local listening audiences.

The decision to end CFN operations was not taken lightly. CFN has been in operation, serving Canadians living in Europe, for generations. However, after a comprehensive review of annual expenditures, especially in the face of current fiscal realities, it was determined that CFN was an area in which savings could be made. Alternatively, interactive and globally connected media exist through which information is easily shared. As the means by which we receive information evolves, so too must we adjust our organizational priorities.

Over the years, the staff of full-time employees and volunteers, most notably Station Manager Olaf Guillaume, demonstrated true professionalism and are to be commended for their hard work and dedication to the community.

CFN had been operating a radio service out of Brunssum, Netherlands since 1978, providing 24-hour, real-time relay, live and rebroadcast content to a listening audience spread across Formation Europe. CFN was primarily an entertainment and information service providing content in both official languages. During the Cold War period, when the CAF had a larger European footprint, CFN provided a nationally-controlled medium for wide-area crisis and special event alerting.

Anyone wishing to send messages or share personal experiences with CFN can do so via their Facebook page: www.facebook.com/CFNEurope. ♣



Defence Ethics Programme

Ethically Speaking? Whatever it Takes!

The Dilemma of the Month will alternate between dilemmas and the sharing of reader feedback, where the strength of reader response warrants. We hope this will also increase the level of engagement in feedback, as the ideas you offer in response to scenarios may be widely shared.

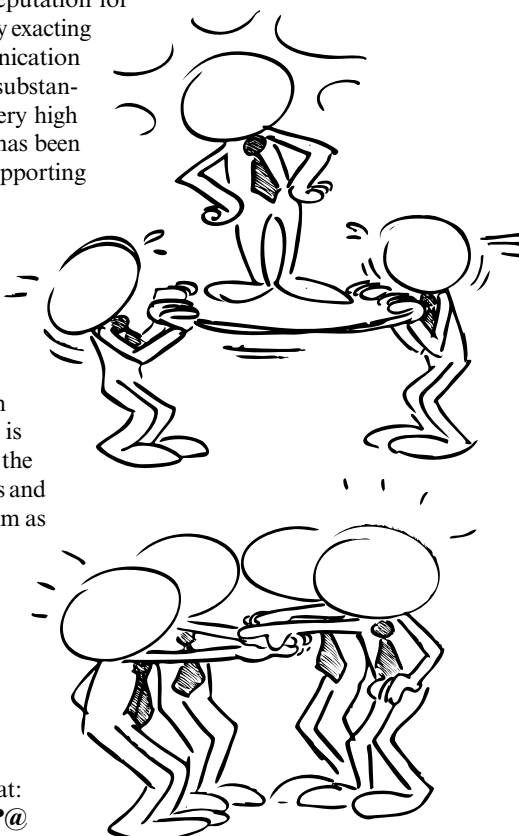
There is a project that needs to be done urgently. It will require temporarily pulling together key resources from different areas of the organization. You are at the point of deciding who is to lead the work.

Elizabeth has a stellar reputation for getting deliverables on time and is very knowledgeable, experienced and talented in the subject area. She does have a poor reputation for burning out staff due to her very exacting standards and blunt communication style. Turnover in Elizabeth's substantive position's unit has been very high for some time. Executive HR has been attempting to coach her on supporting a healthy workplace.

Arturo has a solid reputation for quality results in the same area and is well-liked by subordinates and colleagues. He is considered to be fair to good, but not outstanding on keeping projects on time and on budget. However, Arturo is among the best at maintaining the loyalty, and dedication of teams and many individuals look up to him as a mentor.

Who do you pick for the assignment and why? What other elements would you direct the work team to have in light of the choice?

Reader feedback is welcome at:
+Ethics-Ethique@CRS DEP@
Ottawa-Hull.



NEW SELF-SERVICE Application for Employment Equity Self-Identification

A new online tool giving civilian employees a quick, easy and secure way to keep their self-identification information up-to-date and accurate has been launched. The Employment Equity (EE) Self-Identification Self-Service portal in GC HRMS 8.9 will modernize the self-identification process. It's entirely confidential and information collected through this questionnaire is protected under the *Privacy Act*.

Completing the Self-Identification questionnaire is **mandatory** for all employees. With this new easy-to-use application, civilian employees are asked to log in to the Self-Service portal to update their information, even though they may have previously returned a paper copy.

Data collected from this questionnaire will be used for statistical purposes and provides the Defence Team with a composite picture of its civilian workforce.

The questionnaire has three parts:

- Part A: verification/confirmation of your name, personal record identifier (PRI), and gender (**mandatory**);
- Part B: self-identification as belonging to a designated group (**voluntary**);
- Part C: consent to the use of this information for human resources purposes (e.g., research studies) (**voluntary**).

DND's goal is to create a fair, respectful, inclusive, and supportive work environment that reflects the Canadian workforce. Therefore, it is important that DND has accurate and up-to-date information on the representation of designated group members (women, visible minorities, persons with disabilities and Aboriginal peoples) to ensure, to the fullest extent possible, the quality and integrity of EE data and thus enable sound decision-making. The information is further analyzed to improve and develop programs and services tailored to the needs of employees and to address employment barriers to designated groups.

Employees can access this application (GC HRMS 8.9) by logging into the HRMS Self-Service portal and clicking on the EE Questionnaire link. Those with limited access to a computer can still request a hard copy of the EE Self-Identification Questionnaire from their Human Resources Service Centre. Alternate formats are also available upon request.

For more information on self-identification or to obtain a list of Frequently Asked Questions, please visit the Self-Identification intranet page at: <http://hrciv-rhciv.mil.ca/en/e-employment-self-identification.page>.

For additional questions or technical assistance, please contact: **+Diversity-diversité@ADM(HR-Civ) DDWB@Ottawa-Hull.**

Self-Identification Now Online!



CAF CHAPLAIN BRANCH Returns to its Historical Identity

“The restoration of the Royal prefix recognizes both the valorous service Canadian military chaplains have provided throughout past conflicts and the tremendous accomplishments they have witnessed in recent military operations, most notably in Afghanistan. We are truly humbled and blessed to receive this great honour.”

– BGen John Fletcher,
Chaplain General of the CAF

The Canadian Armed Forces (CAF) Chaplain Branch was renamed the Royal Canadian Chaplain Service on October 16. This Royal designation has been restored to honour and commemorate the Branch's long and proud history of providing spiritual care and support to CAF operations, our military members and their families.

The restoration of a Royal prefix to the CAF Chaplain Branch was sought to reconnect with the heritage of the former Royal Canadian Army Chaplain Corps and the chaplain services of the pre-unification Royal Canadian Navy and Royal Canadian Air Force.

“The restoration of the Royal prefix recognizes both the valorous service Canadian military chaplains have provided throughout past conflicts and the tremendous accomplishments they have witnessed in recent military operations, most notably in Afghanistan. We are truly humbled and blessed to receive this great honour,” stated Brigadier-General John Fletcher, Chaplain General of the CAF.

ROLE OF CAF CHAPLAINS

Both at home and on international



care and support. The restoration of the Royal prefix to the Canadian Armed Forces Chaplain Branch honours this community of service men and women who have humbly sacrificed so much in service to our country,” said Defence Minister, Rob Nicholson.

RESTORATION OF HISTORICAL NAMES

The restoration of the Royal designation to the CAF Chaplain Branch is another step in the process to recognize traditional service and corps identities in the CAF that begun in August 2011, and in commemoration of the 100th anniversary of the start of the First World War and the 75th anniversary of the start of the Second World War.

To date, the restoration of historical names has included the RCN, the Canadian Army, the RCAF, the Royal Canadian Medical Service, the Royal Canadian Dental Corps, the Royal Canadian Armoured Corps, the Royal Canadian Corps of Signals, the Royal Canadian Engineers, and the Royal Canadian Electrical and Mechanical Engineers.

For more information on the CAF Chaplaincy, visit: cmp-cpm.forces.mil.ca/chapgen/engraph/home_e.asp. ♦

operations, CAF chaplains provide comprehensive religious and spiritual support, advice, and care to military commanders, CAF members and their families. An interfaith team, the Royal Canadian Chaplain Service includes representation from over 20 different Christian denominations and from the Jewish and Muslim faiths.

“Wherever our Canadian Armed Forces members may be found, at home or abroad, you will find military chaplains providing invaluable

Defence Minister attends SARSCENE 2014

The SARscene 2014 conference, which ran from October 30 – November 3, aimed to stimulate discussion and foster collaboration among people and agencies with a vested interest in search and rescue, emergency and consequence management.

Defence Minister Rob Nicholson addressed attendees at SARscene, an annual working conference hosted by the National Search and Rescue Secretariat (NSS) in Canada that links international and national Search and Rescue stakeholders from across several agencies and jurisdictions.

“Just as the Quadrennial SAR Review offers a regular look at how effectively SAR is performed in Canada, SARscene offers an annual opportunity for Search and Rescue professionals and volunteers from across Canada and internationally, to share knowledge, enhance our ability to protect human life, encourage cooperation across all levels and jurisdictions, and renew our commitment to ‘no fail’ SAR missions and continuous improvement. I am proud to be the lead Minister to this group of Canadian SAR professionals who display such dedication to their field,” said Minister Nicholson.

The conference welcomed respondents, public educators, policy makers, and stakeholders from all fields of search and rescue and emergency management to address the numerous inter-operability, data management, prevention and volunteer challenges and opportunities that result from our current SAR response and prevention operating environment in Canada. SARscene is the largest national search and rescue conference in Canada.

On the days prior to the conference, many first responders engaged in pre-conference training exercises and meetings with colleagues from other SAR-related organizations, who used the conference as an opportunity to leverage and build relationships, awareness and understanding of the current SAR system, and to advance areas of common interest and areas for improvement. ♦



RCN Adopts New Visual Identifier

Vice-Admiral Mark Norman, Commander of the Royal Canadian Navy (RCN), recently announced the adoption of a stylized flying Canadian Naval Ensign as the new visual identifier for the RCN.

“The new Canadian Naval Ensign identifier is a simple, yet powerful symbol of our proud institution,” said VAdm Norman. “It embodies the strong commitment of our men and women who serve as members of the Canadian Armed Forces in the Royal Canadian Navy and who uphold the Royal Canadian Navy’s motto of ‘Ready Aye Ready’ each day through their steadfast vigilance and willingness to serve. This initiative is about celebrating our legacy in Canadian history and our contributions on the world stage.”

FLOWN TO DISTINGUISH CANADIAN WARSHIPS

The Canadian naval ensign is flown to distinguish Canadian warships from other Canadian flagged vessels by highlighting their special status under international law. Flying the Canadian naval ensign underscores the unique roles, responsibilities, liabilities and powers of a ship’s company as serving members of the CAF. The Canadian naval ensign is a powerful symbol of the Canadian naval identity.

The adoption of this new public communications tool, which complements the RCN’s military badge, ensign, and motto, stems from a series of changes announced over the past several years by the government, celebrating over 100 years of Canadian naval heritage. Among these initiatives were the return to the Royal designation, the restoration of the Executive Curl on naval uniforms, and the adoption of a new Canadian naval ensign. The new visual identifier builds on these changes and links them to the historical roots of the RCN, and to its present duties and responsibilities to defend Canada and contribute to international peace and security.

NIOBE DAY

The announcement was made on Niobe Day, which will be marked from now on each year by the RCN on October 21 to commemorate the arrival date of HMCS *Niobe*, the first Canadian warship to enter Canada’s territorial waters in 1910. This event was a landmark in the beginnings of the Naval Service of Canada.

The new RCN visual identifier will serve as a reminder that service in the RCN is uniquely distinguished by the concept of service before self and the lawful, ordered application of military force as directed by the Canadian government. As members of the profession of arms, officers and sailors of the RCN are held to high standards of integrity, conduct and discipline, willing to be sent into harm’s way and ready to make the ultimate sacrifice in service to Canada.

The adoption of this new visual identifier is linked in part to a larger internal communications campaign aimed at reinforcing the values linked to military service and the profession of arms, and promoting the need for continuous education and training in preparing younger generations of sailors for the new fleet that will be delivered through the National Shipbuilding Procurement Strategy.

Canadian Special Operations Forces Command (CANSOFCOM)

To support these strategic tasks, CANSOFCOM personnel are organized, trained, equipped and always ready to conduct a wide variety of operational tasks. These tasks include:

- Hostage rescue
- Direct action
- CBRN crisis response
- Sensitive site exploitation
- Special Reconnaissance
- Maritime special operations
- Special protection operations
- Support to non-combatant evacuation operations
- Combating Weapons of Mass Destruction
- Defence, diplomacy and military assistance

Commandement des forces d'opérations spéciales du Canada (COMFOSCAN)

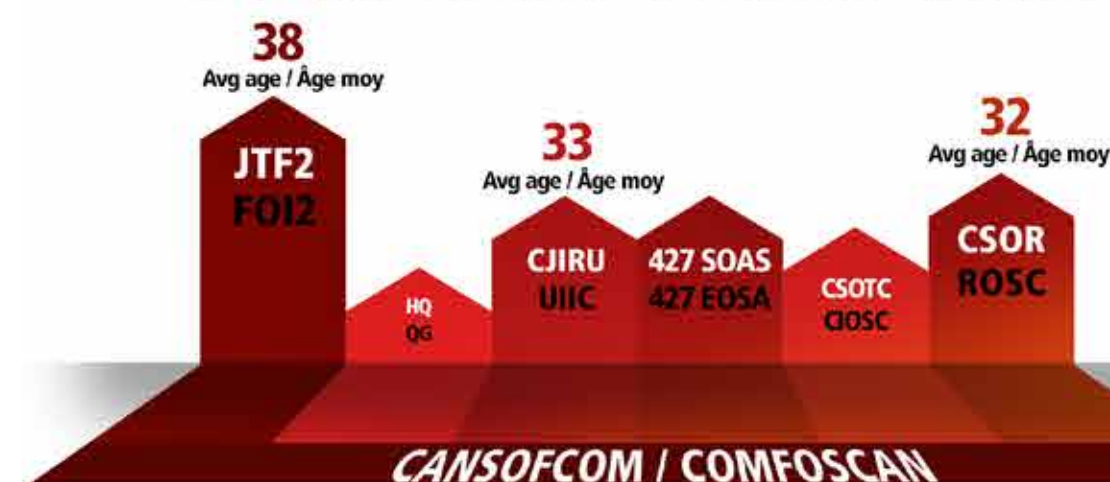
Afin de bien exécuter ces tâches stratégiques, le personnel du COMFOSCAN est organisé, formé, équipé et toujours prêt à accomplir un large éventail de tâches opérationnelles, notamment :

- Libération d'otages
- Action directe
- Intervention en cas de crise CBRN
- Exploitation de site sensible
- Reconnaissance spéciale
- Opérations spéciales maritimes
- Opérations de protection spéciales
- Soutien aux opérations d'évacuation de non-combattants
- Lutte contre les armes de destruction massive
- Défense, diplomatie et assistance militaire

OUR JOURNEY TO DATE NOTRE PARCOURS JUSQU'À NOS JOURS

- 1993** — JTF 2 created to assume domestic counter terrorist mandate from RCMP. / Création de la FOI 2 pour prendre la relève de la GRC dans la lutte contre le terrorisme au pays.
- 1990s** — Slow JTF 2 expansion. / La FOI2 prend lentement de l'expansion.
- 1990** — Domestic security ops plus Balkans and Africa. / Opérations de sécurité nationale et ops dans les Balkans et en Afrique.
- 2001** — 9/11 stimulates JTF2 deployment to combat operations in Afghanistan in Dec. 2001. GoC announces expansion of JTF2 / Après les attentats du 11 septembre, la FOI 2 est envoyée en mission en Afghanistan (déc. 2001). Le gouvernement annonce l'expansion de la FOI 2.
- 2006** — Gen Hillier's CF Transformation / Transformation des FC du Gén Hillier
- CANSOFCOM Command is created: / Création du COMFOSCAN
 - Headquarters / Quartier général
 - Joint Task Force 2 / Forces opérationnelles interarmées 2
 - Canadian Joint Incident Response Unit / L'Unité interarmée d'interventions du Canada
 - Canadian Special Operations Regiment / Régiment d'opérations spéciales du Canada
 - 427 Special Operations Aviation Sqn / 427 escadron d'opérations spéciales d'aviation
 - Canadian Special Operations Training Centre (2012) / Centre d'instructions des opérations spéciales du Canada (2012)
- "A whole greater than the sum of its parts."
« Le tout est plus grand que la somme de ses parties. »
- 2014** — Today and Beyond. / Aujourd'hui et demain.
- Very high readiness agility. / Capacité de préparation très élevée.
 - Maintaining dependability trust and low signature. / Maintien de la fiabilité, de la confiance et de la faible signature.
 - WoG integrated – by nature. / Intégration pangouvernementale – selon la nature.
 - Core kinetic and non kinetic precision effects. / Ressources précises cinétiques et non cinétiques.
 - Access to global SOF network. / Accès au réseau mondial de FOS.
 - Always adapting to retain our competitive advantage. / En constante évolution pour préserver notre avantage concurrentiel.

OUR STRENGTH: OUR PEOPLE NOTRE FORCE : NOS GENS



OUR ABILITIES DERIVE FROM : NOS CAPACITÉS DÉCOULENT :

- The quality of our PEOPLE
- Our EQUIPMENT program
- Canada's NAVY, ARMY and AIR FORCE support
- Our CULTURE; humility, biased to action
- Our very strong STRATEGIC RELATIONSHIPS
- CARING FOR THE FORCE and their FAMILIES

- De la qualité de nos GENS
- De notre programme d'ÉQUIPEMENT
- De l'appui de la MARINE, de l'ARMÉE, de la FORCE AÉRIENNE
- De notre CULTURE d'humilité axée sur l'action
- De nos RELATIONS STRATÉGIQUES très solides
- Des SOINS OFFERTS AUX MILITAIRES et à leur FAMILLE