

THE Maple Leaf LA Feuille d'érable

December 2011, Volume 14, Number 30

Keeping the Defence Team Informed

Français au verso



**COMBAT MISSION
ENDS**



TRACKING THE BIG GUY IN RED

"Where is Santa?" asked a child who, on Christmas Eve 1955, dialled a telephone number that was misprinted in a local newspaper's "talk to Santa" ad ... p2



SUBMARINES: STRATEGIC STEALTH



MAINTAIN YOUR MENTAL FITNESS



National
Defence

Défense
nationale

Canada

DECEMBER 6, 1917

HARBOUR COLLISION DESTROYS HALIFAX

The gate of the Halifax Dockyard (centre, left) and naval buildings show damage caused by the Halifax Explosion and the resulting fires.

The Halifax Explosion remained the largest man-made explosion ever to occur until the atomic bombs were dropped during the Second World War. On December 6, 1917, *Mont Blanc*, a French vessel loaded with two kilotons of explosives, collided with Belgian relief ship *Imo* in Halifax Harbour. A fire broke out on board *Mont Blanc*, which local firefighters tried unsuccessfully to extinguish. When the flames reached *Mont Blanc*'s volatile cargo, the resulting explosion devastated a large part of Halifax. The Richmond district, in the city's north end, and Dartmouth, across the harbour, were all but wiped out.

The official count listed 1,963 people killed; another 9,000 were injured and 6,000 Haligonians were left homeless.

The Halifax Dockyard was a hub for ships, trains and cargoes. The explosion ripped through the area, damaging the Royal Naval College of Canada and injuring a number of cadets and staff. Elsewhere in the dockyard, flying debris and collapsing buildings killed and maimed dockyard workers and people who had come down to the harbour to see *Mont Blanc* ablaze. ♣



CWM 20080060-001_8F; GEORGE METCALF ARCHIVAL COLLECTION, © CANADIAN WAR MUSEUM

OMBUDSMAN RECOGNIZES EXCELLENCE IN DEFENCE TEAM

Three members of the Defence Team were honoured recently by DND/CF Ombudsman Pierre Daigle. The Liz Hoffman Commendation for Complaint Resolution recognizes those who have excelled in helping their colleagues resolve difficult problems or in bringing about positive and lasting change to DND/CF.

Visit <http://dt-ed.mil.ca> to find out how Louise Cassidy, Lieutenant-Colonel Sean Lewis, and Master Warrant Officer Anna Aldrich have helped strengthen the Defence Team.

TRACKING THE BIG GUY IN RED

"Where is Santa?" asked a child who, on Christmas Eve 1955, dialled a telephone number that was misprinted in a local newspaper's "talk to Santa" ad.

The call was answered by the commander on duty at the Continental Air Defense Command Operations Center in Colorado Springs. He gave the youngster Santa's whereabouts

and instructed personnel on duty to do the same for other callers – and the tradition of tracking Santa was born. It's a tradition that the North American Aerospace Defense Command (NORAD) has continued since its stand-up in 1958.

The NORAD Tracks Santa program has grown immensely since launching online in 1998. The Web

site receives millions of visitors from thousands of locations around the world. As well, a live Operations Center is staffed with more than 1,200 volunteers for 25 hours each year; they receive hundreds of thousands of phone calls and e-mail from families around the world.

To track Santa, go to www.norad-santa.org. ♣

ROYAL CANADIAN MINT SUPPORTS MILITARY FAMILIES

The Royal Canadian Mint has donated \$100,000 to the Military Families Fund by way of showing its thanks and support to CF personnel and their families for the great work they do.

The Military Families Fund helps military families faced with unforeseen and often immediate

needs that result from the conditions of service.

The donation resulted from the Mint's poppy collector card initiative, a partnership with the Royal Canadian Legion to raise funds in support of the troops and to commemorate the 65th anniversary of the end of the Second World War.



Royal Canadian Mint President and CEO Ian Bennett presents a cheque for the Military Families Fund to CMP RAdm Andy Smith.

CORRECTION

On page 3 of the October issue of *The Maple Leaf*, MGen Jim Ferron's position should have read, "1 Cdn Div CO".

CLARIFICATION:

Vol. 14, No. 28 – Page 13

In October 1994, MGen Wendy Clay became the first female officer in the CF to achieve the rank of major-general, which is the equivalent to the naval rank of rear-admiral. In April 2011, RAdm Jennifer Bennett became the first female officer in the CF to achieve the rank of rear-admiral.

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COVER:

The flag party folds the Canadian flag during the Mission Transition Task Force's final flag-lowering ceremony at Kandahar Airfield.

PHOTO: Cpl Patrick Drouin

A HIGHLY REALISTIC EXERCISE

PHOTOS: Cpl Isabelle Provost



In an intense moment during Ex GÉNIE TENACE, soldiers regroup to make a radio call.



Medical technicians provide patient care during Ex GÉNIE TENACE.

BY CPL ISABELLE PROVOST

Six hundred reservists with 35 Canadian Brigade Group (CBG) took part in Exercise GÉNIE TENACE in the regional county municipality of Fjord-du-Saguenay, Que., from October 21 to 23.

In the Saguenay, two 35 CBG infantry companies were tasked with going to Saint-David-de-Falardeau to take the Adam Cunningham Bridge and the area around the Chute-aux-Galets hydroelectric station.

"We succeeded in pushing the enemy back and retaking our positions," explained B Company deputy commander Captain Steeve McCarthy. "A Company was to hold the south side of the bridge, while B Company was to capture the target—the hydroelectric station—, look after evacuating the wounded, and manage civilian traffic."

This major training exercise was designed to be as realistic as possible. "The effects team did an amazing job, integrating simulated explosions and the use of blank ammunition and paint into the

scenario," said A Company Platoon 3 commander Second-Lieutenant Philippe Desjardins. "The simulation was highly realistic."

The coordination required to deploy troops in a civilian sector for joint training is what makes exercises such as GÉNIE TENACE difficult. "We take soldiers out of their comfort zone by putting them in a different setting, while maximizing training time," said Régiment de la Chaudière commander Lieutenant-Colonel Claude Langlois, who designed the exercise. ★

HIGHWAY OF HEROES

The CF Snow Birds fly in formation above the November 9 dedication ceremony of Saskatchewan's Highway of Heroes.

The Highway of Heroes in Ontario memorializes CF personnel who have died while serving in Afghanistan. After their remains are repatriated to Canada, they are driven along Highway 401 from CFB Trenton to Toronto. People line the bridges above the route, paying their respects to the fallen soldiers and to their families.

Now, Saskatchewan has followed Ontario's example by dedicating the stretch of the Trans Canada Highway that links Regina with Moose Jaw to Saskatchewan soldiers who have died in Afghanistan.

PHOTO: Capt Thomas Edelson



NEW BILLS IMPROVE MILITARY JUSTICE SYSTEM

Two bills proposing significant amendments to the *National Defence Act* were introduced recently in the House of Commons.

"These two bills," Defence Minister Peter MacKay says, "are part of an ongoing process to ensure that the military justice system remains one in which Canadians can have trust and confidence."

Bill C-15, the "Strengthening Military Justice in the Defence of Canada Act", will define the purposes, principles and

objectives of sentencing in the military justice system, and expand the pool of CF personnel eligible to serve on a court martial panel. It will also provide for additional sentencing options.

Bill C-16, the "Security of Tenure of Military Judges Act", will enhance the independence of military judges.

For more information about these bills, visit www.parl.gc.ca. Find the National Defence Act at <http://laws.justice.gc.ca/eng/acts/N-5/>.

HEROES COIN UNVEILED

They arrive in fire trucks and ambulances, family cars and on foot. They gather on overpasses along the Highway of Heroes to pay their respects as the funeral motorcades of Canadian soldiers killed in Afghanistan travel Hwy 400 East from 8 Wing Trenton to Toronto.

It's a tribute Canadians have paid 157 times during the Afghanistan mission.

On October 31, the Royal Canadian Mint unveiled a commemorative silver coin recognizing the highway and the patriotism.

The \$10 silver coin portrays an overpass along the highway from the point of view of the motorcade.

On the overpass, a fire truck and an ambulance are parked with their crews saluting, and dozens of people are draped with Canadian flags. The Memorial Cross is engraved on the top left quadrant of the coin.

Only 25,000 Highway of Heroes coins will be minted. Each will sell for \$69.95. ★





FACE OF OPERATIONS

OP ATHENA:

THE LEGACY OF A SUCCESSFUL MISSION

A mission of such magnitude will inevitably have an effect on the CF personnel and civilians who participated in it. During an emotional December 1 flag-lowering ceremony, the Canadian flag ceased to fly in Kandahar, signalling the official end of Operation ATHENA, the CF combat mission in Afghanistan.

"Over the past several years, Canada and the Canadian Forces played a significant role in establishing the security foundation in Kandahar Province that set the conditions for governance and development," said Defence Minister Peter MacKay. "I'm proud of the work of our men and women in Afghanistan's most dangerous province. Our commitment is now centred in Kabul, with our military contribution to the NATO Training Mission, which is building the professional capacities of the Afghan national security forces."

Op ATHENA was Canada's contribution to the NATO-led ISAF in Afghanistan. It began in 2003 in Kabul as a peace-support mission; in 2005, it became a counter-insurgency mission in Kandahar Province. Canada's ISAF participation in Kandahar ended in July 2011; Op ATHENA's last combat rotation returned to Canada and the Mission Transition Task Force was given the job of finishing what had become the longest combat mission in Canadian history.

Op ATHENA had two phases. During the first phase, it was essentially a peace-support mission in Kabul, during which ISAF worked to ensure security while the fledgling Afghan government was forming and preparing to hold the first elections. During the second phase, Op ATHENA moved to Kandahar Province, eventually becoming the CF's longest combat mission.

Phase I of the operation began July 17, 2003; two days later, 3 Battalion, Royal Canadian Regiment Battle Group began its deployment in Kabul as Op ATHENA Roto 0.

During the first phase of the operation, Canadian participation focused on reaching ISAF's main objective, which was to ensure that Afghanistan's first democratic elections ran smoothly. The elections took place October 9, 2004, and 250 members of parliament and the country's president were voted in.

Despite many threats and several isolated cases of violence, voter turnout was 80 percent, making the elections a great success.

In 2005, during Phase II, ISAF began leading operations outside of Kabul to support the development and growth of Afghanistan's government institutions. To coordinate the Canadian contribution and ISAF's more advanced objectives, Canada established a new military operational force, Joint Task Force – Afghanistan, in order to keep the people of Kandahar Province safe and to enable the Afghan National Army, and later the Afghan National Police, to acquire new skills.

To expand its role in the Kandahar area, the Canadian government created the Kandahar Provincial Reconstruction Team in August 2005. ISAF provincial reconstruction teams are made up of experienced diplomats, development

Canada has accomplished some great things in Afghanistan. Three projects in particular attest to the positive contribution that Canada has made: the Dahla Dam and irrigation system, education in Kandahar Province and the eradication of polio.

specialists, police officers, corrections officers and soldiers. The teams promote the policies and objectives of the Afghan government among local authorities, foster reform initiatives and coordinate development projects.

Canada has accomplished some great things in Afghanistan. Three projects in particular attest to the value of Canada's participation: the Dahla Dam and its irrigation system, education in Kandahar Province, and the eradication of polio.

Another way that Canada has left an indelible mark on the country is through the Operational Mentor and Liaison Teams – multidisciplinary groups of experienced NATO and ISAF soldiers integrated

into specific Afghan National Army units to offer instruction, mentoring and liaison services. The precious work that these teams have done has made it possible to offer our Afghan partners instruction and liaison support services in addition to training the people in charge of headquarters when they are planning and leading operations.

Although the combat mission is now officially over, the Mission Transition Task Force has remained behind in Afghanistan to close out Op ATHENA and enable the CF to move on to other operations. It will also ensure that the Op ATHENA wrap-up and the withdrawal of Canadian soldiers are conducted efficiently. ♦



Cpl Pete Vaneykeren, an aviation technician with the Tactical Airlift Unit, holds a flag out of the top hatch of a CC130J Hercules as it taxis across the ramp to the KAF runway for its final fight back to Canada after the November 16 stand-down of the Tactical Airlift Unit.



A CC-130J Hercules from the Tactical Airlift Unit lifts off from KAF for its final fight back to Canada after the November 16 stand-down of the Tactical Airlift Unit.



USAF Senior Airman Luc Tripp does push-ups during the final serial of the Tactical Athlete Training Program at KAF.



The sun rises on KAF as the final CC-130J Hercules aircraft prepare to return to Canada following the November 16 stand-down of the Tactical Airlift Unit.



PHOTOS: MCpl/Cplc Dan Shouinard

PHOTOS: MCpl/Cplc Dan Shouinard

OP JAGUAR

SAVES LIVES, TRAINS PERSONNEL



PHOTO: MCpl Shilo Adamson

A Canadian flight engineer holds the oxygen tank for a medical patient who was transported from a Montego Bay medical facility to Kingston on board a CF Search and Rescue CH-146 Griffon helicopter.

In the last three months, the members of Operation JAGUAR have spent 543 hours in the skies of Jamaica. In 29 operational missions, they helped 31 Jamaicans who were either critically ill or injured and needed medical attention. They also flew 305 training missions.

"Our mandate was to provide air support to the Jamaica Defence Force for the conduct of search and rescue operations," says Lieutenant-Colonel Christian Lalande, commanding officer of Task Force Jamaica. "That included casualty evacuations, medical evacuations, humanitarian aid, disaster relief and emergency medical care, as needed."

The CF deployed three CH-146 Griffon helicopters with about 65 aircrew and support staff to Jamaica at the request of the Jamaican government in order to assist them with their SAR capability. Between August and mid-November, when the mission closed out, 133 CF personnel had deployed on Op JAGUAR.



Sgt Stuart Neill is lowered into a decaying fort during a winch training exercise.

"We are proud that we contributed to the enduring relationship we have with the JDF, our friendship with them. We provided the JDF with Canadian expertise; we shared technical ideas; we helped each other."

— LCol Christian Lalande

When they weren't flying operational missions, the members of TF Jamaica were heavily involved in training – both themselves and the JDF. "Op JAGUAR allowed us the opportunity to train this massive amount of aircrew," explains LCol Lalande. "What would have taken us about 18 months in Canada, took us only three months here because we had concentrated resources and personnel in one place."

As a result of this training, 17 pilots and flight engineers received various operational qualifications as Search and Rescue air crew – such as SAR Aircraft Commander, SAR First Officer and SAR Flight Engineer.

CF technical expertise was welcomed by JDF members and medical knowledge was also exchanged, with the JDF learning about the maintenance of clinical skills and the CF learning about tropical illnesses and diseases.

With a history of military cooperation between Canada and Jamaica dating from the 1960s, the Defence Team will continue enhancing efforts in defence relations with nations in Central America and the Caribbean region.

"We are proud that we contributed to the enduring relationship we have with the JDF, our friendship with them," LCol Lalande says. "We provided the JDF with Canadian expertise; we shared technical ideas; we helped each other."

For information about Op JAGUAR, go to www.cefcom.forces.gc.ca. Read about the JDF at www.jdfmil.org/.

LIBECCIO

BRINGS HOME NEW CAPABILITIES FOR CF



Home from Op MOBILE, seven CF-18 Hornets and one CC-150 Polaris refueler fly in formation November 4 before landing at 3 Wing Bagotville.

PHOTO: MCpl Marc-Andre Gaudreault

BY LESLEY CRAIG

During Operation MOBILE, Major James Kettles flew his 50th combat mission in a CF-18 while flight engineer Sergeant Mark Theaker reached 10,000 hours of operational flying.

"You don't often see that in today's Royal Canadian Air Force," says Brigadier-General Derek Joyce, who served as TF Libeccio CO. "That's a real demonstration of commitment to the RCAF."

Between March and August, Task Force Libeccio was the air component of Op MOBILE, which concluded successfully on October 28. The Task Force included the deployed headquarters in Naples as well as the air component of Canada's participation in Operation Unified Protector.

Op MOBILE's maritime component was a multi-role patrol frigate operating off the coast of Libya. After relieving HMCS *Charlottetown* in August, HMCS *Vancouver* escorted and provided defence for vulnerable vessels such as mine-countermeasures vessels and replenishment ships. The frigate also patrolled the embargo zone to gather information and ensure that prohibited material did not enter Libya.

Over the course of Op MOBILE, TF Libeccio helped develop and implement a number of new capabilities for the RCAF and the CF.

Through the hard work of experts in Cold Lake, Ottawa, and at the Sicily Air Wing in Trapani, Italy, a

free-fall bomb, the Joint Direct Attack Munition, was introduced into the CF-18 Flight. The bomb uses inexpensive GPS equipment, attached to the tail, to increase its accuracy.

Libeccio was also the first task force to employ the recently retrofitted CC-150 Polaris Multi-Role Tanker Transport in an operational theatre, BGen Joyce says. The personnel on Libeccio shepherded them through the approval process, enabling them to service allied aircraft as well as the CF-18s.

"The CC-150s have a great reputation for their stability, the amount of gas they carry, and the speed that they fly at, so they were very much in demand by the fighter jets that are flying in Operation Unified Protector," says BGen Joyce.

Flying surveillance over Libya, the CP-140 Auroras also expanded their mandate, taking on a Strike Control and Reconnaissance Coordination role that is new to the RCAF.

"We brought our forward air controllers who had been trained up in Afghanistan and we developed an airborne forward air controller capability for the first time by putting our own folks onto the Aurora aircraft," says BGen Joyce.

"By doing this, in this operational theatre, we actually developed a brand-new capability for Canada. It's one of those fantastic things we're actually going to be able to bring back from this mission." ★



Pte Sean Rogowsky, an airborne electronics sensor operator from 14 Wing Greenwood, is greeted by his daughter after arriving home November 5 from Op MOBILE.

PHOTO: Cpl Pamela Evans

FOCUS ON CHANGE

SUPPORT

YOUR STAFF THROUGH CHANGE

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

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

through the organization's change and ensure that your employees are provided with opportunities to discuss and have a say in how the organization operates.

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

The Defence Team is committed to ensuring that its leaders are equipped with the tools and information to guide their personnel through the change process. As part of this commitment, information and resources are available on the Focus on Change section of the DT intranet site to assist you with your conversations with staff. A Change Management Toolkit has recently been added to prepare managers and supervisors for this period.

The toolkit was designed as a one-stop shop for Change

Management information. Its purpose is to encourage consistency and coherence when communicating change, and to help foster employee engagement today and in the future.

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

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

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

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

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

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

CHANGE RESOURCES

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

Courses

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

Online resources

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

Services for managers

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

Resources for staff

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

The screenshot displays the Defence Team intranet homepage. At the top, there are logos for the Canadian flag, "National Defence / Défense nationale", and the "Canada" wordmark. The main header reads "The Defence Team" with the URL <http://defenceteam-equipedetadefense.mil.ca>. Navigation links include "Français", "Home", "Contact Us", "Help", "Search", and "national.mil.ca". A sidebar on the left lists various site sections: "Defence Team", "The Minister", "Deputy Minister", "Chief of the Defence Staff", "Defence Priorities", "Department Plans, Priorities and Performance", "Program Activity Architecture", "Department Structure", "Awards and Recognition", "Focus on Change", "Canada First Defence Strategy", "Explore the CFDS", "My Role in the CFDS", "Face of Operations", "In Focus", "Historic Milestones", "Public Service Renewal Events", "News", "News Room", "The Maple Leaf", "Archives", "What's New", "Photos", "Videos", "Completed Access to Information Requests", and "Proactive Disclosure". The main content area features a "Focus on CHANGE" banner with a photo of three people. Below the banner, a text box states: "This space was created to keep the Defence Team informed about change initiatives at DND/CF." To the right, a "Related Links" section lists: "Budget 2011", "Governance", "Speech from the Throne", and "Treasury Board Secretariat". Below this, a "Manager's Guide" section provides information on three prominent themes within Change Management: "Resistance to Change" (PDF - 1499 Kb), "Communicating Change" (PDF - 355 Kb), and "Planning for Change" (PDF - 650 Kb). At the bottom, an "Additional tools" section mentions a "worksheet (PDF - 134 Kb)" for preparing to communicate with staff.



CHANGE

KEY TOPIC ON SYMPOSIUM AGENDA

“We have an unmistakable, no-fail mission. So, we need to find a way to use [these changes] to maximum strategic affect and to create better internal processes.”

—ADM Matthew King

More than 250 managers and supervisors attended the National Defence Managers' Network symposium, bringing with them plenty of questions about the change initiatives underway within the Defence Team.

They walked away with a clear vision of how the organization will adapt to the changes that lie ahead, having heard first-hand the plan that senior leadership has for the future and learned new tools to help navigate the new territory.

Defence is one of many federal departments and agencies examining the ongoing effectiveness of its mandate and programs. As the government works to balance the federal budget, a number of change initiatives are being implemented, including Strategic Review and the deficit reduction action plan.

Because managers and supervisors will be expected to help their staffs implement these change initiatives, the theme of this year's symposium, held in Kingston, Ont., was change itself.

Change was the topic du jour for the keynote speakers at the event.

The change initiatives that are coming our way provide opportunities for self-examination, Associate Deputy Minister Matthew King told symposium attendees. “We have an unmistakable, no-fail mission. So, we need to find a way to use [these changes] to maximum strategic affect and to create better internal processes,” he said, adding that by closely examining how we work, we will be better prepared for the 21st century.

Vice Chief of the Defence Staff
Vice-Admiral Bruce Donaldson

agreed, saying, “We are reshaping what is still the greatest opportunity we've had in Defence in decades. We need to re-tool our institution to deliver for the future.” Success in implementing change, he said, will be directly related to the quality of leadership employees receive throughout the process.

“It is you, middle managers, who will implement this,” he said, and encouraged attendees to speak regularly with their superiors and to listen to their staff, because middle managers and supervisors will be the conduit through which change is implemented.

“It was great to get this information first-hand,” said Patricia Ledoux, international program manager with the Director General Land Equipment Program Management. “It was very forthright and undiluted.”

Organizers packed symposium workshops with information to give managers and supervisors the tools they need to successfully navigate this period of change. Workshop topics included understanding change, coaching practices for managers, business process management and knowledge management.

“Because of the many changes coming in, I wanted to know what the broader message was,” says Georges

Saumure, deputy comptroller for Assistant Deputy Minister (Materiel). “The speakers were of good calibre, and they represented the senior leadership.”

Ms. Ledoux and Mr. Saumure agreed that the symposium was worthwhile, and offered well-led workshops and important, relevant information.

To learn more about the National Defence Managers' Network, go to <http://mn-rg.mil.ca>. ★

“We are reshaping what is still the greatest opportunity we've had in Defence in decades.”

—VCDS VAdm Bruce Donaldson



Military personnel and civilian employees participate in one of several workshops held during the National Defence Managers' Network symposium.



In Niuatoputapu Island, Tonga, RCN sailor PO 1 Eric Labadie (centre, in ball cap) assists with surveying during multinational Ex Pacific Partnership. The RCN joined with the navies of Australia, New Zealand, the UK and the US, and a French air force helicopter crew based in Nouméa, New Caledonia, to carry out humanitarian work in the region.

RCN BUILDS TIES WITH OTHER NATIONS

The Royal Canadian Navy (RCN) initiated the Regulus Programme in January 2011 to seize opportunities for enhanced experiences, development and training with like-minded international navies.

In its first year, 26 CF sailors ranging from leading seamen to naval lieutenants have gained invaluable six-month professional development opportunities enriched by once-in-a-lifetime personal experiences of life at sea with the navies of Australia, Ireland, Norway, New Zealand and the US. Two lieutenant maritime surface and subsurface officers, and a petty officer, 1st class marine engineer, have recently sailed with

the Royal Norwegian Navy; two bridge watch keepers went off to the Irish Naval Service in November. A further 26 opportunities have been identified for 2012 with Australia and New Zealand, while discussions are underway with Chile, France and Spain about future at-sea experiences with their navies.

CF sailors participating in the Regulus Programme have been involved in a variety of operations and exercises, provided assistance during earthquake relief, and navigated the ice-filled waters of Antarctica and participated in the first shore visit by personnel of the Royal New Zealand

Navy—to explorer Ernest Shackleton's Antarctica station—in almost 40 years.

In addition to the professional and personal rewards, the Regulus Programme provides participants with unique insights into the naval cultures of other nations, and alternate training approaches and operational philosophies that will stand them in great stead as they move forward in their careers and influence the future RCN fleet. Programs such as Regulus also serve to deepen relationships with key defence and security allies, enhance emerging relationships, and establish new ones.



HMNZS Canterbury rests at anchor during Ex Pacific Partnership.

OP SAIPH: DOING CANADA'S PART TO FIGHT PIRATES



LCdr Susan Long-Poucher works beside a bulletin board displaying photos of pirated ships.

What started as a part-time summer job in 1979 has turned into an international adventure-of-a-lifetime for Lieutenant-Commander Susan Long-Poucher. That adventure includes supporting anti-piracy operations in the Horn of Africa region and helping to protect major shipping lanes.

She is the Task Force Commander of the Canadian contingent working at NATO HQ Northwood in London, England, as a part of Operation SAIPH. Her main role is to liaise between NATO forces and the international shipping industry in support of anti-piracy efforts. This includes making presentations, writing briefings, coordinating large-scale projects, knowing the pulse of the shipping industry and disseminating information to interested parties.

"The shipping industry is a large and complex industry, and there are many players," LCdr Long-Poucher says. "Our role is to make sure that everyone is doing what they can to

combat piracy, and to ensure that we are using our limited resources efficiently."

When dealing with pirates on the high seas, there is no such thing as a typical day. "Reacting to an event is normal for us," she says. "All my best-laid-out plans can go out the window if something happens." However, the uncertainty of the job is what makes it exciting for her. "I work with amazing people from all over the world. Every day is an adventure and you never know what will happen."

Op SAIPH is just one example of the operational excellence the CF displays on the international stage, as well as its

commitment to diversity within its own ranks.

"The key is to look after your people," LCdr Long-Poucher says. "They notice it when you ensure they have what they need, and this enables them to focus on doing a good job." ♦

"Our role is to make sure that everyone is doing what they can to combat piracy, and to ensure that we are using our limited resources efficiently."

—LCdr Susan Long-Poucher

CANADIAN SUBMARINE FORCE: STRATEGIC STEALTH

“Without submarines, Canada would be severely compromised in our ability to monitor our vast maritime approaches.”

—VAdm Paul Maddison



Since 1910, the men and women of the Navy have sailed to serve the country with the world's longest coastline. Since the 1914, they have served not only on the waves but below them as well.

Canada's Victoria-class submarines provide the Navy and the CF with unique and essential strategic capability. Acquired in 1998, the

submarines take the Navy where no other CF personnel go — undetected below the oceans' surface to gather intelligence that helps Canada safeguard its sovereignty and contribute to international operations. They are capable of patrolling for 45 days without refuelling or resupplying, and are internationally recognised as a maritime core capability, able to

perform in a variety of roles that support national security and defence objectives.

The strategic stealth of the submarines depends on the vessels' ability to remain undetected and submerged for periods of time. That ability depends, in part, on maintenance and improvements to on-board technologies. A key on-board

technology is the submarine's oxygen generators. The Navy recently began work on new oxygen generators aboard the Victoria-class boats, and the new generators have double the previous generators' capacity to supply oxygen in an emergency scenario and still operate without a power source.

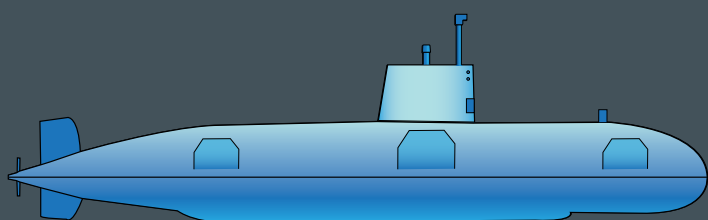
The new oxygen generators are the result of collaboration among experts from the Canadian Navy, the UK's Royal Navy, the US Navy and the National Aeronautics and Space Administration. This type of collaboration enables the CF and our allies to develop and operate cutting-edge technology by pooling resources to address shared needs.

The Navy's escape and rescue capabilities, which are critical for a submarine crew, are also being enhanced. These include a life raft system, a capability for immediate oxygen treatment of crew members after an emergency evacuation, and hyperbaric stretchers. Emergency life-support pods would enable rescuers to provide food, water, oxygen generators, and medical and other supplies to a submarine crew awaiting evacuation following an emergency, while a decompression and ventilation system stabilizes the atmosphere inside the submarine.

Combining characteristics of stealth, lethality, endurance and relative invulnerability, Canada's submarines are a platform of profound power and flexibility. With the increasing need for intelligence, particularly along Canada's coastlines, submarines and their ability to provide undetected surveillance over vast swaths of sea are an important capability in a balanced maritime force. ♦

VICTORIA-CLASS LONG-RANGE PATROL SUBMARINE (SSK)

Acquired from the Royal Navy in the 1990s, the Victoria-Class submarines are the Navy's "special forces." These stealthy submarines are well armed and capable of patrolling over vast distances, while their flexibility allows them to perform a wide range of unique naval missions. The Victoria-Class can operate in the Arctic, Pacific and Atlantic approaches to Canada and significantly extend the Navy's tactical and strategic capabilities.



Standard Displacement: **2,400** tonnes

Length: **70.26** metres

Beam: **7.6** metres

Complement: **48 + 11 Trainees**

Armament: **MK 48 torpedoes**

MARK 48 TORPEDO

High-speed, deep diving, active/passive acoustic homing torpedo.



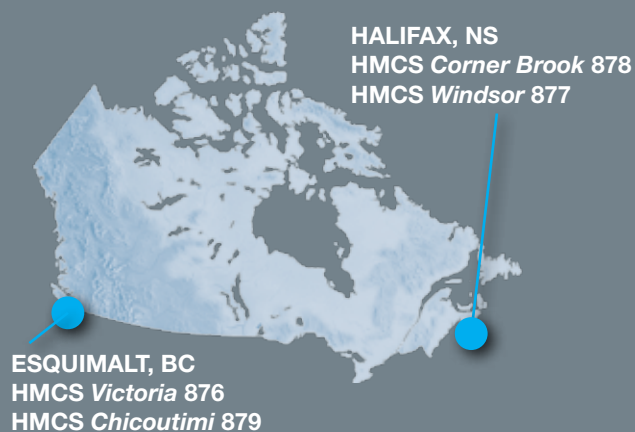
Length: **2.59** m

Weight: **1600** kg

Range: **30** km

Speed: **100** km/h

HOME PORTS



MY ROLE IN THE CFDS

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

MASTER SEAMAN GUILLAUME MERCIER: TALKING UP THE NAVY



Be it on board a Canadian warship or ashore, MS Guillaume Mercier is known as the “go-to guy” when something needs to be done. The eight-year veteran of the Royal Canadian Navy won the inaugural Navy Centennial Award last year for his leadership, excellence and contribution to the quality of life in the Navy.

MS Mercier serves tirelessly as a marine systems engineering technician (certification level 2). This involves operating the machinery control console, working with the auxiliary controls, managing the ship’s propulsion systems and contributing to operations remotely. Another key part of his role is to lead and train lower-ranked crew members, and to ensure their learning and success both on board and ashore. “It is never the same,” he says about his daily routine. “One day it is crazy, and others, it is slow-paced. We also do a lot of training and teambuilding, so it keeps things interesting.”

He volunteers for many secondary duties on board ship; he played a key role in promoting the Navy during the 2011 Great Lakes Deployment. MS Mercier organizes job shadowing opportunities for schools and potential recruits, and takes recruits under his wing as they adjust to life in the Navy. “I love to talk and I try to do public relations as much as I can,” he says. “Everyone comes from a different background and it’s good to see what everyone does.”

MS Mercier credits his parents with his people skills. “My parents were really involved in the community and are very well-known where I come from. They would take us everywhere they went, and that helped me with my PR skills and my ability to talk to people.”

It was almost a sure-fire bet he’d join the Navy; he spent seven years in 247 Les Timoniers Valcourt Royal Canadian Sea Cadet Corps in Quebec. “I really liked what I was doing, so I thought, why not make a career of it?” MS Mercier says.

because you are impacting people’s lives,” he says. “If you want to make a difference, then this is a career you should consider. There are a lot of opportunities for everyone and a wide range of challenges. Just go for it!”

“If you want to make a difference, then this is a career you should consider. There are a lot of opportunities for everyone and a wide range of challenges. Just go for it!”

—MS Guillaume Mercier

Make a career of it he did; it was an easy transition when he joined the Navy in 2003 as a stoker. After his Trades training was completed, he was posted to HMCS *Ville de Québec*.

Whether he is recruiting during the Great Lakes Deployment or talking to someone on the street, his message about the CF remains the same. “Being in the CF is very good

The Canada First Defence Strategy recognizes the importance of recruiting quality personnel, as well as training them and improving their quality of life. MS Guillaume Mercier is not only working to strengthen the Defence Team, but also to provide first-class technical service so that our Navy can be ready for the challenges ahead. ★



PHOTO: Corporal Rick Ayer

ABOVE: MS Guillaume Mercier shows visitors on board HMCS *Montréal* the ship’s 50-calibre machine-gun.

LEFT: CF Naval Engineering School instructor MS Guillaume Mercier sits at a machinery control console.

MAINTAIN YOUR MENTAL FITNESS

From the battlefield to the boardroom, conflict exists in various forms and on different fronts. It can influence your mental health to varying degrees.

Differences between military personnel and civilian employees fundamentally shape workplace well-being programs, policies and initiatives for both; however, an abundance of programs are available to meet your needs.

“Mental fitness is critical to mission success,” says Chief of the Land Staff Lieutenant-General Peter Devlin. “Just as physical fitness is an integral part of our lives, so should mental fitness be just as important. I encourage all members of the Defence Team to take advantage of the many programs that DND and the CF offer to help keep you in fighting form.”

The Well-being Framework was designed by Assistant Deputy Minister (Human Resources – Civilian) to address the emotional, physical, spiritual, social and intellectual needs of civilian employees, all of which contribute to their overall well-being. Information about work-life harmony and mental

health resources for employees and managers is just one of the things you’ll find in the framework.

Chief of Military Personnel also offers many programs to help CF personnel maintain their mental fitness. One such program is the Road to Mental Readiness (R2MR), a mental health education and training package addressing each stage of the operational deployment cycle. It has

better handle stress. If you aren’t as resilient as you’d like to be, you can develop skills to become more so.

You can use many techniques to develop mental resiliency in the midst of a stressful situation. Among these are goal-setting, visualization, self-talk and tactical breathing. While they may be employed differently by military and civilian personnel, they can offer benefits to both.

Like physical health, mental health is important to all aspects of our lives. Maintaining your mental fitness helps you improve your effectiveness and pre-

paredness – training includes not just training your body but also your mind. Resilience is about improving short-term performance and long-term well-being.

“Everyone has a role to play in promoting mental health within the Defence Team,” says ADM(HR-Civ) Cynthia Binnington. “There are many tools and programs available to keep yourself mentally fit, but there may be times when you, or someone you know, needs extra support. I want to reassure you that there is nothing wrong with seeking help and getting treatment.” ♦

“Just as physical fitness is an integral part of our lives, so should mental fitness be just as important.”

—LGen Peter Devlin

benefitted some 12,000 CF personnel and several hundred families over the last two years.

With the recent launch of the R2MR Web site, personnel and their loved ones will now have easy access to mental health material, be informed about what resources are available to them, and can gauge for themselves whether they might benefit from additional information.

R2MR also encourages and builds mental resiliency. While resilience won’t make your problems go away, it can give you the ability to see past them, find enjoyment in life and

THE BIG 4

GOAL SETTING	VISUALIZATION	SELF-TALK	AROUSAL CONTROL
Specific: your behaviour Measurable: see progress Attainable: challenging & realistic Relevant: want it or need it Time-bound: set finish line Break it down into small manageable pieces	Be calm and relaxed Use all senses See positive mental images Keep it simple Use movement Rehearse it first to improve performance	Become aware of self-talk Stop the negative messages Replace with positive Practice thought stopping “I can do this.” “I am trained and ready.” “I will focus on what I can do.”	Tactical Breathing: Rule of 4 Inhale to count of 4 Exhale for count of 4 Practice for 4 minutes Breathe into the diaphragm.

AIR: Ad Hoc Incident Review

1. **Acknowledge** that something has happened, and listen.
2. **Inform:** Check in & apply the Mental Health Continuum Model
3. **Respond:** Observe and follow-up

If you are concerned about signs of operational stress in yourself or in a buddy, get it checked out. Resources include:

Buddies Chaplains
 Medical Officer Leaders
 Mental Health Team Medics

RESOURCES FOR MAINTAINING YOUR MENTAL FITNESS

The Road to Mental Readiness

R2MR offers CF personnel and their families, and service providers, information about the R2MR deployment education training program.

www.forces.gc.ca/health-sante

Well-being Framework

The Well-being Framework outlines the programs, policies and initiatives managed by ADM(HR-Civ) to help civilian employees maintain their mental fitness.

<http://hr.ottawa-hull.mil.ca/hrciv/dgcesp/ddwb>

Employee Assistance Program

The EAP is a voluntary and confidential peer referral service to help individuals deal with personal or professional issues that might impact their work performance.

<http://hr.ottawa-hull.mil.ca/hrciv/dgcesp/ddwb>

CF Member Assistance Program

The CF MAP is a voluntary and confidential service, initiated by the Forces, to help all CF personnel, and their families, who have personal issues that affect their personal well-being and work performance.

www.forces.gc.ca/health-sante

Mental Health Services

The main providers of mental health services for CF personnel are located within CF Health Services. They offer a wide array of programs, services and support.

www.forces.gc.ca/health-sante



SHOULDER TO SHOULDER

The Shoulder to Shoulder program provides families of CF personnel who have died while serving with additional services. It links these families, regardless of the circumstances of death, with the many resources and compassionate support services that they need, and provides them with administrative, professional and peer support for as long as they need them.

Services include access to Integrated Personnel Support Centres, Military Family Resource Centres, the Family Information Line, the CF Member Assistance Program and many others. For more information, visit www.familyforce.ca.

MENTORING AT NATIONAL DEFENCE: THE BEST OF BOTH WORLDS

Although mentoring programs can be found in just about every federal government department, the program here at National Defence is unique.

Mentoring programs are often touted as bringing the human touch back to business. Many businesses feel that these programs improve job satisfaction, career growth, knowledge transfer, quality of work and team synergy.

National Defence is reaping these same benefits through its voluntary mentoring program, matching experienced employees (mentors) with employees who have less experience (mentees).

The idea is to create a mutually beneficial relationship, where both the mentor and the mentee can learn from each other's insights to achieve their own goals for their professional development.

Mentoring is a professional voluntary relationship. At National Defence, it is a leadership development initiative that encourages the transfer of knowledge from senior staff to junior staff working their way up in the department. And not only does it accomplish many of the ideals that external programs strive for, but it also increases productivity, promotes continuous learning and well-being, and helps build a learning culture across the department. It is an effective way to respond to employee development and renewal of the workplace, both part of the priorities identified in Public Service Renewal.

And it is a myth to think that mentoring helps only the mentee. Serving as mentors, employees broaden their perspective of the organization, gain self-confidence and satisfaction from helping others, create a success story within the organization, and improve their leadership skills. The pairing of multi-generational employees provides both the opportunity to learn from different perceptions and improve their skills as each generation brings its own particular way of doing things.

Although mentoring programs can be found in just about every federal government department, the program here at National Defence is unique. It is the only program that allows for the pairing of civilian mentors and mentees as well as the opportunity to pair military mentors with civilian mentees.

All Defence Team members are encouraged to participate; the program can be used not only to build basic public service competencies but also to learn about the CF culture. And although CF personnel can be only mentors under this program, it provides them an ideal way to learn about the Public Service and its culture.

Finally, the program is designed to work for both mentors and mentees. It aims to pair people based on their profiles and personalities. If you would prefer to mentor someone electronically as opposed to face-to-face, for example, the program will pair you with a like-minded mentee. The use of technology also allows relationships to be built across Canada.

Go to http://hr.ottawa-hull.mil.ca/hrciv/en/home_e.asp and select "Programs/Services" for more information, and registration tools.

Leaders grow leaders; be part of the Mentoring Program today! ♦



PHOTO: HR-Civ Strategic Communications

DEFENCE ETHICS Programme

**ETHICALLY SPEAKING,
WHAT WOULD YOU DO?**

TEA FOR TWO, BUT NOT FOR YOU

"Uh, can I speak with you Warrant?" asks Master Corporal Cardwell.

"Sure; come in and sit down," replies Warrant Officer Ames. "What's up, Master Corporal?"

"Well, I couldn't help but overhear the conversation you had with the Master Warrant Officer, about the change-of-command ceremony for CWO Blondin," MCpl Cardwell says. "If the CO isn't going to pay for the reception after the parade from his hospitality fund, how will we pay for the beverages?"

"Yes, I always knew the CO didn't like the CWO, but I didn't know it was because of her sexual orientation," replies WO Ames. "I guess she got married a few months ago and he doesn't approve of that. But don't worry about funding for her change-of-command reception, because the Honorary Colonel has offered to foot the bill."

"But Warrant, that's not right," says MCpl Cardwell. "I don't think the CO can discriminate against CWO Blondin like that, and the funding always comes out of the CO's hospitality budget."

"Whoa there, MCpl; slow down. Be very careful about accusing anyone of discrimination, especially the CO," warns WO Ames. "Look – Chief Blondin is retiring and nobody has the time for a discrimination investigation at this unit. So just drop it."

"But, Warrant," continues MCpl Cardwell, "that type of discrimination shouldn't be allowed to continue anymore. After all, that was the reason I joined the CF – so I wouldn't have to put up with that kind of treatment."

MCpl Cardwell thinks about his conversation with WO Ames for a few days. While everyone in the section seems fine with the outcome, he is still very uneasy with the CO's decision. But he doesn't know what else he can or should do, given his junior rank.

From a Defence ethics point of view, how would you advise MCpl Cardwell?

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

RESPONSIBLE HOSTING DURING THE HOLIDAYS

As winter holidays approach, many of us host parties and get-togethers. While these are a great way to enjoy time with your family and friends, ensuring the safety of your guests should also be a priority. With this in mind, here are some tips to keep you and your guests safe over the holidays:

- Have a plan from the start. When your guests arrive, ask them how

they are planning to get home. Tell them you want to ensure everyone gets home safely. Ask for their car keys to keep in a safe place until it is time for them to go home. Be sure to have on hand a list of local transportation options and phone numbers of safe-ride-home programs.

- Provide alternatives to alcohol, such as soft drinks and other non-alcoholic beverages, including mocktails.
- Keep sharp. By avoiding alcohol, you will be able to make sound decisions throughout the night.
- Refuse to allow drunk driving. If guests have had too much to drink, have them stay overnight, pay for their cab ride

home, or find another safe way of getting them home. Do everything you can to stop them from driving. If they do end up driving, despite your best efforts, call the police and tell them what has happened.

- Be prepared for guests to stay the night. When buying supplies for the party, pick up items such as extra toothbrushes,

disposable razors and sample toiletries. If you have guest beds, make them up before the party begins.

- Remember, when you keep your guests safe, you keep yourself safe!

For more information and tips on safe use of alcohol, contact your local Strengthening the Forces Health Promotion office.

KABUL MILITARY TRAINING CENTRE



PHOTO: MCpl Chris Ward

A member of Malalai Company salutes as she is presented with her graduation certificate during a ceremony held at the Kabul Military Training Centre.

Malalai Company is the all-female Afghan National Army (ANA) Officer Candidate Course at the KMTC. Fourteen candidates graduated during a ceremony at

KMTC, bringing the total of number of women in the ANA to 348.

NATO Training Mission – Afghanistan is a coalition of 37 contributing nations charged with assisting the Government of the Islamic Republic of Afghanistan to generate a capable and sustainable Afghan National Security Force ready to take the lead of their

country's security by 2014. About 920 CF personnel serve in advisory and support roles at training camps and HQ locations, primarily in the Kabul area. Smaller contingents serve at training institutions in Mazar-e-Sharif in northern Afghanistan and in Herat in western Afghanistan. The mission's mandate extends to March 2014. ♣

ENHANCED SECURITY MEASURES FOR CONTROLLED GOODS

DND/CF personnel who work with controlled equipment, technology or information will soon see strengthened security procedures established.

A secret clearance will be required to access controlled technical information. All DND/CF personnel and employees who have any contact with controlled goods must complete the Assistant Deputy Minister (Materiel) basic awareness training modules 1A and 1B by December 31.

Discretion is paramount when operating or handling controlled

goods. Technical information is especially sensitive, as is information concerning crucial technologies such as night vision devices or thermal viewers. Prudence is especially necessary in retaining our access to state-of-the-art equipment that originates with our allies.

Access the ADM(Mat) training modules at admmat.mil.ca/dgiip/ctat/. A required additional hour of training for technicians is available on DND Learn at www.dndlearn.forces.gc.ca. For more information, read DAOD 3003 and CANFORGEN 157/11. ♣



A technician working on a Hercules can easily find out if the equipment is “controlled” by referencing the Canadian government cataloguing system.



HMCS *Athabaskan* manoeuvres at high speed in the Caribbean Sea.

CARIBBE CRACKS DOWN ON DRUG RUNNERS

This fall, CF ships and aircraft helped intercept 18.3 tonnes of narcotics, valued at US\$2.2 billion.

HMC Ships *Athabaskan*, *Algonquin*, *St. John's* and *Corner Brook* patrolled the Caribbean Basin and the Eastern Pacific Ocean on Operation CARIBBE, Canada's contribution to the Joint Interagency Task Force South (JIATFS).

The ship-borne CH-124 Sea King helicopters and CP-140 Aurora that were also deployed were instrumental in the successful completion of the mission.

JIATFS is a US-led initiative focusing on the interception and disruption of illicit trafficking, and other narco-terrorist threats. The task force draws on resources from six different nations, making it an excellent venue wherein the CF can exercise its interoperability prowess.

Working closely with the US, Royal Canadian Navy (RCN) ships embarked Coast Guard Law Enforcement Detachments. LEDETs were responsible for the law enforcement aspect of the mission, while the warships provided sustained at-sea capabilities.

The CF's primary role was to help build the recognized maritime picture in the Caribbean Basin and discern between legitimate maritime traffic and possible illegal activity. Using medium- and long-range radars, and the surveillance capabilities provided by the Sea King and Aurora, CF personnel were able to locate possible traffickers for the LEDETs to interdict.

Although no narcotics were seized by the CF during Op CARIBBE, 46 cases were targeted and nine cases were disrupted overall, securing 18.3 tonnes of narcotics.

The CF presence in the area allowed other assets to be freed up for interceptions, demonstrating Canada's commitment to countering the flow of drugs in the region. Our continued participation in JIATFS and Op CARIBBE is just one way in which the CF works to defend Canada and North America under the purview of the Canada First Defence Strategy.

For information about JIATFS, go to www.jiatfs.southcom.mil/index.aspx. To learn about LEDETs, visit www.uscg.mil/history/articles/LEDET_History.asp.

WHAT'S ONLINE?

<http://dt-ed.mil.ca>

ROYAL CANADIAN NAVY:

Peering through binoculars, spotting your object and masterfully blowing it up, is all in a day's work. For more on this, go to www.navy.gc.ca.

CANADIAN ARMY:

Arbeit Macht Frei, “Work Will Make You Free”, is a motto that means something very different inside the double row of electrified barbed wire fencing. For more on this, go to www.army.gc.ca.

ROYAL CANADIAN AIR FORCE:

Firework explosions were a nice break from the rockets and small-arms fire the Aurora crew were used to seeing. For more on this, go to www.airforce.gc.ca.

DEFENCE TEAM:

When we're talking about mental health, red and orange can mean go. Go talk to someone. Go to a clinic. For more on this, go to <http://dt-ed.mil.ca>.

SECURITY FORUM DRAWS INTERNATIONAL PARTICIPATION



Spring was in the air in Halifax last month – “Arab Spring”, that is. The unprecedented populist uprisings that swept the Arab world this year were among the topics discussed at the third annual Halifax International Security Forum, held November 18–20.

The only event of its kind in North America, the forum fosters discussions covering a wide range of topics including the evolution of international security, emerging global issues, and making better use of resources to deliver on key security and defence commitments.

Defence Minister Peter MacKay was joined in Halifax by 300 politicians, academics, policy-makers and journalists from 50 nations. US Secretary of Defense Leon Panetta,

Senator John McCain and Senator Mark Udall, and Chief of the Defence Staff General Walt Natynczyk and Lieutenant-General Charles Bouchard, were among the attendees.

“The Halifax International Security Forum brings the world’s leading security and defence experts to Halifax to work together in advancing issues of mutual concern,” Minister MacKay said. “Together with our allies, we can tackle these threats, sharing experiences and ideas.”

The responsibility to protect—

R2P—was a key topic for forum participants during a plenary by Minister MacKay. Valuable discussion was held in the wake of the successful Operation MOBILE, Canada’s contribution to the NATO-led campaign to protect Libyan civilians and to enforce a UN-sanctioned arms embargo and no-fly zone over Libya.

Other topics discussed included changes to the security environment since 9/11, the impact of fiscal restraint on security, and the future of the transatlantic alliance, as well as emerging issues such as the future

of Israel-Palestine relations and the post-revolution environment in Libya.

Technology was a recurring theme through the forum, from the impact of social media during the wave of democratisation sweeping the Arab world to the cyber-security challenges facing governments and militaries today, especially as nations strive to work together on common security and defence issues in a volatile world economy. The Arctic, Russia and post-conflict Afghanistan were also discussed. ♦



Turkey’s Center for Strategic Communication Director Suat Kiniklioglu (left), Defence Minister Peter MacKay and NATO’s Op Unified Protector Combined Joint Task Force Commander LGen Charles Bouchard discuss “What is the responsibility to protect: When? Where? Whom?” during the Halifax International Security Forum.



Defence Minister Peter MacKay delivers the closing remarks at the third annual Halifax International Security Forum

PHOTOS: Cpl Rick Ayer

TASK FORCE CANUCK REDEPLOYMENT CEREMONY

Cpl Pete Vaneykeren stands in the open hatch waving the national flag as the aircraft taxis to a stop in front of those gathered for the ceremony.

436 (T) Squadron hosted the Task Force Canuck Redeployment Ceremony at 8 Wing Trenton. The purpose of this ceremony was to celebrate the return of the final CC-130 Hercules from the Afghanistan Theatre in order to recognize the outstanding efforts of all RCAF members for their successes during Operations APOLLO, ARCHER and ATHENA.



PHOTO: MCpl Roy MacLellan

HMCS SACKVILLE, CANADA'S NAVAL MEMORIAL

BY DOUG THOMAS

HMCS *Sackville* has been Canada's official naval memorial since 1985. Referred to as "the Soul of the Navy", *Sackville* also symbolizes our Navy's coming of age and trans-

formation into one of the world's most professional naval forces.

The naval equivalent of Vimy Ridge, *Sackville* pays tribute to those lost at sea with no known graves and to all those who have served and continue to serve at sea, off our

shores and elsewhere. It is a true symbol of unwavering dedication, courage and sacrifice.

The Canadian Naval Memorial Trust (CNMT) operates the ship and aims to preserve it in perpetuity with the invaluable help of a small group

of dedicated local volunteers and dues from about 1,000 trustees across the country.

To carry out its work, the CNMT needs your support. Tell others about HMCS *Sackville* and the CNMT's Memorial Project. Let them

know that our National Naval Memorial—a corvette built during the Second World War and crewed by ordinary Canadians from throughout our country—must be preserved.

Visit the CNMT's new Web site at www.canadasnavalmemorial.ca. ♣

Referred to as "the Soul of the Navy", Sackville also symbolizes our Navy's coming of age and transformation into one of the world's most professional naval forces.



PHOTO: Pte Dan Bard

HMCS *Sackville* fires her main gun in memory of RAdm William Landymore, whose ashes were committed at sea May 1, 2009, outside Halifax Harbour.

CANADIAN RANGERS

Canadian Ranger Tim Tutcho, from Deline, N.W.T., uses a compass protractor to determine six-digit grid coordinates on a map during a map and compass exercise. Under the purview of the Canada First Defence Strategy, the federal government has committed to extending the Canadian Rangers program to all of Canada, thereby addressing the need to protect Canada's sovereignty in the Arctic.



KOREAN WAR VETERANS TO RECEIVE SPECIAL RECOGNITION

It's been 60 years since Canada's contingent of volunteers were successful in helping to restore peace in Korea. But the toll was high, amounting to 516 war dead, making the Korean War our country's third-costliest war.

To mark this 60th anniversary, the US Department of Defense would like to thank all Korean War Veterans from allied countries by bestowing an official commemorative certificate.

If you are a veteran of the Korean War, or know someone who is, and would like to receive the US Department of Defense Commemorative Certificate, please contact committee member Guy Black by mail at 944 Dundonald Drive, Port Moody, BC, V3H 1B7; or by e-mail at korea19501953@yahoo.com. Provide your given name and surname, rank, unit or branch of service, the dates you served in Korea, and your mailing address.

LA MRC NAVIGUE DE PAR LE MONDE EN 2011

Le Mat 1 Cory Boudreau tire une salve d'honneur à bord du NCSM *Montréal*, qui navigue entre Gaspé, au Québec, et Corner Brook, à Terre-Neuve-et-Labrador, au cours de la Tournée des Grands Lacs de 2011.

LS Cory Boudreau performs a gun salute exercise on board HMCS *Montréal*, in transit between Gaspé, Que., and Corner Brook, N.L., during the 2011 Great Lakes Deployment.



PHOTO: Cpl Martin Roy



PHOTO: Sgt/Pte Dan Bard

L'Ens 1 Amanda Jayne utilise le compas du NCSM *Toronto* pour repérer au télémètre un navire d'intérêt pendant que la frégate patrouille dans le bassin des Caraïbes au cours de l'op CARIBBE, la participation du Canada à la Force opérationnelle interorganisationnelle Sud dirigée par les États-Unis; il s'agit d'une mesure multinationale permanente visant à réduire le trafic de drogue dans le bassin des Caraïbes et dans le Pacifique Est.

SLt Amanda Jayne uses HMCS *Toronto's* compass to range-find a vessel of interest as *Toronto* patrols in the Caribbean Basin on Op CARIBBE, Canada's contribution to US-led Joint Interagency Task Force South, the ongoing multi-national effort to stop drug trafficking in the Caribbean Basin and the East Pacific.



PHOTO: Sgt/Pte Dan Bard

Sur le pont d'envol du NCSM *Toronto*, pendant l'op CARIBBE, le Mat 1 William Mackay tire du fusil d'assaut C7 au cours d'exercices normaux portant sur les armes légères.

LS William Mackay fires a CF C7 assault rifle during routine small arms training on HMCS *Toronto's* flight deck during Op CARIBBE.

Le M 1 Sean Lothian donne des instructions à des plongeurs avant qu'ils sautent d'un iceberg dans la baie Resolute, au Nunavut, au cours de l'op NANOOK 11.

PO 1 Sean Lothian briefs his divers before they jump off an iceberg into Resolute Bay, Nunavut, during Op NANOOK 11.



PHOTO: Sgt Norm McLean

Le NCSM *Vancouver* (au premier plan) s'approche du HS *Aliakmon*, pétrolier ravitailleur d'escadre grec, afin d'effectuer un ravitaillement en mer pendant que le HMS *Liverpool* (à droite) quitte le secteur. Le *Vancouver* veille à faire respecter l'embargo de l'ONU sur les armes et prend les mesures nécessaires pour protéger la population civile en Libye, dans le cadre de l'op UNIFIED PROTECTOR.

HMCS *Vancouver* (foreground) approaches Greek Auxiliary Oiler Replenishment vessel HS *Aliakmon* to conduct a replenishment at sea as HMS *Liverpool* (right) departs the area. *Vancouver* was helping to enforce a UN arms embargo and acting to protect Libyan civilians under Op Unified Protector.



PHOTO: Cpl Brandon O'Connell



PHOTO: Cpl Brandon O'Connell

À bord d'une embarcation pneumatique à coque rigide pendant l'op MOBILE, les membres de l'équipe d'arraisonnement du NCSM *Vancouver* inspectent l'une de deux embarcations vides à la dérive au large des côtes de la Libye.

Deployed in an RHIB, HMCS *Vancouver* boarding party members inspect one of two empty boats found adrift off the coast of Libya during Op MOBILE.



PHOTO: Cpl Alex Crescenzy

Le NCSM *Ottawa* et ses 235 membres d'équipage sont de retour à leur port d'attache d'Esquimalt, après WESTPLOY, un déploiement de bonne entente et une instruction opérationnelle de quatre mois et demi dans la région de l'Asie du Pacifique. Le navire a fait des escales en Australie, au Japon, à Singapour et en Corée du Sud.

HMCS *Ottawa* and her crew of 235 arrive home in Esquimalt following a four-and-a-half-month operational deployment and goodwill tour on WESTPLOY in the Asia-Pacific region. The ship visited Australia, Japan, Singapore and South Korea.



Au cours d'un récent déploiement du NCSM *Ottawa* dans la région de l'Asie du Pacifique, où la frégate de patrouille polyvalente a fait escale en Australie, en Corée du Sud, au Japon et à Singapour, des membres de l'équipage du navire visitent un orphelinat à Busan, en Corée du Sud.

HMCS *Ottawa* personnel visit an orphanage in Busan, South Korea, during the multi-role patrol frigate's recent Asia-Pacific region deployment to Australia, Japan, Singapore and South Korea.