

THE Maple Leaf LA Feuille d'érable



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AT SEA FOR THE HOLIDAYS



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PHOTO: Photolux Studio



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AT THE JUMP STAGE



National
Defence

Défense
nationale

Canada

Holiday Message from the CDS and CFCWO



The Holiday Season is almost upon us and as it approaches we take stock of an incredible year, looking back on it with the pride of achievement. Together, the members of the Defence Team have continued to uphold the finest traditions of service beyond self and delivering excellence in operations.

The CF Chief Warrant Officer and I have met with many of you in the weeks following the Change of Command Ceremony in October. No matter where we have travelled, we have been inspired by your professionalism, accomplishments and dedication.

To our civilian colleagues, we express our deepest admiration for your tremendous contributions to the successes of the Defence Team. 2012 has been a year marked by uncertainty and change, and through it all you have relentlessly continued the critical work needed for mission success.

We close the year by offering all of you our sincere thanks and appreciation for a job very well done. Whether you are a military or civilian member of the Defence Team, or serving in the Regular or Reserve Force, you have made a great contribution with your service to the nation, both in Canada and abroad.

We wish you and your loved ones good health and great happiness both during this holiday season, and well beyond. ♣



Gen **Tom Lawson**,
CDS



CPO 1 **Bob Clérout**,
CFCWO

Christmas messages to the troops...

*To our men and women serving abroad:
Your sacrifices are the greatest gift any of us can ask
for at Christmas time.
Stay safe and come home to us very soon.
Merry Christmas!*

- Tony Currie - NHL Player - St. Louis Blues, Vancouver Canucks, Hartford Whalers

The members of Glass Tiger would like to wish our Canadian troops all the best for the holiday season. It's truly an honour for us to have had the opportunity to visit and perform for you both here at home and abroad. Thanks for keeping us strong and free!

- Alan, Sam, Wayne, Al and Chris - Glass Tiger

Merry Christmas to all of our men and women overseas. You are helping a country stand on its own two feet, you are making the world a safer place and you are making all of Canada proud. Thank you for your commitment, hard work and sacrifice. On behalf of the Toronto Maple Leafs, the Toronto Marlies, the Toronto Raptors and Toronto FC, Happy Holidays and please come home safely.

- Tom Anselm, president/C.O.O., Maple Leaf Sports & Entertainment Ltd.

Wishing a healthy and happy Christmas to our Canadian Military. My family and my fellow NHL players and alumni and our group the "Enforcers for the Forces" care and appreciate all you do for our country and the world.

- Troy Crowder, NHL player, New Jersey Devils, Detroit Red Wings, LA Kings, Vancouver Canucks

Please know, brothers and sisters, that you are missed, that you are loved and that your dedication to our country every day of the year doesn't go unnoticed. May the warmth of our gratitude travel the ocean wide and warm you all over the holiday season.

- Jonas and the Massive Attractions

*I have had the great honour of visiting our troops numerous times on the 'Team Canada' visits. The visits were one of the highlights of my life. I couldn't be happier and prouder to be a Canadian knowing you 'have my back'.
I want to wish you a very Merry Christmas and a Happy New Year.
God bless you all.*

- Mark Napier, executive director NHL Alumni Association



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COVER:

HMCS Regina refuels from USNS Washington Chambers.

Credit: Cpl Rick Ayer

Report gives balanced account of DEPARTMENT'S PERFORMANCE

Despite operating in a period of change, Defence Team members across the organization are demonstrating to Canadians and Parliament how there are ways to work more efficiently and effectively to ensure resources are being used wisely.



The DPR is one of several reports the Department tables throughout the year to map its performance against its plans and priorities.

The DND/CF's annual Departmental Performance Report (DPR) was tabled in Parliament on November 8 and highlights the DT's achievements from the previous year. The DPR allows DND/CF to provide a balanced account of its performance in relation to its plans and priorities. In other words, it helps evaluate whether the organization is achieving what it set out to achieve over the previous year. All Defence Team members – military and civilian alike – have a role to play in supporting defence priorities and delivering the long-term plan to

modernize the Canadian Forces, the *Canada First* Defence Strategy.

CELEBRATE ACHIEVEMENTS

The DPR also provides a basis upon which to recognize and celebrate collective achievements of the Defence Team. In 2011-12, the Defence Team:

- **Protected Canadians at home** by helping those affected by flooding in Quebec and Manitoba, and assisting with emergency evacuations when forest fires threatened Canadians in Saskatchewan and Ontario. As well, CF Search and Rescue crews directly assisted more than 1,000 individuals in life-threatening situations.
- **Made significant contributions to security around the world.**

In October 2011, Canada completed the stand-up of the new training mission in Kabul, Afghanistan, and supported the training of Afghan National Security Forces through a contribution of up to 950 CF personnel – the second largest contribution to this NATO training mission after the US.

The CF also participated in the NATO-led response to the crisis in Libya, where the CF safely evacuated 61 Canadians and 130 foreign nationals. As well, the overall NATO mission was commanded by a Canadian, and CF personnel helped enforce UN Security Council Resolutions which established an arms embargo and no-fly zone to protect civilians and civilian-populated areas. The CF was instrumental in NATO's success, flying approximately 1,500 military missions and hailing some 478 vessels at sea.

2011 also saw the re-deployment of HMCS *Charlottetown* to Operation ACTIVE ENDEAVOUR, NATO's maritime security and counter-terrorism operation in the Mediterranean Sea. In West Africa, the CF played an important role in deterring illegal human smuggling, and under Op JAGUAR, the CF flew life-saving missions in support of Jamaica Defence Force operations.

- **Ended its combat mission in Afghanistan** in July 2011,

considered one of the largest logistical undertakings in the history of the CF, which was conducted both on schedule and under budget. The close-out included repairing, packaging, shipping and disposing of all the CF equipment and materials in Kandahar, as well as the dismantling or transferring of over 250 Canadian structures and sites at Kandahar Airfield.

- **Continued to modernize the CF** by advancing numerous key projects, while seeking new efficiencies and benefits for Canadian industry. Major milestones included:
 - The awarding of a \$1.064 billion contract for the Light Armoured Vehicle III upgrade;
 - The announcement of the National Shipbuilding Procurement Strategy (NSPS), the largest procurement sourcing arrangement in Canadian history.
 - The delivery of the majority of the 17 new Hercules tactical lift aircraft on-schedule in 2011-12; and
 - The Halifax Class Modernization/Frigate Life Extension (HCM/FELEX) project, with three ships in mid-life refit as of the end of year. The project is currently within budget and on-schedule to achieve full operational capability by January 2018.
- **Continued to perform strongly in managing its budget**, considered the largest capital and operating budget in the Federal government. As part of the government-wide wide fiscal restraint initiatives, DND is increasing the efficiency and effectiveness of its programs and operations, ensuring value for money for Canadians.

DPRS TABLED FOR 95 DEPARTMENTS, AGENCIES

The 2011-12 DPRs were tabled by Tony Clement, President of the Treasury Board, on behalf of 95 federal departments and agencies. National Defence's full DPR can be found on the VCDS's intranet site at: www.vcds.forces.gc.ca/. Click Chief of Programme, and Reports and Publications. ♦

GTEC RECOGNIZES INNOVATION AT DEFENCE

Two Defence Team projects demonstrated how harnessing technology can lead to groundbreaking and award-winning innovations. The Government Technology Exhibition and Conference (GTEC) marked its 20th anniversary as departments are facing an environment of unprecedented change and pressure to do more with less. The need to collaborate and innovate has never been more important.

This year's GTEC Gala, held November 5 in Ottawa, honoured two Defence Team projects for their inspiring innovations — the Canadian Forces Health Information System (CFHIS) and Project Polar Epsilon.

"These projects have demonstrated the leading edge technology that ADM(IM) brings to the Defence Team," said John Turner, Assistant Deputy Minister (Information Management).

CFHIS – Distinction Award for Investing in our People

CFHIS won a Distinction Award in the category of Investing in our People. This award comes after many years of hard work putting an electronic health system in place across Canada.

The CFHIS project is one of the largest health record projects ever to be undertaken in Canada. Sponsored by the Chief of Military Personnel (CMP) and CF Health Services, the project has enabled more than 4,500 CF medical and dental professionals and clinic managers across Canada to securely share information and coordinate care for 93,000 CF members.

"It sounds very simple when you say build an electronic health record," says Satya Puttaswamiah, CFHIS project manager, "but it included automating a totally paper-based organization into an electronic automated system, installing

hardware, and teaching people how to use the system, because in that community they didn't use computers to deliver health care."

Delivered in three phases over the last decade, the project was completed the end of August. More than 150 military and civilian personnel worked on this project.

"There were 20 mini projects going on all at once, with a team automating the dental in all the bases, some installing hardware to roll out to over 53 bases," Ms. Puttaswamiah says.

The team is proud of this groundbreaking project as it was an immense accomplishment not only for everyone involved, but for the CF.

"This project is the first of its scope anywhere in Canada," says Ms. Puttaswamiah. "Even though it took 10 years to get there, it was leading-edge. And the impact it has made in the organization is great."

Project Polar Epsilon – Judges' Choice Award

Much to the surprise of the Project Polar Epsilon team, they did not win in the category they had entered, but rather won the prestigious Judges' Choice Award. The Choice Award, in addition to the fact that it is not an annual award, is of special significance because it's given to a project that judges deems to go "above and beyond".

The Polar Epsilon project enhances Canada's ability to provide surveillance and reconnaissance off each coast and to ensure sovereignty in the North. The implementation phase of the project began in March 2009, with the project being completed March 2011.

Operation DRIFTNET, conducted jointly by Canada,

Japan, Russia and the US, seeks to curtail drift net fishing in the North Pacific. Op DRIFTNET uses the Polar Epsilon system, a cost-effective way to conduct surveillance, to help locate ships fishing illegally.

"In the past, 20 or 30 aircraft would fly in a zigzag pattern all across the ocean, to find the fleet," said project manager Lloyd Gregan. "Then, they would send out the person with the proper camera to take pictures to say, 'Okay we can tell by the nets that this is an illegal fishing vessel.' Today, they use the Polar Epsilon system to find the fleet, and send out one plane, saving time and money."

Joint Task Force North uses the system to get higher-resolution images of the area to ensure the safety of patrols and to confirm that snow and ice are in place before sending out patrols.

According to Mr. Gregan, team members have their noses to the grind-stone working on the next phase and lifted their heads long enough to enjoy winning the award.

"We were quite pleased when we saw it was the Choice Award, he says with a chuckle. "Now, it's heads down and back to work."

Innovation during a period of change

Budget reductions resulting from government-wide spending reviews announced in April 2012 have posed challenges for groups across the Defence Team. This year's Defence Team GTEC recipients demonstrated the opportunities associated with a changing environment. Working together and finding new and innovative way of doing business will help move the Defence Team into the future. ♦



FACE OF OPERATIONS

OP ARTEMIS – HMCS REGINA KEEPS BUSY AT SEA

With many sporting cheesy Movember moustaches, the crew onboard HMCS *Regina* passed their halfway point in the mission patrolling the Arabian Sea, having travelled more than 7,620 nautical miles (14,112 kilometres).

“We’re doing lots of good work here and getting accolades from CTF-150 [Combined Task Force-150],” said HMCS *Regina* Commander Jason Boyd during Operation ARTEMIS. “We’re building some really good pattern-of-life information and getting a chance to work with different carrier strike groups — all in all, things are going really well.”

VALUE OF INFORMATION SHARING

While these activities demonstrate CTF-150’s presence in the volatile area, they also allow valuable information-sharing to take place. By hailing ships, HMCS *Regina* can interact with the local fishermen and share information, whether it is with a boarding or an approach where they do not board the other vessel.

“The boardings are not just about finding the bad guys linked to terrorism,” said Cdr Boyd. “It’s also about communicating with the legitimate fishermen, gathering information from them, asking questions, trying to reassure them and



Cdr Jason Boyd sporting his Movember moustache.



PHOTOS: Cpl Rick Ayer

Boatswain, OS Mathieu Gigault from HMCS *Regina*, operates the ship's rigid hull inflatable boat in the Arabian Sea.

MARITIME SECURITY OPERATIONS

In August, HMCS *Regina* began her mission of conducting maritime security operations and assisting in finding and stopping terrorist activity in her area of responsibility in the Arabian Sea — some of the world’s most important shipping lanes.

The frigate has been conducting these operations as part of CTF-150, one of three Combined Maritime Forces (CMF) naval task forces. CMF is a 27-nation naval partnership that promotes security, stability and prosperity across some six million square kilometres of international waters, covering the Arabian Sea, the Gulf of Oman and the Indian Ocean. CTF-150 directly influences events on land by disrupting terrorist activity, such as stopping movement of personnel, weapons or drugs through the region.

The crew of more than 250 personnel perform daily activities such as monitoring shipping, hailing and boarding ships, and conducting aerial sorties with the CH-124 Sea King helicopter detachment on board.

“The core crew of the group have been together since April 2011. We have a pretty strong and cohesive group onboard,” Cdr Boyd said.

reinforce their legitimate business and way of life ... each boarding brings its own challenges, and it all helps us to contribute to the pattern-of-life out here.”

SEA KING SURVEILLANCE

Regina’s Sea King helicopter has conducted more than 131 sorties with a total of 326.3 flying hours (since departing Esquimalt). Its main function is to extend the range of the ship’s sensors by surveying the ship’s area of operations and help determine if other vessels in the area are behaving suspiciously. If they are, then HMCS *Regina* can plot a course to intercept the vessel, hail it, and board if necessary.

NO TYPICAL DAYS ONBOARD REGINA

There are no typical days on board *Regina*; Cdr Boyd said every department on the ship and every day are different. The engineers take care of maintenance, combat personnel take care of boardings, and the intelligence team is always busy.

“Some days it can be a little like Groundhog Day around here,” Cdr Boyd said with a laugh. “Depending on what department you’re in and what’s going on at the time.”



Steward, OS Oliver Boongaling prepares a salad in the Wardroom Served on board HMCS *Regina* during Op ARTEMIS in the Arabian Sea.

There haven’t been any crisis situations since *Regina* arrived in the Arabian Sea.

“Everything is well within the pattern-of-life we had expected over here,” said Cdr Boyd. “But that’s a good thing. If things weren’t, our mission would be somewhat different, so things being quiet and sort of regular is good. And that is all part of the challenge of daily life of a forward deployed unit.”

This brings up one of the crew’s challenges — complacency. It’s not that the sailors’ tasks are mundane, because every day is different, it’s staying on your toes said Cdr Boyd.

“I tell the sailors every day: our biggest enemy out here is not drugs or the weapons smugglers; it’s

complacency ... you’re not always reacting to a crisis, you’re deployed doing patrols, which may be a bit predictable,” he said. “So, to maintain focus when you’re missing your families can be a real challenge. When people become complacent, they don’t perform the way they need to, and this is when accidents can happen.”

SUPPORT FROM HOME OVER THE HOLIDAYS

Christmas for *Regina* will be spent at sea. Though the crew will celebrate, it will be business as usual.

“We still have to stay focused on the mission because the bad guys don’t stop for Christmas.”

To keep morale high, good food and mail are imperative, and Cdr Boyd

says the support from home has been great and is very important to the success of the mission.

“We want to recognize the support from the families back home. Our ability to remain focused and motivated is due to the strong support we get from home. The families deserve just as much credit as the sailors,” Cdr Boyd said. “While we’re out here on patrols, they’re the ones holding the fort down back home.”

Much of the support for the sailors and their families comes from the Esquimalt Military Family Resource Centre and the Fleet mailroom.

“The MFRC has been excellent with supporting all our needs, as well as the Fleet mailroom getting mail and care packages on time — always a bright and important thing,” said Cdr Boyd. “And our tech support from MARPAC has been great. It’s not easy, logistically, to get this stuff out here, especially at sea, but they somehow make it happen.”

With the Movember moustaches shaved and Christmas just ahead, the crew of HMCS *Regina* will be looking forward to their return home, scheduled for mid-March. ♦



FILL'ER UP! HMCS *Regina* replenishes at sea

PHOTO: Cpl Rick Ayer



HMCS *Regina* refuels from USNS Washington Chambers.

As you're driving down the road, across town or even across the country, do you wonder when you will next get a chance to buy gas and maybe a snack? Count yourself lucky you're in a car. If you were driving a warship, you would face that problem on a much grander scale.

Ships that have to stay at sea for extended periods must find a way to restock everything the ship and crew consume — peanut butter, engine parts, fuel. It's called replenishment at sea (RAS) and the commodity most often replenished this way is fuel.

When a ship like HMCS *Regina* refuels at sea, the crew comes alongside of a replenishment ship, called a tanker. As the two ships keep station, cruising along, the two crews rig a span wire to connect them. Then the tanker crew uses the span wire to send a fuel hose fitted with the right kind of nozzle to the receiving ship. The crew of the receiving ship catch the nozzle

of the fuel hose and attach it to their inlet pipe. When everything is firmly connected, the fuel starts to flow.

Imagine trying to fill up your car from a tanker truck while both you and the truck keep going down the highway, side by side.

Since leaving Esquimalt on July 3 for the Arabian Sea on Operation ARTEMIS, HMCS *Regina* has replenished at sea more than a dozen times, taking fuel from American and British naval tankers. From initial planning to completion, each RAS requires a high degree of co-operation between the two ships' companies, and among the various departments of each crew.

The Combat Department is responsible for precision ship-handling. The Deck Department delivers expert seamanship in tasks such as rigging the span wire. The Combat Systems Engineering Department keeps all the communication equipment in top shape, and the Marine Systems Engineering Department monitors the entire fuelling operation.

HMCS *Regina* is currently deployed on Op ARTEMIS, the CF's participation in maritime security and counter-terrorism operations with Combined Task Force 150 in the Arabian Sea, the Persian Gulf, the Gulf of Oman and part of the Indian Ocean. ♦

SPECIAL FORCES train in Canada's North

PHOTO: CSOR Imaging



Members of a CSOR detachment search the wreckage of a downed aircraft near Whitehorse, Yukon during a training scenario on Ex ARCTIC DAGGER.

Members of 2 Special Operations Company of the Canadian Special Operations Regiment (CSOR) descended on the Yukon in October during Exercise ARCTIC DAGGER. This exercise was designed to build on the existing capacity of small special forces (SF) detachments to conduct crisis response operations in support of Canadian sovereignty in the North.

ARCTIC DAGGER was conducted jointly with Joint Task Force – North (JTF-N) Headquarters, 1 Canadian Ranger Patrol Group, and 440 Transport Squadron. CSOR operators deployed to the Yukon by CC-130J Hercules and linked up with JTF-N and the Canadian Ranger Detachments in Whitehorse, Haines Junction, and Dawson City.

Immediately after their arrival in the Yukon, the SF teams received an update on the exercise scenario, which required the teams to conduct complex insertions into austere

locations – technical speak for using a variety of methods for getting teams into difficult terrain.

In this case, helicopters and ATVs were used to get teams close to a plane crash site and teams covered the final distance on foot. When they reached the site, the teams had to recover sensitive equipment from the aircraft before it could fall into the hands of an adversary.

“This exercise gives us another opportunity to get the SF detachments into a new environment and expose them to working with partners that are joint, interagency, and public,” said an exercise director from CSOR. “Additionally, we are able to build a network of lasting relations here in the Canadian North which will set conditions for successful... operations when the need arises.”

While CSOR's primary role is centred on irregular warfare, the Regiment also contributes to the defence of Canada through an indirect approach. Focused on building the capacities of

partner nations, SF teams are deployed globally to support others who possess the will but lack the means to deal with regional security threats.

Ex ARCTIC DAGGER provided CSOR's junior leaders with experience working with local forces while exercising Canadian sovereignty. The training deepened CSOR members' operational understanding of the North and further developed the unit's ability to conduct joint and interagency expeditionary operations in the region.

CSOR's presence in the North has been regular and is growing. CSOR participates annually in Op NANOOK, and during the last year the Regiment has deployed teams to Iqaluit and Qikiqtarjuaq in Nunavut, and to Alert on the northern tip of Ellesmere Island.

For more information on the Canadian Special Operations Regiment (CSOR) visit: www.csor-rosc.forces.gc.ca. ♦



PHOTO: Grant Cree

A soldier on the Basic Parachutist course prepares to jump from an aircraft near Edmonton.

SOLDIERS complete Basic Parachutist course

The CF maintains a parachute capability in each infantry regiment and in its Special Forces. Recently, at a small airport just east of Edmonton, 27 candidates completed their first jumps on the Basic Parachutist course under the direction of Parachute Instructors from the 3rd Battalion, Princess Patricia's Canadian Light Infantry.

The three week Basic Parachutist course includes two weeks of intensive ground training to prepare the students for week three – the jump stage.

During ground school, candidates are taught landings, aircraft drills, flight procedures and equipment rigging. Safety is constantly emphasized, and candidates do drills hundreds of times so specific movements become part of their muscle memory. The emphasis on repetition instils discipline while also making the drills automatic, which allows candidates to be prepared for any emergency after they jump.

"Those drills are important because you're dealing with lives," explained 3 PPCLI's Capt David Ortt, the course officer. Capt Ortt's staff of experienced Parachute Instructors conducted the daily lessons and motivation sessions in the lead-up to the jump stage.

Capt Ortt noted that each parachute is packed by experienced riggers at CFB Trenton and checked again by riggers from 3 PPCLI. Once they're satisfied that a parachute is safe for operation, they are issued to a soldier.

Candidates were required to safely land after making five parachute descents from 400 metres above ground level. Their first parachute descent was with no equipment, for the second jump they carried a rucksack, and their third jump was with full equipment – a rucksack, snowshoes and a C-7 service rifle. Their fourth jump was with their rucksack and rifle, and their fifth descent was at night with full equipment.

Noticing that all of the candidates were visibly nervous before their first jump, Capt Ortt put it in perspective.

"I'm nervous too before any jump," he said. "It's normal because you're jumping out of a plane, at 120 knots while carrying 150 pounds (68 kg) of kit strapped to their body. So it's pretty nerve-wracking."

The course began with 48 candidates from across Land Force Western Area, and after the two-week ground school, only 27 of them remained to carry on with the jump stage. The majority of those who were removed from the course didn't meet the standard on the various performance checks – particularly the 10-metre mock tower, which simulates jumping out of an aircraft.

Capt Ortt had some advice to soldiers who are thinking about applying for the Basic Parachutist Course.

"Make sure you're comfortable with heights and show up physically fit," he advised. "Each unit is allotted a few positions, so if you're the most fit out of the others, you're more likely to be accepted."

Basic Parachutist and other specialized courses are also conducted at the Canadian Forces Land Advanced Warfare Centre at CFB Trenton.

FROM RIO TO INUVIK

It was no coincidence that the CF-18 Demonstration Team began and ended its 2012 air show season outside of Canada. The Royal Canadian Air Force (RCAF) made a deliberate effort this year to connect with foreign air forces as well as air show enthusiasts at home and abroad.

Every year, the RCAF selects a special group of people to make up the CF-18 Demo Team. These individuals are hand-picked for their superior performance and dedication to excellence. Without the hard work of each and every team member, the CF-18 Demo Hornet would never get off the ground. The pilots chosen to fly the Demonstration Jet receive special training, and the position is considered quite an honour among the RCAF fighter community.

This year's team travelled to Brazil, Chile and Jamaica as part of Operation SOUTHERN REACH, and then across Canada and in the North during Op NORTHERN REACH.

While in Chile, the team met with their air force counterparts in an exchange that gave lead pilot Captain Patrick Gobeil, of 3 Wing Bagotville, and the other CF-18 pilots, an opportunity to fly training missions along with Chilean pilots in their F-16 fighter jets. In Jamaica, Capt Gobeil performed over the Kingston waterfront to the delight of thousands of people who assembled on the shoreline.

With its vivid 2012 True North, Strong and Free paint scheme, this year's theme, the CF-18 Hornet then headed north to dazzle audiences

in cities across Canada and performed flybys over many smaller communities. The Arctic theme was particularly timely and relevant, as the defence of Canadian sovereignty and the protection of territorial integrity in the Arctic are a top priority for the Government of Canada and, by extension, the RCAF.

"I particularly enjoyed the flypast I did for the remote communities of Wekweti, Gameti and Whati, north of Yellowknife," said Capt Gobeil. "They are in the middle of vast country with no nearby major cities. After 15 to 20 minutes of flying, a few buildings with a small gathering of people would start forming on the horizon. It was special to fly over these communities knowing that the vast majority of the people there had [likely] never seen an Air Force [aircraft] flying so close and just for them. With no major roads leading to those communities, it made me realize how important the Air Force has been for the development of their infrastructure."

In all, Capt Gobeil flew an estimated 85,000 kilometres across the Western hemisphere between April and October, demonstrating the capabilities of the RCAF.

The team has enjoyed many accomplishments over the past summer; When asked about what he thought was the biggest accomplishment of the season Capt Gobeil said, "The team itself! Everyone felt like they were part of [the team] and they had the power to help make [the shows] even better. We treated every air show as if it was our first, and put on the best show we could." ♣



PHOTO: Capt Holly-Anne Brown

Cpl Adam Pfeifer (left) and MCpl Sarah West, from the CF-18 Demonstration Team ground crew, perform maintenance on a CF-18 at the Abbotsford Airshow in August.

JOINTEX 13 prepares CF for future operations

JOINTEX 13 is a multi-stage training exercise designed to further the CF's capability to conduct large-scale, complex missions where land, sea, air and special forces work together under a single command. JOINTEX 13 will change how the CF fights, develops and trains the future force, in order to contribute to joint success in future operations at home and abroad.

The exercise is designed to be conducted in five stages. Stages one through three are complete and involved planning and simulation, including a computer-assisted exercise held in Kingston in January 2012.

The first part of Stage 4, held in late November, exercised the Kingston-based 1st Canadian Division Headquarters as the nucleus of a Combined Joint Inter-Agency Task Force Headquarters. Over 200 personnel participated in Advanced Command and Staff Training at CFB Kingston.

The last part of Stage 4 will be held from January 21 to February 1. This will be a computer-assisted command post exercise, involving about 1,000 CF commanders and staff in Ottawa, Edmonton, Winnipeg, Kingston, Valcartier and Halifax.

The final stage of the exercise will be held in May and June 2013. This stage will integrate the four major field exercises run by the Royal Canadian Navy, the Canadian Army, the Royal Canadian Air Force and the Special Operations Forces.

CF AWARDED HIGHEST NATO HONOUR for medical achievements

The CF often boasts of a quality, responsive and innovative health care system that is committed to providing the best support possible. Now, NATO and the heads of military medical services the world over are backing up that claim and recognizing Canada for its groundbreaking work in the field of combat medicine.

Over a three-year period, the NATO Role 3 Multinational Medical Unit (R3MMU) at Kandahar Airfield, Afghanistan saw patients come in with some of the worst war-related injuries ever seen and the care they received was top notch – with an unprecedented war injury survival rate of 97 percent. Additionally, the fact that the hospital was made of plywood, canvas and military shelters, and in a war zone, makes receiving the Dominique-Jean Larrey Award an even more impressive accolade for Canada.

This esteemed award was given to Canada at the semi-annual meeting of the committee of the Chiefs of Military Medical Services at NATO headquarters in Brussels November 21. Canada established and commanded the R3MMU from 2006 to 2009. It was the first ever NATO multinational field hospital involved in combat operations. The CF were praised for their outstanding leadership and extraordinary clinical

success throughout the R3MMU. The overall unit success is a tribute to individuals, teams, nations and leadership.

The Dominique-Jean Larrey Award is the highest honour for medical support that NATO bestows. It's awarded in recognition of a significant and lasting contribution to NATO multi-nationality and interoperability or to improvements in the provision of health care in NATO missions within the areas of military medical support or military health care development. This is only the second time the award has been granted.

"This award is a testament to the extraordinary dedication and professionalism of the Canadian and allied military and civilian personnel who served there," said Brigadier-General Jean-Robert Bernier, CF Surgeon General. "The health team always maintained the highest ethical and clinical standards in treating our patients and in mentoring Afghan military health personnel. This is a very proud day for Canada and for the Canadian Forces Health Services."

The CF were also commended for their groundbreaking work with the integration of multinational health teams comprising military and civilian personnel from partner nations, including Australia, Denmark, the Netherlands, New



Medical staff at the formerly Canadian-led multinational hospital at Kandahar Airfield, provides medical care to an Afghan National Army soldier who received a gunshot wound.

FILE PHOTO

Zealand, the United Kingdom and the United States.

"Despite difficult environmental conditions, long evacuation distances, hostile fire, and the R3MMU's very rudimentary infrastructure, Canadian and allied health personnel achieved unprecedented casualty survival rates," said BGen Bernier. "NATO's praise of Canada as a health care leader reflects the incredible dedication and professional competence of everyone in the Defence Team who contributed to this success,

both within and outside CF Health Services."

Throughout the Afghanistan mission, R3MMU had the highest survival rate for war victims recorded to-date. In total R3MMU received 42,000 patients, admitted 3,100 of these and performed over 4,500 surgical procedures.

The valuable lessons learned throughout the R3MMU experience in Afghanistan have led to further improvements and deployments of NATO Multinational Medical units. ♣

SAR TECHS RECEIVE INTERNATIONAL AWARD FOR BRAVERY AT SEA

"Sergeant Janick Gilbert, Master Corporal Max Lahaye-Lemay, and Master Corporal Marco Journeyman clearly embody the Search and Rescue Technicians' motto... "That others may live", and tragically Sergeant Gilbert gave his life in upholding this ideal," said Defence Minister Peter MacKay.

These three CF Search and Rescue Technicians (SAR Techs) from 424 Transport and Rescue Squadron, 8 Wing Trenton, received the International Maritime Organization (IMO) Award for Exceptional Bravery at Sea, at a ceremony on November 26 in London, England. This award is the highest honour awarded by the IMO.

The SAR Techs received this award for saving the lives of two Inuit hunters stranded in icy waters near Igloolik, Nunavut, on October 27, 2011. Tragically, Sgt Janick Gilbert perished during the rescue.

"This was an extremely demanding mission due to the remote location and harsh weather conditions," said General Tom Lawson, Chief of the Defence Staff. "It is entirely appropriate that the International Maritime Organization saw fit to recognize the bravery and professionalism of these Search and Rescue Technicians under some of the most extreme conditions imaginable."

The SAR mission was a collaborative effort that included SAR aircraft and crews from 17 Wing Winnipeg, 8 Wing Trenton, 9 Wing Gander, and 14 Wing Greenwood, and was coordinated by the Joint Rescue Coordination Centre in Trenton. Searchers located the two local hunters stranded in an open boat and dropped a radio to them. The condition of one hunter was deteriorating and when communications were lost, the SAR Techs parachuted from their CC-130 Hercules into the high seas and strong winds to rescue the hunters. A CH-149 Cormorant from 103 Squadron, 9 Wing Gander, airlifted the two victims along with the three SAR Techs from the area, and transported them to the medical centre in Igloolik.

The International Maritime Organization is the United Nations agency responsible for the safety and security of shipping and the prevention of maritime pollution by ships. ♣

MINISTER'S Long Service Recognized

Defence Minister Peter MacKay became the second longest serving Minister of National Defence on August 28. With just over five years – 1,841 days – of service to National Defence, Minister MacKay overtook Art Eggleton's tenure from June 11, 1997 to June 25, 2002 (1838 days) and is only surpassed by the longest standing Defence Minister, Brooke Claxton, who served from 1946 to 1954 (2,761 days).

"In addition to leading the Defence Team in a time of war, and deftly balancing its various commitments and obligations, Minister MacKay has managed to find the time to get re-elected (twice), to find and marry a wonderful woman, and even to start down the road to becoming a father," remarked Deputy Minister Robert Fonberg at the ceremony.

The ceremony to mark the occasion took place on November 23 in Mr. MacKay's office on Parliament Hill. On behalf of the men and women of DND and the CF, Deputy Minister Fonberg, Associate Deputy Minister Matthew King, the Chief of the Defence Staff Gen Tom Lawson and the Vice Chief of the Defence Staff VAdm Bruce Donaldson presented Minister MacKay with a book of images that chronicle his active commitment to the Department. ♣



FOCUS ON CHANGE

BPM: THINKING PROCESS WILL HELP DEFENCE MOVE FORWARD

Successful organizations – whether they are private businesses or government departments – have one thing in common. They all have a clear understanding of what their business is.

One way they maintain this understanding is by “thinking process.”

As a result of the Government-wide spending reviews currently underway throughout Defence, the Defence Team is beginning to use Business Process Management (BPM) to transform, simplify and standardize its work. By taking a step back to look at the way we work, and by taking advantage of new technologies, the DND/CF will be able to generate savings and deliver its mandate to Canadians.

A business process represents our work

A business process is a collection of related, structured activities that produce specific services or products for clients. It can often be visualized as a flowchart showing a sequence of activities, that begins when a request is received and ends when a service or product is delivered.

All work can be described as a business process, whether that means hiring a new employee, or fixing a broken helicopter. Each of these includes various steps to achieve an end goal – when the new employee is hired or the helicopter is ready to fly.

In other words, a business process represents what is done to provide a service or product to a client.

“Thinking process”

“Thinking process” means understanding all the factors that influence an entire business process and knowing how they relate to the end result. This includes understanding what clients want, and following an effective and efficient process to achieve what is of value to them. It often means re-evaluating the way work is performed to move from functional to cross-functional work.

Ultimately, “thinking process” requires a cultural change.

Understanding end-to-end processes

All processes have a determined start and end. When reviewing processes, either a part of an end-to-end process, or the process in its entirety, can be examined. The term “end-to-end” often defines an entire business process that crosses an organization. It also involves many processes or sub-processes.

Using the example of hiring a new employee, reviewing this process could mean that it begins with the request for a candidate, and ends with the employment of a candidate. However, looking at this business process with a greater understanding of the HR system as a whole, a typical end-to-end process would be from hire to retire.

Understanding what clients really want

“Thinking process” requires keeping the client in mind at all times,” says Pierre Rochon, director, Change Management at ADM(HR-Civ). “The first step is to identify who the clients are. Only then can their needs be better understood, and a process that meets these needs be designed.”

Using the HR example above, in the hire-to-retire end-to-end process, the “clients” are the organization’s managers and employees. Their needs are the focus and the process should be built to meet these needs in the most effective and efficient way. Defining the clients and stakeholders of an end-to-end process and identifying their needs can be challenging.

“At the end of the day, ‘thinking process’ will allow all of us—every member of the Defence Team—to realize how our jobs fit into the much larger picture of the Defence mandate.”

— Pierre Rochon, director,
Change Management at ADM(HR-Civ)

Moving from functional to cross-functional

In government, many teams work in functional silos. Many are grouped by function, and not necessarily in a way that most effectively and efficiently achieves a particular goal.

However, when thinking through an end-to-end process, people must think on a larger scale. All members of the Defence Team perform activities that are part of a larger process; something happens before and something happens after those activities. “Thinking process” means thinking about the work that happens before the request comes into a specific section and thinking about what happens after the work moves on. Ultimately, it means thinking of and working toward the end result. Everyone involved in the end-to-end process works together to achieve the common end result. This way of thinking allows for reflection on what is truly of value for the client, from a service delivery perspective.

“Only after an organization is viewed as whole, and end-to-end processes are reviewed from a cross-functional perspective, can all personnel truly work together toward common goals,” says Mr. Rochon.

Culture change?

Attitudes and beliefs are reflected in behaviour. As a team begins to “think process,” attitudes will begin to change. This will impact how people work together. Having open discussions will facilitate a better understanding of what a process-oriented organization could look like.

When the culture shift begins, people’s reactions will change, too.

Reactions will change:

FROM:

- “It’s not my job.”
- “I do what I am told.”
- “I work in this area only.”
- “I know my part.”
- Being function driven.

TO:

- “It’s everyone’s job.”
- “I do what’s needed.”
- “I work to fulfil the goal.”
- “I know the whole process.”
- Being process driven.

“At the end of the day, ‘thinking process’ will allow all of us—every member of the Defence Team—to realize how our jobs fit into the much larger picture of the Defence mandate,” says Mr. Rochon. “Incorporating BPM as the regular way of doing business will help ensure that Defence remains flexible and that we are well-positioned for what the future may bring.” ♦



“Thinking process” means understanding all the factors that influence an entire business process and knowing how they relate to the end result. This includes understanding who our clients are and what they want, and following an effective and efficient process to achieve what is of value to them.

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*.

MARIE-CLAUDE MICHAUD:

DEDICATED TO SERVING THE MILITARY COMMUNITY



PHOTO: Sgt Jean-Francois Neron

"I really believe in the strength of the military family community," says Marie-Claude Michaud of CFB Valcartier's Military Family Resource Centre (MFRC). After 18 years of dedicating herself to the needs of military families, Ms. Michaud's commitment, affinity and respect for her clients grows stronger with each passing year.

"Military families are courageous, determined and strong," she says.

Today, Ms. Michaud fulfills a valued role in supporting the personnel pillar of the *Canada First Defence Strategy*. As the Executive Director of the Valcartier Military Family Resource Centre, she leads and delivers innovative support programs with 50 employees and over 200 civilian volunteers.

Ms. Michaud's community spirit was inherited from her parents as she grew up in Loretteville, on the northern edge of Quebec City.

"My family was involved with the community, whether it was organizing

the city festival or working with children with special needs. I've been doing this all of my life."

With a bachelor's degree in social work, Ms. Michaud was a community organizer and family services employee working with seniors prior to accepting a job as the community organizer in Sainte-Foy's MFRC, located near downtown Quebec City. At the time, this MFRC was a satellite of the main MFRC at Valcartier.

"I was looking for a new challenge and was curious about military families," she says. "There were 100 residential housing units at Sainte-Foy in 1994 and I remember thinking I was in another world from the civilian community when I started."

"My first job was to welcome new families posted to Valcartier, so I worked with military spouses and their children, organizing activities around the Centre," she says. "I was amazed by these families and learned they are the best people to identify their own needs."

A COOPERATIVE EFFORT

MFRCs are a cooperative effort involving all sectors of the military community.

"In order to deliver services at the MFRC, military families work through us and then we work with the chain of command to make things happen," says Ms. Michaud. "And without the acknowledgement of our commanders, nothing would be possible."

MFRC services include Child and Youth Development and Parenting Support; Prevention, Support and Intervention; Personal Development and Community Integration; and Family Separation and Reunion. But those are just baseline services. What is truly remarkable about an MFRC is how quickly it can improvise to the changing needs of military families.

"Spouses told us that they often leave their jobs and careers behind in order to follow their partners," says Ms. Michaud. "Our response was the establishment of the Employment Assistance Program so that we could assist newly-posted spouses to look for employment, and we did this in a few weeks."

THERAPEUTIC PROGRAMMING

For all the success of the Employment Assistance Program, the experience of death and bereavement would push Ms. Michaud and her colleagues to the emotional stresses that come with fatalities overseas.

"Just before the base first deployed soldiers to Afghanistan, we were told there were going to be casualties. We didn't have any specialized personnel working in the Centre. We prepared for it as much as we could and in 2007, we had our first casualty and his wife was one of our volunteers. Like a family, we rallied around her to support her. It was very difficult to deal with but the Centre

came together and did a marvellous job considering what happened."

As a result of the success of the Valcartier experience, MFRCs across Canada now have a therapeutic program which helps families when a member is affected by an operational stress injury.

The success of Valcartier's MFRC speaks to the kind of innovative and visionary leadership Ms. Michaud brings to her "command".

Currently, the Valcartier MFRC is supporting the families of local troops who are serving in Afghanistan with Roto 2 of Operation ATTENTION, the NATO training mission. The Valcartier MFRC has planned several activities to keep connected with military families this Christmas season.

The future for the Valcartier MFRC looks bright. Ms. Michaud is developing innovative ways to reach out to military families who live off-base so they're aware of available programs and services. She and her team are constantly adapting services to meet the changing needs of military families.

"I have 10 to 15 years to make a difference," she says. "It seems like a long time but it has been so short when I look back."

More information on Military Family Resource Centres can be found at www.familyforce.ca.

VOLUNTEER OPPORTUNITY: NATIONAL MILITARY FAMILY COUNCIL

Are you looking to contribute your skills and perspectives about issues impacting Canadian Forces families? Military family members are invited to join the National Military Family Council - an advisory council that provides a voice for military families to the Chief of the Defence Staff. Visit www.familyforce.ca/sites/nmfc for more information or to apply. ★



PHOTO: Cpl Francis Gingras

Marie-Claude Michaud, centre, meets with staff at the Valcartier Military Family Resource Centre.

PREPARING YOUTH FOR THE FUTURE OF DEFENCE

Looking at the Defence Youth Network (DYN) today, it may be hard to believe that they have only been stood up for little over a year. Prior to their launch in the summer of 2011, DND was the only major department or agency that did not have a young professionals network in place, despite being the largest and most complex federal government department.

One year after its official launch, the DYN already boasts one of the largest memberships of any federal government organization for young professionals, currently sitting at just under 500 members and growing every day.

To help support and mentor the network into the future, the Vice Chief of the Defence Staff, Vice-Admiral Bruce Donaldson, recently agreed to champion the DYN.

"I've been watching the youth network since it stood up and I've been able to watch it flourish, so I was flattered and excited to be given an opportunity to interact with the people in the network and encourage others to join," VAdm Donaldson says.

THE BENEFITS OF A YOUTH NETWORK AT DEFENCE

VAdm Donaldson says that it can be intimidating for new personnel coming into an unfamiliar environment like Defence for the first time. Joining the network, he says, can help young, new Defence Team members not only learn about what the Department has to offer, but to get excited about the opportunities it can provide.

The DYN offers huge opportunities for the whole Defence Team to be involved through participation, mentorship and awareness. The VCDS says that managers are encouraged to support their staff who join the DYN.

YOUTH ARE THE FUTURE

As members from older Defence Team generations move toward retirement, knowledge management has become increasingly important.

"The youth in Defence are the future," says VAdm Donaldson. "The more we invest in our future, the more we are setting ourselves up to continue the work that we've spent our entire careers trying to establish."

However, he cautions not to mistake simply telling people what to do for mentorship and having the misconception that successful knowledge transfer means that people will continue to carry out work responsibilities in the same manner.

"While knowledge management is important, it goes beyond issues and files, and extends to ensuring that the principles and history that built the organization are carried on as well," he says.

LOOKING TO THE PAST AND THE FUTURE

Since its official launch on June 22, 2011 the network has been steadily increasing both its membership and its collaboration with other interdepartmental networks. As well, it has successfully executed many activities, including:

- the Mentoring Connections Event which linked members from the National Manager's Community with Defence Youth Network members to form possible mentoring matches;
- the National Defence Workplace Charitable Campaign Job Shadowing Auction, which not only raised money for the NDWC Campaign, but also auctioned off opportunities to job-shadow senior leaders in Defence, including the Deputy Minister and the Associate Deputy Minister; and
- participation in the Career Boot Camp, a day-long event that consisted of workshops and speakers discussing career development for young professionals.

The network has achieved a lot in this past year, however, it is still working to meet new goals and continue to grow.

Their primary goals for the near future are to increase the number of military DYN members, integrate new technologies into network activities by launching various social media platforms, and to continue executing networking and professional development events.

UNIQUE DEFENCE TEAM CULTURE

The DYN is open to both civilian and military members. One of the network's primary goals is to break down the barriers between these two cultures and take advantage of the organization's unique structure, which sees civilian and CF personnel working side-by-side. The DYN aims to create an awareness of the complex workings of the Public Service for CF members, and an appreciation of CF culture, in return, for its civilian membership.

VAdm Donaldson agrees that while there may be different ways of doing things and different ways of thinking between the two sides of the Defence Team, there is also huge richness to the mutually respectful and enthusiastic sharing of ideas, perspectives and ways of doing business.

"There are all sorts of different skill sets that come together in the Defence Team that make it an amazing environment," he says. "It is that difference between the military and the civilian sides that make it such a powerful institution." ♦

"As a serving CF member, being a member with the DYN has given me a better understanding of the importance of the relationship between the CF and the Public Service."

— Cpl Anne Pratchler, Orderly Room Clerk with Chief of Defence Intelligence

"Being a member has been an asset to me personally by providing a framework for formal and informal support, mentoring, and an overall greater sense of pride in the work that is done by the DND/CF."

— Bobby Covell, Financial Officer with ADM(Fin CS)

"With all their undertakings, the DYN has become incredibly visible at DND; they allow people who join the network feel comfortable in a new environment and give them the opportunity to share new ideas."

— Angela Azzi, Learning System's National Coordinator with ADM(HR-Civ)

EXPERIENCES FROM MEMBERS OF THE DEFENCE YOUTH NETWORK

"I find the DYN helps vocalize the sometimes underrepresented voice of younger professionals within DND/CF and has created a venue that permits young professionals to build long-lasting and cross-functional relationships with colleagues they otherwise would not associate with on a regular basis."

— Joshua Dauphinee, Procurement Officer with ADM(Mat)

"I feel the Defence Youth Network is a great tool in reaching out to all young professionals and allowing them the opportunity to learn and network."

— Capt Paul Chaput, CC130 Deputy Aircraft Engineering Officer with ADM(Mat)



To help support and mentor the network into the future, the Vice Chief of the Defence Staff, Vice-Admiral Bruce Donaldson, recently agreed to champion the DYN.



NAVIGATING THROUGH CHANGE TOGETHER: MANAGING FOR THE FUTURE

Defence Team Managers' talked change during a period of transition at the 12th annual National Defence Managers' Network (NDMN) symposium in Kingston, Ont. The theme of this year's symposium was 'Navigating through Change Together: Managing for the Future' and provided participants with resources and information in order to continue to support their staff, while looking ahead to the future.

This year's symposium served as a tool to prepare managers to do that.

"I appreciate the opportunity to gather and network with fellow managers, and to learn more on topics which are of critical importance to managers at Defence," said Sheila Chapman, PG Advisor with ADM(Mat). "The keynote speakers and workshops provided me with information, tools and strategies to better manage through these times of change."

managers the opportunity to build a network outside of their area of expertise which they can later call upon for collaboration."

Participants agreed that the symposium served as a great networking opportunity, as well as a great learning experience for the participants.

"As an aspiring manager, the symposium provided a phenomenal opportunity to understand the challenges and successes of leaders within Defence, specifically in a time of rapid change in the department," said Srishti Hukku an analyst with the Directorate of Strategic Planning and Accountability. "It was encouraging that senior leaders continued to focus on improving business processes and creating sustainable strategies to manage employee engagement and well-being."

"It was encouraging that senior leaders continued to focus on improving business processes and creating sustainable strategies to manage employee engagement and well-being."

— Srishti Hukku, analyst, Directorate of Strategic Planning and Accountability

The speakers during the three-day symposium spoke about many top-of-mind issues such as:

- Change Management and Engagement;
- Transformation;
- Business Process Renewal; and
- Afghanistan drawdown and future operations for the CF

ADM (HR-Civ) Cynthia Binnington spoke about Change Management and Engagement from a leadership perspective. She explained that during this time of change, people look to their managers and that managers must walk the talk when encouraging their staff to do the same.

"Not only do you have to verbalize your understanding of the change, you also have to model it. Employees will be looking to you as an example," said Ms. Binnington. "If we are talking culture change, you need to be modeling the behaviours associated with that culture. If the change is about new ways of working, you need to jump in with both feet."

Great opportunity for managers to learn and network

Bruce Christianson, symposium co-chair says, "the chance to hear from strategic guest speakers and participate in workshops is a great opportunity for managers, but it is the opportunity to network with other managers from coast-to-coast-to-coast from both the CF and DND that really sets this symposium apart."

Normally, similar events have managers from the same specialties interact. What is unique with the NDMN is the ability to network with managers from other groups that deliver on different mandates, but still face similar challenges.

"The symposium allows individual managers to gain a more diverse outlook on common themes at Defence," Antonella De Dona, symposium co-chair explained. "It gives

Growing and improving each year

Making improvements based on the feedback from last year's symposium, half-day workshops were offered rather than full days to allow for more diverse learning options. Participants were able to partake in workshops on various topics such as:

- Positive psychology for employee engagement;
- Enterprise Business Process Management;
- Conflict Management tools for managers ; and
- Navigating Transitions

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 at dt-ed.mil.ca to assist you with your conversations with staff.

For more information on the NDMN, and for a full listing of this year's symposium workshops, visit <http://dt-ed.mil.ca> and click on 'Communities'. ♦

New HR-Civ Intranet – HR at your fingertips

In recent weeks ADM(HR-Civ) launched its new and improved Intranet site for members of the Defence Team. An important step forward in improving civilian HR communication and services was made with the launch of the HR-Civ Intranet. It provides managers, employees, and HR service providers with a user-friendly tool that puts relevant HR information and tools right at your finger tips.

WHAT'S DIFFERENT

The updated site has been developed with the HR client and practitioner in mind. Users of the old Intranet were outspoken that the site was difficult to navigate and that reference material was not readily accessible.

"We heard those concerns loud and clear, and keeping in mind HR-Civ's mandate to evolve to an operating model focused on offering our clients easy access to civilian information quickly and easily (i.e. click, call, consult), we made major changes to the way material is presented on our site," said Cynthia Binnington, ADM(HR-Civ).

Material is now organized by topic rather than by organization and content is specifically tailored for *Employees, Managers, and HR Service Providers*. For example, if you are looking for information on pay, you will look under the topic *Compensation and Benefits* without having to determine which organization in HR-Civ is responsible.

The aim is to streamline the users' online experience to make it more focused and efficient. With this in mind, a vital component of the redesign is ensuring that the information found on the site is easier to find by applying the philosophy that content be tailored to users depending on the hat they are wearing at any given time. For example, if a user is looking for HR information for themselves, they will select the *Employee*

tab. If the user is seeking information to assist them in their role as a manager of a civilian employee, they will select the *Manager* tab. Likewise, if the user is an HR Practitioner and needs help in performing a task for his or her clients, they will select the *HR Practitioners* tab.

"It's nice to be able to quickly and easily locate information with a topic-based system as opposed to losing valuable time searching through a hundred and one pages to dig out the one thing you really need," says Michelle Francis, Business Planning Analyst with the L1 Corporate Planning group. "This new site is quite easy to get around. I like it!"

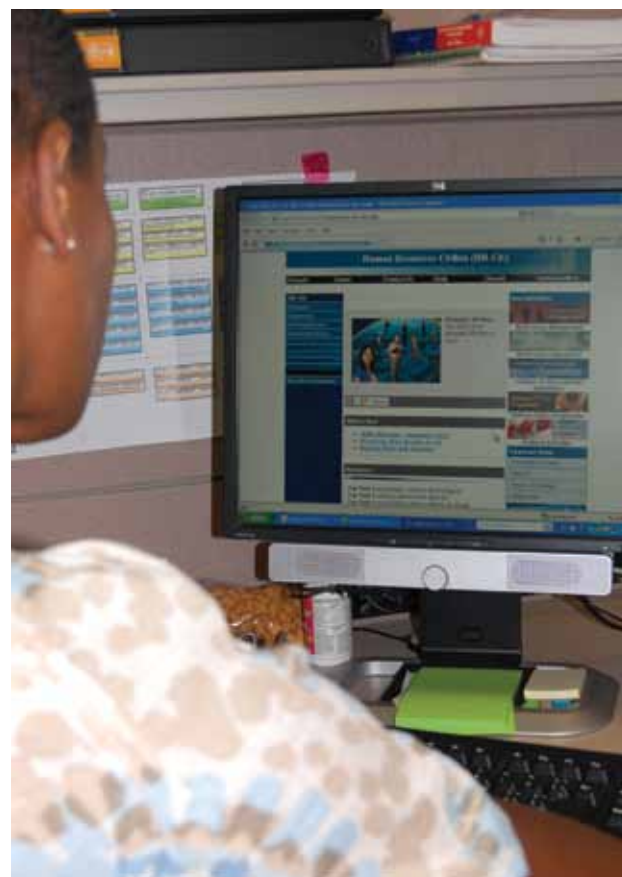
MOVING FORWARD

Most importantly, at regular times throughout the year, audience-specific quick links on the home page will highlight timely HR activities – HR planning and annual performance reviews are just two examples of these calendar-sensitive topics.

Yet another new feature of the site is the *ADM's Corner* where users will find regular messages from ADM(HR-Civ) herself to keep the civilian community informed of new HR initiatives, activities, and issues.

"I am committed to providing all users with accurate, timely, reliable, and relevant content and to continuously making improvements," says Mrs. Binnington. Comments and suggestions are essential in ensuring the intranet space remains relevant for the user and therefore all members of the Defence Team are encouraged to provide feedback by emailing the web team at +HR-Civ Web and Collaboration-RH-Civ Web et [Collaboration@ADM\(HR-Civ\) D Corp Svcs Mod@Ottawa-Hull](mailto:Collaboration@ADM(HR-Civ) D Corp Svcs Mod@Ottawa-Hull)

Civilian members of the Defence Team are encouraged to visit the new HR-Civ Intranet site at http://hr.ottawa-hull.mil.ca/hrciv/en/home_e.asp. Note that the site has a new URL and you may need to update your existing bookmarks. ♦



The aim is to streamline the users' on-line experience to make it more focused and efficient. The updated site has been developed with the HR client and practitioner in mind.

F A Q

ASK THE
EXPERT:

Q: With the holiday season in full swing it may be hard for me to avoid over drinking with all the get-togethers and parties I'm planning to attend. What should I do in this situation?

A: The holidays are a fun time to spend with your family and friends. While alcohol is often served at these occasions, here are a few tips to help you reduce over-indulging. Set a healthy limit and remember to pace yourself. You don't have to finish the bottle in record time ...there is always another day! Alternate with water as we sometimes forget that alcohol dehydrates and/or have a non-alcoholic drink in between—don't let alcohol be the focus of your night. Food, like alcohol, is a big part of the season so remember to eat before and while you are drinking to absorb the alcohol. And lastly, if you do plan to drink make arrangements ahead of time to get home safely without harm to you or others.

For more tips on holiday drinking, take a look at "Responsible Drinking During the Holidays!"

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



PREPARING FOR THE HOLIDAYS

RESPONSIBLE DRINKING

During the holiday season, there are lots of opportunities to get together with family and friends.

Alcohol is a part of many of these social gatherings. Here are a few tips to keep you and others safe:

- Make a plan ahead of time to avoid drinking and driving; appoint a designated driver, take a taxi or pack a tooth brush in case you stay overnight.
- Don't be afraid to leave your car keys – you can always get your vehicle later.
- Set a limit and stay within. See the recommended Canadian Low Risk Drinking Guidelines: www.ccsa.ca/Eng/Priorities/Alcohol.
- Pace your drinks – alternate with water.
- Drinking alcohol before and/or during any physical activities, like skiing or skating, is not a good mix.
- Have something to eat before you start drinking. Continue to snack throughout to help absorb the alcohol.
- Remember to always respect the choice of those who do not wish to drink!
- Always remember to Stop and Think Before you Drink. ♣



HEALTHY EATING throughout the HOLIDAYS

For many, the holiday season can be a time for overeating and weight gain. By employing a few healthy tips you can enjoy the holiday fun and avoid weight gain all at once.



- Do some pre-holiday planning and schedule exercise into your week. Exercise helps relieve holiday stress and prevents weight gain. Take a walk around the neighbourhood or take up skiing classes. Fun exercise counts too and can help control your appetite.
- Don't skip meals! Avoiding meals will lead to overeating at another point during the day; nutritious snacks such as vegetable sticks, fruit, and soup or chilli will satisfy your cravings.
- Breakfast is the most important meal of the day. Eating a balanced breakfast can keep your appetite in check for later in the day.
- Be choosy about your treats by selecting foods that are special to the season, not the foods you can have anytime. By eating a smaller portion, you savour the festive treats while trimming the calories!
- If you overeat at dinner, go light for your next meal. Don't eat until you're stuffed; get comfortable and enjoy your food until you're satisfied.
- Eat healthier meals when eating out. Instead of indulging in sauces, gravy, or butter – try tomato or lemon herbs to go along with a chicken, fish, or vegetables dish.
- Be aware of what you're drinking. Eggnogs and hot drinks with whipped toppings can be high in sugar and calories. Alcoholic drinks can lower your inhibitions and can lead to overeating and unwanted calories. Try lower calorie non-alcoholic beverages – they're low in sugar, while keeping you hydrated. ♣



KEEPING THE DEFENCE TEAM
HEALTHY

November ANNOUNCEMENTS at Defence

November saw several announcements made at Defence, benefitting all members of the Defence Team. Below is a summary of some of the announcements made over the past month, ensuring that the right equipment, infrastructure and support will be in place to meet the challenges of the future.

November 7:

Remembrance Day sentries named

- Created in 1998, the Remembrance Day Sentry Program recognizes outstanding Regular and Reserve Force sailors, soldiers, airmen and airwomen of the Canadian Forces, as well as a member of the Royal Canadian Mounted Police, for their dedication, professionalism and performance.
- The 2012 sentries were: Sergeant Guillaume Page, Master Seaman James Anthony, Master Corporal Bradley Bruneau, MCpl James Sceviour, Constable Erik Dubois (Royal Canadian Mounted Police), Captain Stephanie Smith, and MCpl Ken Somerset.

November 8:

70th anniversary of the Women's Royal Canadian Naval Service recognized

- Created in 1942, the 70th anniversary of the WRCNS was recognized as part of Veterans' Week 2012.
- Established as a division of the RCN, this group of Canadian women volunteered to serve Canada during the Second World War at a time when women had not previously played an active role in the Canadian military.

November 11:

Minister MacKay visits CF members in Afghanistan for Remembrance Day

- The MND met with senior CF officers and Afghan officials, attended a Remembrance Day Ceremony with Canadian military members serving on Op ATTENTION, and also had an opportunity to meet with Canadian troops during a barbecue held in honour of Remembrance Day.

November 13:

New health clinic opens at 19 Wing Comox

- The \$17 million, 4,066 m² health care facility will provide comprehensive medical, mental health and dental services for the approximately 1,000 military members based at the wing.

60th anniversary of the founding of RMC Saint-Jean

- More than 12, 000 officer cadets have attended Royal Military College Saint-Jean over the years.
- The mission of RMC Saint-Jean is to integrate, evaluate and develop its officer cadets for successful careers as commissioned officers in the CF by means of its academic, leadership, sports and bilingualism programs.

November 14:

CDS attends Chiefs of Defence Conference

- The CDS, Gen Tom Lawson, along with senior military leaders of most Pacific Rim nations, participated in the United States Pacific Command's 15th Annual Chiefs of Defence conference, held in Sydney, Australia.
- Topics included strengthening security in the Asia-Pacific region and Indian Ocean,

strategies to manage relations between the powers of the region, strengthening defence engagement in an increasingly interlinked region, building sustainability and security in Pacific Island states, as well as regional security.

November 16:

NATO service medals presented to CF personnel for participation in Op MOBILE

- 950 CF members received the NATO Operation Unified Protector-Libya medal in several ceremonies held across Canada and the United States.
- The medal is given in recognition of participation in Op MOBILE, the Canadian Forces' contribution to the NATO-led operation to protect the people of Libya with the enforcement of an arms embargo and no-fly zone.

November 17:

Canada and Colombia sign defence co-operation memorandum of understanding

- Memorandum of understanding (MOU) provides a strategic framework for the growing defence relationship between the two countries.
- Signing the MOU demonstrates the DND/CF commitment to enhancing engagement with military partners in the hemisphere, in support of the Government of Canada's Engagement in the Americas.

November 19:

CF participates in exercise with US Navy off Atlantic Coast

- Four of HMCSs from the Atlantic Fleet will participate in a joint international exercise with the United States Navy from November 19 to December 14, off the East Coasts of Canada and United States.
- Called Task Group Exercise 6-12, it will strengthen Canada's ability to work in a multi-national and joint environment on a wide range of potential operations and missions.
- The RCN will also work with NORAD to combine the task group exercise with the NORAD Air Defence Exercise Amalgam Dart to further enhance interoperability and effectiveness between the RCN and NORAD.

Ten contracts awarded for work at CFB Halifax

- A \$13.4 million contract was awarded for the construction of seven explosive storage magazines at CF Ammunition Depot Bedford. Each of the magazines will be approximately 328 m² and will help address the deficiencies in storage capability at the site for all types of ammunition used by the CF.
- Several other contracts, valued at approximately \$935, 293, will see general maintenance improvements around the base.

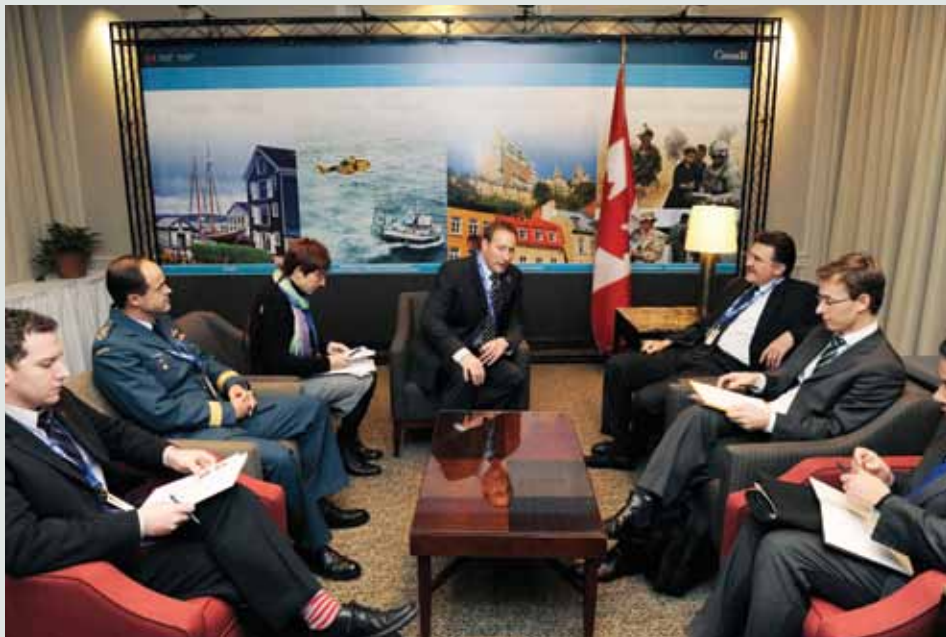
November 22:

Ten general maintenance contracts awarded at 14 Wing Greenwood

- Valued at over \$1.8 million, the contracts will update infrastructure, including a number of improvements and repairs to housing units CF members and their families.

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

SUCCESSFUL SECURITY DISCUSSIONS HELD IN HALIFAX



Defence Minister Peter MacKay and General Tom Lawson, Chief of the Defence Staff, met with French Secretary General for Defence and Security, Francis Delon, for a bilateral meeting on Canada-France defence relations on November 18, during the fourth annual Halifax International Security Forum.

Halifax hosted the prestigious Forum from November 16-18. The three-day event brought together over 300 prominent defence and international security experts and practitioners from around the world to discuss ideas and share insights on important global security challenges. Topics discussed included current trends in international security, the crisis in Syria, the rise of China, dynamics in the Middle East, the impact of technological change of modern warfare, and the special responsibilities of democratic nations.

"Once more, the Halifax Forum has brought the world's top thinkers and decision-makers together on Canadian shores to discuss the issues affecting the security of the world today and in the future," said Minister MacKay. "The Forum's unique format has encouraged dynamic and open debate and improved our understanding of pressing international security challenges."

During the Forum, Minister MacKay also signed a Defence Cooperation Memorandum of Understanding with Colombia, which will provide a strategic framework for a growing defence relationship.

In its fourth year, the event has established itself as a major international security event on the world stage.

MEMORIAL RIBBON: A token of Remembrance

The creation of the Memorial Ribbon, a memento of personal loss and sacrifice, was announced November 6 and will be offered to close family and friends of deceased CF members.

“The introduction of the Memorial Ribbon reflects our Government’s desire to provide a small token of remembrance to those close to our military members who passed away while in service of Canada,” said Defence Minister Peter MacKay.

“With the new Memorial Ribbon, our government is ensuring that those who are not usually designated as potential recipients of the Memorial Cross will be able to honour their loved ones by wearing this Ribbon with pride.”

“The Memorial Ribbon is a profound demonstration of our care and concern for Canada’s military families.”

– Steven Blaney,
Minister of Veterans
Affairs Canada



military service. This date coincides with the first date inscribed in Veterans Affairs Canada’s Seventh Book of Remembrance.

“The Memorial Ribbon is a profound demonstration of our care and concern for Canada’s military families — not just the men and women who bravely serve our country, but their families and other loved ones who have sacrificed so much for us,” said Minister of Veterans Affairs Canada, Steven Blaney. “This is a fitting complement to the Memorial Cross. It reflects how deeply loved and dearly missed our fallen heroes are.”

The Memorial Ribbon will now be part of the Memorial Package, which currently includes the Memorial Cross, the Memorial Scroll, the Memorial Bar, the Sacrifice Medal, and inscription in the Seventh Book of Remembrance. For eligible recipients whose beneficiaries have previously received the Memorial Package without the Memorial Ribbon, the ribbons will be sent separately to the executor of the estate upon written request.

DND’s Directorate of Honours and Recognition is the office responsible for the administration of the Memorial Ribbon, which will be available in early 2013. ♦

Memorial Ribbons may be issued in commemoration of every CF member whose death is attributed to injury or illness sustained on or after October 1, 1947, due to

DEFENCE ETHICS Programme

AVOIDING THE OBVIOUS

“Hi Brigitte, how was your vacation?” asks Lieutenant-Commander Sam Hamidi.

“Wonderful Sam! It was great to get away from the tension and stress here, no offence,” replied Brigitte Boyer.

“None taken! I know it’s been difficult with the personnel issues over the last several months. I wish I could help somehow but I’ve got my posting out of Ottawa.”

“Thanks Sam, but I need a little more direct fire power than you can offer anyway.”

Ms. Boyer and LCdr Hamidi work at a large project office in NDHQ, with many military and civilian staff. They are at a critical point in the project’s development, but Ms. Boyer has to spend much of her time and energy trying to mitigate a number of personality conflicts among her subordinates, with very little help from her director, Lieutenant-Colonel Jane Chamberlin.

Later that week, Ms. Boyer meets with LCol Chamberlin in her office to update her on a number of project areas. LCol Chamberlin asks Ms. Boyer if the next project deliverables will be met on time.

“Yes, I believe they will, but I would be more confident if staff relations were healthier here. I’ve spoken to you before about this ongoing issue.”

“Yes, Brigitte, you have and I think you are doing an incredible job juggling all the diverse personalities in this directorate. Carry on.”

“But ma’am, I’m still having difficulty dealing with two junior majors who haven’t adapted to work at the strategic level and don’t understand that their civilian staff can’t be treated like tactical troops. I also have another section head who can’t organize his staff or direct their work, as well as the Orderly Room staff who need constant supervision while the warrant officer is away on medical leave. I think, at least, if you spoke to the two majors, it would alleviate much of the stress in their two sections because they won’t listen to me. I’m at the end of my rope – it seems there is at least one grievance per month from someone in their sections. It’s taking too much of my time to resolve,” explains Ms. Boyer.

“Well, you are very experienced dealing with staffing issues and I don’t think there is anything I could add. Let me know how the meeting with Public Works turns out.”

“But Ma’am, there is one more thing,” says Ms. Boyer, “I had submitted a harassment complaint to you several weeks ago from Maj Tremblay’s section for your review.”

“Uh, right, I would think that it may be best to consider using Alternate Dispute Resolution first. Let me know how that goes. Thanks Brigitte.”

Ms. Boyer returned to her office just as frustrated and stressed out as she was before her vacation. She didn’t need another pat on the back from LCol Chamberlin. Ms. Boyer was now certain, having only worked for LCol Chamberlin for six months, that her reputation as a weak leader was accurate – she avoided conflict at all costs and refused to deal with any personnel issue that required a decision. Ms. Boyer really was at the end of her rope, but knew she had few options. With workforce adjustment, a transfer out of the department was not likely possible. She could speak with the Director General, Captain(N) Fleury, but he was just posted in a few weeks ago. It might appear that she’s being disloyal to her boss by going behind LCol Chamberlin’s back. Ms. Boyer believes that loyalty to one’s boss is critical. Yet she also feels responsible for the employees in the directorate who are being unfairly affected by the unhealthy work environment.

From a Defence Ethics perspective, what advice would you give Ms. Boyer?



PHOTO: MCpl Bern Leblanc

Aircraft Structures Technician Cpl Michael Glennon is ready to paint part of a CC-177 Globemaster tail wing from a suspended platform during a Home Station Check (HSC), at 8 Wing Trenton.

HSC are a series of maintenance tasks which need to be performed on the CC-177 every 120 days, they include: aircraft wash, post-wash lube, HSC card deck inspection with associated rectifications, incorporation of required aircraft Time Compliant Technical Orders, Out of Sequence Inspection items as well as the life rafts’ five-year inspection, Deferred Defects, aircraft paint touch-ups and the F-117 engine EcoPower Wash followed by the post inspection ground-run.



1812: War begins in North America

“I thought those abominable Yankees deserved a good drubbing for having dared to think of going to war with England.”

Those words, written by Anne Prevost, the daughter of the Governor General of Canada, summed up a fiery young woman's fury over the American declaration of war in 1812.

As events would demonstrate, the Americans received a “good drubbing” in the first year of the war. But this would only be a precursor to a savage three-year conflict, rooted in trade and territorial disputes between Great Britain and the United States.

EARLY BATTLES OF THE WAR OF 1812

News of the impending war reached Quebec City, the seat of British power in Upper and Lower Canada, on June 24. By this time, General William Hull, commander of an American army in Michigan, gathered his forces at Fort Detroit. The first offensive action took place on July 12 when Hull ordered his 2,500 soldiers across the Detroit River to Sandwich, Ont. Instead of attacking the British post at Fort Malden, Hull's troops plundered the local civilian population, strengthening Canadian resistance.

Bloodless victories for the British characterized the early stages of the campaign. A joint British-Canadian-Indian force took the offensive leaving Canadian soil to invade Fort Detroit late in the summer of 1812.

The red-coated column, led by Gen Sir Isaac Brock and the Indian chief Tecumseh,

and accompanied by the war-crying wails of hundreds of Indian warriors, made a psychological impact on the American general holed-up in the fort. He surrendered his force – three times the size of the advancing Anglo-Indian alliance – without firing a musket.

This would be the end of the bloodless victories as a larger and deadlier battle lay ahead.

BATTLE OF QUEENSTON HEIGHTS

After much back-and-forth skirmishing between land and sea forces across the Detroit frontier, the great battle came in the nearby Niagara area on October 13. Under the command of Major-General Stephen Van Rensselaer, an American invasion force crossed from Lewiston, New York, to attack and capture Queenston, Upper Canada, just 200 yards (180 metres) across the Niagara River.

With an initial assault force of 200 soldiers who were determined to take the ground before them, the Americans landed to a stern British defence.

Alerted by the sound of the guns at nearby Fort George, Gen Brock galloped to the scene of mayhem. The Americans had taken the heights at Queenston as hundreds more crossed the river to reinforce their gains.

Immediately grasping the gravity of the situation, Gen Brock rallied his old unit, the 49th Regiment, and charged directly into the

American 13th Infantry who commanded the heights. Blazing up the green slopes with Gen Brock leading the way, the 49th withered under the skilled musketry of the blue-clad infantry.

DEATH OF GENERAL BROCK

Gen Brock reformed his troops, calling them forward once again. This time, he didn't escape the carnage. An American sniper found the general's gold braided tunic an easy target. The sniper's bullet struck Gen Brock's chest just below his lapel, and he died moments later.

The 49th fell back as the main British force withdrew to await reinforcements.

Now, over a thousand American soldiers occupied high ground with another two thousand ready to cross the river. The Americans were on the edge of victory.

At this point, an advanced Indian guard of the Allied Force arrived on scene and launched a blood-curdling attack, whooping their war-cries from the woods surrounding the isolated Americans.

It was a moment that changed the outcome of the battle.

The 2,000 American soldiers about to embark from Lewiston now refused to cross the river to reinforce their brothers – the Indians' electrifying war cries proved too terrifying for them. The 13th US Infantry

was on their own.

Gen Roger Sheaffe, Gen Brock's second-in-command, then arrived with a combined Anglo-Canadian relief force. Gen Sheaffe chose to screen his assault through the woods engaging the American left flank. The Americans were quickly pushed to the precipice of the heights above the river. Amidst the disciplined fire and the cries of the Indians, panic seized the American lines as several soldiers plunged to their deaths rather than face an impending massacre.

The Battle of Queenston Heights turned what could have been a glorious American victory into a resounding defeat. And although Gen Brock had sacrificed himself in the thrust and parry of battle – some believe needlessly and audaciously so – the Niagara frontier remained firmly in the hands of the Canadians.

FIRST YEAR OF THE WAR DRAWS TO A CLOSE

The Americans attempted a last assault against the frontier near Fort Erie in November. This was to serve as a diversionary attack for a main American thrust towards Montreal. This too, ended in failure when French – Canadian Voltigeurs and their Indian allies repelled Colonel Zebulon Pike's invasion force.

The American invasion of Canada in 1812 came to a halt. But war in North America would continue for two more years. ♦



General
Sir Isaac Brock

Born October 6, 1769 in the British Crown dependency of Guernsey in the English Channel.

Served in the French Revolutionary wars, and as Lieutenant Governor of Upper Canada.

Died at the Battle of Queenston Heights on October 13, 1812.

Portrait of Gen Isaac Brock by John Wycliffe Lowes Forester. Library and Archives Canada.



Major-General
Stephen Van Rensselaer

Born October 1, 1764 in New York City.

Resigned from the US militia after the Battle of Queenston Heights, later served as Lieutenant Governor of New York and in the US House of Representatives.

Died January 26, 1839.

Engraved by G. Parker from a miniature by C. Fraser.



Colonel
Zebulon Pike

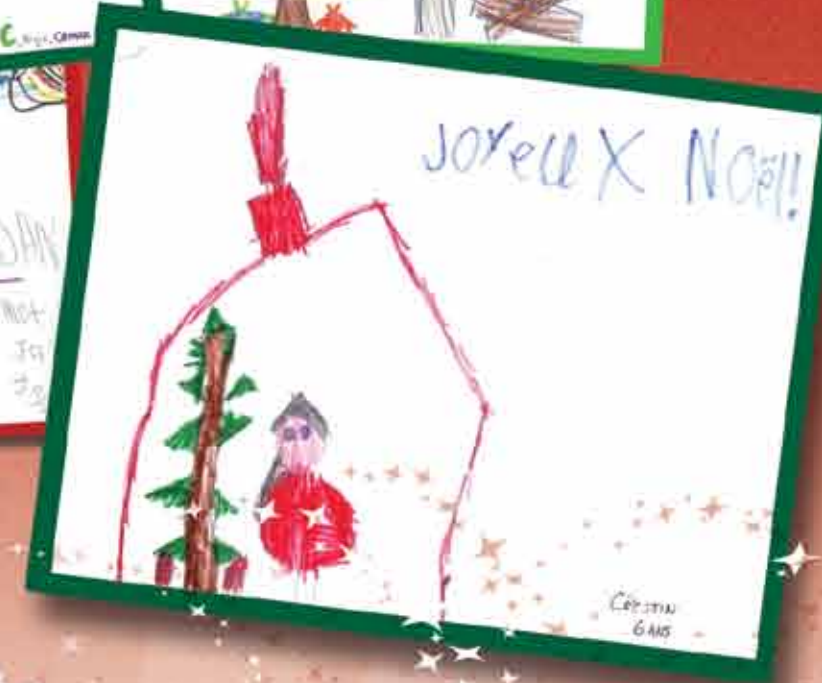
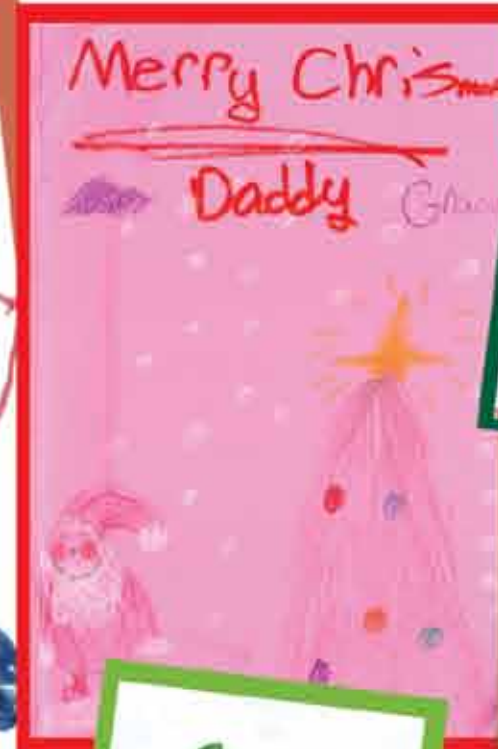
Born January 5, 1779 in Lambertton, New Jersey.

Explored southwest portions of the Louisiana Territory in the early 1800s.

Died during the US attack on Fort York (Toronto) on April 27, 1813.

Oil on canvass portrait by Charles Willson Peale.

Merry Christmas to the Defence Team



Joyeux Noël

à
l'Équipe de la Défense



Don't forget to track Santa!

The North American Aerospace Defense Command (NORAD) has continued the tradition of tracking the big guy in red since its stand-up in 1958 after a child dialled their number, which was misprinted in a local newspaper's "talk to Santa" ad.

Since then, the NORAD Tracks Santa program has evolved to track Santa's whereabouts on the web and has grown immensely since the site launched in 1998. The site receives millions of unique visitors from hundreds of countries and territories around the world. In addition, a live Operations Centre is staffed with more than 1,200 volunteers for 25 hours each year; they receive hundreds of thousands of phone calls and e-mails from families around the world.

To track Santa visit: www.noradsanta.org.

The drawings to the troops were done by artists from Comox, Esquimalt, Winnipeg and Halifax MFRCs and the National Capital Region.

Sur les traces du père Noël!

Le Commandement de la défense aérospatiale de l'Amérique du Nord (NORAD) poursuit la tradition de suivre le traîneau de papa Noël depuis 1958. Cette année-là, un enfant avait composé un numéro de téléphone erroné publié dans une annonce de journal invitant les enfants à parler au père Noël.

Le programme « Le NORAD sur les traces du père Noël » a beaucoup évolué depuis et on peut maintenant suivre le père Noël dans le Web, depuis l'inauguration du site, en 1998. Ce dernier enregistre d'ailleurs des millions de visiteurs issus de centaines de pays ou de territoires du monde. De plus, tous les ans, pendant une période de 25 heures, plus de 1 200 bénévoles se rendent au centre des opérations du programme pour répondre à des milliers d'appels et de courriels de familles de partout au monde.

Pour suivre les allées et les venues du père Noël, consultez le www.noradsanta.org.

Les dessins aux soldats sont les œuvres de petits artistes des CRFM de Comox, d'Esquimalt, de Winnipeg et de Halifax, ainsi que de la région de la capitale nationale.