

THE Maple Leaf LA Feuille d'érable

March 2012, Volume 15, Number 3

Keeping the Defence Team informed

Français au verso



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SURVEY RESULTS ARE IN...

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ROYAL CANADIAN AIR FORCE PROTECTING CANADA

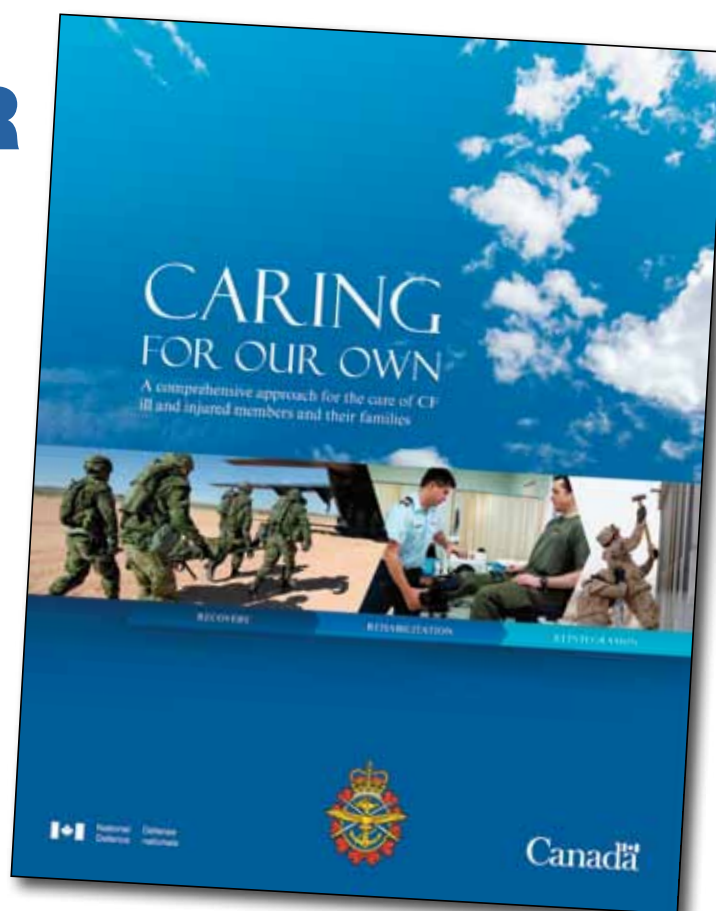
PULL-OUT

CF LAUNCHES 'CARING FOR OUR OWN'

The CF has launched "Caring for our own", a comprehensive framework that provides support for ill and injured CF personnel and their families. "Caring for our own" organizes the many programs and services offered by the government into an integrated system of care.

The primary goal of this framework is the return of personnel to their military occupation as soon as is medically possible. It supports CF personnel throughout the three phases of recovery, rehabilitation and reintegration. Through these progressive phases, the needed care is made available to assist ill or injured personnel in returning to work or releasing as seamless as possible.

For further information, see CANFORGEN 022/12 at <http://vcfs.mil.ca>, or go to <http://cmp-cpm.forces.mil.ca> and select "Publications" under "Other". ♦



ATHLETE LEADS THROUGH INSPIRATION



PHOTO: Sgt Bill McLeod

Rick Hansen leads his 25th Anniversary Relay onto 17 Wing Winnipeg January 21.

Three military medal-bearers—Capt David Horne, Cpl Fraser Cameron and Cpl Dietrich McKenzie—and a contingent of 24 volunteer support runners accompanied Mr. Hansen. The military medal-bearers were chosen based on their contribution to the community by empowering youth, championing inclusivity and protecting the planet; and promoting good health, active living and the advancement of medical progress.

The Relay began August 24 last year in Cape Spear, N.L., and will pass through several CF locations as it crosses the country before winding up May 22 in Vancouver.



PHOTO: Cpl Mathieu St-Amour

EXERCISE WOLF PACK ENDEAVOUR

Infanteers of 2nd Battalion, The Irish Regiment of Canada, from Sudbury, Ont., climb and cross the "monkey bars" on the Grabarz confidence course as part of Ex WOLF PACK ENDEAVOUR in Fort Knox, Ky.

WOLF PACK ENDEAVOUR, conducted by 33 Canadian Brigade Group (33 CBG), is a large-scale annual training event concentrating on

maintaining and enhancing soldier skills.

About 600 soldiers from across 33 CBG participated in the exercise from February 16 to 28. Training scenarios—including obstacle courses, an advanced driving course, operating in an urban environment and live artillery fire—provided soldiers with challenging and exciting opportunities to hone their skills.

RCN SHIPS DRESS FOR DIAMOND JUBILEE



RCN ships, such as this one at CFB Esquimalt, dressed "overall" from sunrise to sunset February 6 to celebrate the 60th anniversary of the accession to the throne of Queen Elizabeth II.

"Dressing ship" is a tradition of flying signal flags on a line from bow to stern with the National Flag at the masthead.

This is done to mark significant events in Canada and the Commonwealth, and occurs on nine different occasions throughout the year.

The Queen's Diamond Jubilee celebrates the second-longest reign of any British monarch; Queen Elizabeth II's great-great grandmother, Queen Victoria, enjoyed the longest.

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COVER:

Escorted by LAVs, 2 R22®R personnel prepare to attack an enemy position during Ex RAFALE BLANCHE 2012.

PHOTO: Cpl Sébastien Grimard

ALLIES IN DEFENCE



The US is Canada's most important ally and defence partner. Defence and security relations between our two countries are longstanding, well-entrenched and highly successful. That relationship became even more integrated with the January 25 signing of the Combined Defence Plan (CDP).

The closeness of the Canada-US defence partnership provides both countries with greater security than could be achieved individually; this has certainly been the case since Canada and the US created the Permanent Joint Board on Defence (PJBD) in 1940.

That unique forum has examined virtually every important joint defence measure undertaken since the end of the Second World War. Today, it continues to serve as a strategic-level consultative body on matters affecting the defence and security of the northern half of the Western Hemisphere.

The CDP is a planning framework among Canada Command, its counterpart in United States Northern Command (USNORTHCOM), and North American Aerospace Defence Command (NORAD)

for enhanced defence co-operation between Canada and the US.

In essence, the CDP allows for rapid action when either the Canadian or US governments require each other's assistance. In practice, these arrangements are not unlike Requests for Assistance in response to natural disasters or defence emergencies such as what we saw after the September 11, 2001, attacks.

"This agreement provides a framework for the combined defence of Canada and the US during peace, contingencies and war," says Defence Minister Peter MacKay. "The plan describes the authorities and means by which the two governments would approve homeland military operations in the event of a mutually agreed threat, and how our two militaries would collaborate and share information. This has already been done to a certain degree, but there is still room for more integrated collaboration – domestically and bi-nationally."

After 70 years of a combined Canada-US partnership in the PJBD, the CDP provides a clear plan to ensure the next 70 years of increased co-operation with our closest ally.



Comd Canada Command LGen Walter Semianiw and US General Charles H. Jacoby, Jr., Comd NORAD and USNORTHCOM, sign official documentation on the Permanent Joint Board on Defence January 25 in Ottawa.

JOIN CANADA'S FASTEST-GROWING RUN



PHOTO: Mike Pinder

Some 16,000 people took part in the 2011 Canada Army Run.

Where can you have fun, get fit, and meet thousands of your colleagues while raising money for charity?

Registration opened February 3 for the fastest growing run in Canada. The 4th Annual Canada Army Run sold out last year with 16,000 participants, and this year promises to be bigger and better.

"The growth of this run has been truly phenomenal," says Run Director Major Luc Frenette. "We again expect to sell out this year, so I encourage people to register early to secure their spot and avoid being disappointed."

This year's run has moved to September 23, the fourth Sunday in September, from the usual third Sunday. The change was made to prevent scheduling conflicts with the Terry Fox Run and Battle of Britain ceremonies, both of which will now take place the week before the Canada Army Run. Other new and exciting changes this year include new finishers' medals styled after the official Canadian military identification disks ("dog tags"); Race-Day technical T-shirts featuring the 5th Anniversary logo; the introduction of the Visually Impaired category in

the Disabled Athletes division for the 5K and half marathon; and the introduction of a Hand Cycle category in the Disabled Athletes division for the half marathon.

The Canada Army Run is a unique running event in which Canadians run, walk, or roll side-by-side with members of the CF in half marathon and 5K events. Fundraising efforts and proceeds benefit Soldier On and the Military Families Fund.

For more information on the event, and to register, visit www.armyrun.ca. ♦

CF SAR Techs and members of the Major Air Disaster Team carry a victim to a waiting helicopter for evacuation from the scene of a simulated aircraft disaster during Ex TRILLIUM RESPONSE near Cochrane, Ont.

CF SAR Techs are highly trained specialists who provide on-scene medical attention and rescue for aviators, mariners and others in distress in remote or hard-to-access areas.



PHOTO: Sgt Matthew McGregor

FACE OF OPERATIONS

TRAINING ADVISOR SEES PROGRESS IN AFGHANISTAN

BY WO DWAYNE JOHNSON

I'm on my fourth deployment to Afghanistan, and it's likely to be my last. Canada's involvement in NATO Training Mission – Afghanistan is scheduled to end in 2014, also the year when NATO and ISAF will hand over responsibility for security in Afghanistan to the Afghan National Army (ANA), the Afghan National Police (ANP) and the Afghan Air Force.

I've seen or worked with Afghanistan's national security forces on all of my tours and have noticed significant changes over the years.

In February 2002, I deployed to Kandahar Province with 3rd Battalion, Princess Patricia's Canadian Light Infantry Battle Group on Operation APOLLO – Canada's participation in the international campaign against terrorism after the 9/11 attacks in the US. With the exception of our reconnaissance platoon, we didn't have much interaction with either the ANA or Afghan police. The Afghan soldiers and police officers we did see required support and guidance.

My second tour was in June 2005, when Op ATHENA was moving from Camp Julien in Kabul to Kandahar Airfield and Camp Nathan Smith in Kandahar City. As a member of the security force escorting convoys delivering equipment to camps in and around Kandahar City, I was again exposed to Afghan soldiers, who seemed unchanged from 2002. They could be seen driving fast and irresponsibly, leaving their weapons on the ground when manning checkpoints, or lying around. They did not look professional.

From February to November 2008, I served with the Operational Mentor and Liaison Team (OMLT), working as a mentor with both ANP

and ANA personnel. An OMLT comprising four to six Canadian soldiers was to be integrated into a company of about 100 Afghan Uniformed Police (AUP), the branch of the ANP that provides policing services in the villages of Kandahar Province.

Living in a small building on the outskirts of a forward operating base, we shared a compound with our AUP company, trained them and went out on patrols with them. Most AUP personnel I dealt with were professional, but some were not. Some would request additional support from ISAF although they could get their needs met through their own supply system. A typical dodge was to "run out of fuel" just before a patrol, although the regular

Today's Afghan soldiers and police personnel are better trained, better equipped, more disciplined and well-led.

fuel delivery had arrived just the day before. Either they were selling the fuel and pocketing the money, or they were using the vehicles for personal activities. While on patrols, we regularly saw police officers smoking marijuana, taking produce from the local fields and occasionally "shaking down" civilians for money. When we saw such incidents, we intervened to ensure money and goods were promptly returned to the rightful owners, and the police officers were disciplined for their actions.

My current deployment in Afghanistan began in May 2011, when I arrived with a group of 100

CF personnel at the ANA Consolidated Fielding Centre (CFC) in the eastern outskirts of Kabul. Here, I advise Afghan CFC instructors. The goal of the entire CFC Advisory Team is to help improve the ANA by developing the abilities of their instructors. Our team consists of a captain, myself (second-in-command) and a corporal who is an advisor and a crewman for our RG-31 armoured vehicle.

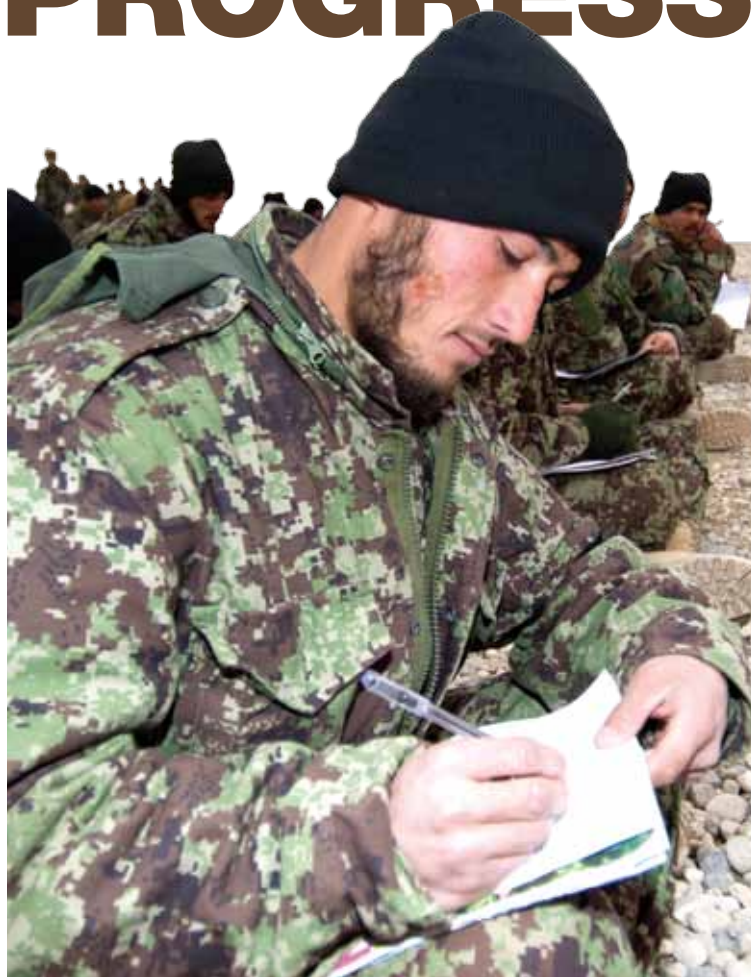
Our team has trained and validated eight of the 40 units that have graduated and deployed from CFC in the past 10 months. Afghan soldiers serving in the units graduating from CFC today are much more professional than those I saw on my previous tours. Even minor things such as how they carry their weapons, their dress and deportment, and their driving habits continue to improve throughout their units' time at CFC.

I have seen a substantial improvement in Afghan security forces personnel through my four deployments since 2002.

The ANA now has its own training cadre to instruct its soldiers, and its commanders are leading with only minimal support from coalition advisors. Today's Afghan soldiers and police personnel are better trained, better equipped, more disciplined and well-led. The ANA is like any other army in the world, however; its professionalism hinges on the quality of instruction and training its soldiers receive, and the soldiers' willingness to learn and pride in their job.

Our team is trying to influence these by assisting and advising ANA instructors to improve the quality of training Afghan soldiers receive. From what I have seen, we are making progress, and the ANA is moving toward its goal of taking responsibility for the defence of Afghanistan by 2014. ♦

PHOTOS: MCpl Rory Wilson



An ANA soldier completes a written exam at the end of week five of the eight-week Basic Warrior Training course at Regional Military Training Centre – North (RMTN-N).

HMCS HALIFAX IN NEW VIDEO GAME

Next spring will see the release of a new video game called "Naval Wars: Arctic Circle". The game plays out in the Arctic and features real naval vessels, including the RCN's HMCS *Halifax*. It was created by Norwegian programmer Jan Haugland.

The scenarios, which are portrayed very realistically, focus on naval battles in Arctic waters. Players get to take command of the ships from the country of their choice. For the time being, the game runs only on the Windows® platform.

To learn more about the game, visit www.navalwargame.com.

The scenarios, which are portrayed very realistically, focus on naval battles in Arctic waters.



HMCS *Halifax* and a Griffon helicopter from the Air Component of Joint Task Force Haïti, off Jacmel, Haïti.

PHOTO: MCpl Pierre Thériault

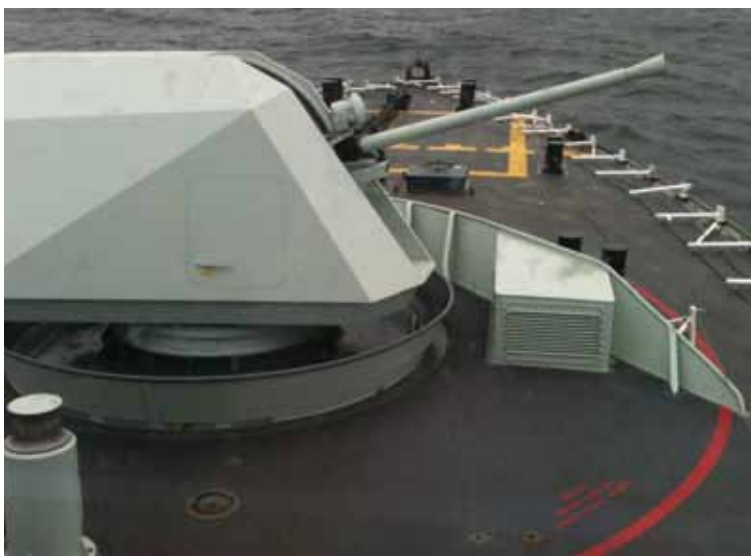


A religion and cultural instructor at RMTN-N delivers a lecture on Afghan culture to ANA personnel.



HALIFAX - CLASS MODERNIZATION UNDERWAY

Shots echoed from HMCS Regina, the first RCN frigate fitted with the 57mm MKIII gun, to signal the start of one of the stages in the Halifax-class Modernization Program and the introduction of Canada's new highly flexible weapon system.



The Royal Canadian Navy fleet is a source of pride for all Canadians as RCN ships ply the seas of the world on a variety of operations and exercises.

Shots echoed from HMCS *Regina*, the first RCN frigate fitted with the 57mm MKIII gun, to signal the start of one of the stages in the Halifax-class Modernization Program and the introduction of Canada's new highly flexible weapon system.

The event marked an important milestone in the RCN's 57mm gun conversion project. The RCN Halifax-class frigates have had 57mm MK II guns since they entered service in the early 1990s. Because these guns had reached

their planned service life expectancy, rising supportability costs no longer made their continued operation and maintenance financially feasible. In February 2009, the Government of Canada awarded a contract to BAE Systems – Bofors for the conversion of 14 57mm MK II guns – one on board each of the 12 Halifax-class frigates, one at CF Naval Engineering School and one operational spare.

The project involves an extensive mechanical overhaul of all components, as well as a complete electronics component conversion to the new MK III configuration. The new 57mm gun has a high rate of fire and the capability of switching

rapidly between ammunition types, including the new smart 3P (pre-fragmented/programmable/proximity-fused) all-target ammunition.

The gun is a vital part of the ship's layered self-defence system. In the coming year, additional MK III guns will be installed in ships on both coasts, including HMC Ships *Toronto*, *Halifax*, *Calgary* and *Fredericton*. Today's Navy plays a multi-faceted role, participating in counter-drug, anti-piracy and anti-terrorist operations, and in coastal defence. With the new 57mm MK III gun, the RCN will be able to continue to do its job effectively well into the future. ♣

MATADOR CHOPPER RECOVERED IN THE MED

BY SLT EMILY TODD

Italian Navy helicopter *Matador* was hovering above frigate HMCS *Charlottetown* off Taranto, Italy, January 25 when an electrical fault indicator began to flash. The pilot's decision to set down immediately on board *Charlottetown* turned a routine flight deck evolution into a successful demonstration of allied interoperability.

The Agusta-Bell 212 helicopter belonged to the air detachment embarked on destroyer ITS *Francesco Mimbelli*, an Italian warship deployed on NATO's counter-terrorism Operation

Active Endeavour in the Mediterranean Sea.

"We smelled a strong burning smell, and then lots of smoke filtered into the cockpit," said helicopter pilot Lieutenant-Commander Ciro Sannino. "We followed our procedures: land as soon as possible."

"Aircrew are trained the same all over the world to practise these drills," said *Charlottetown* Air Officer Major David Holmes. "*Matador* being able to land on *Charlottetown* to deal with its emergency is testament to the fact that ... training is the key to success."

The helicopter's generator was the problem, and *Matador* had to go into *Charlottetown*'s hangar for the repair job, so the technicians also had to replace its skids with wheels for easier handling.

Charlottetown's CH-124 Sea King helicopter flew to *Mimbelli*, picked up the technicians and delivered them to *Charlottetown*'s fo'c'sle.

"It was a pleasure to help out our comrades," said *Charlottetown* CO Commander Wade Carter. "They would have done the same for us. It was great to watch my team swing into action."

"[We are] very glad that we came to *Charlottetown*," LCdr Sannino said when the repair was completed. "They fuelled us, and were very kind and professional. Great support."

"Matador being able to land on Charlottetown to deal with its emergency is testament to the fact that ... training is the key to success."

— Maj David Holmes, HMCS *Charlottetown* Air Officer



HMCS *Charlottetown* and crew conduct a replenishment at sea February 9 with fellow Standing NATO Maritime Group 1 ship German replenishment oiler *Rhön* during Op Active Endeavour in the Mediterranean Sea.



PHOTOS: Cpl Ronnie Kinnie

TRADING SAND FOR SNOW

The end of the mission in Afghanistan—the CF's largest since the Second World War—has not dampened the enthusiasm of Canadian troops for training. And our winter is admirably suited to carrying out a variety of tactical and operational scenarios and manoeuvres in cold-weather conditions.

This type of training is crucial to enable the CF to meet their commitment to full operational capacity in the Canadian Arctic, an objective of the Canada First Defence Strategy.

During the winter months, a number of exercises are held both domestically and internationally. They allow thousands of soldiers from a variety of commands and units throughout Canada to participate in scenarios that are test their capability to perform in tough winter conditions. The soldiers are acquire new abilities, rounding out skills acquired in training exercises during the Afghanistan mission.

In February, the soldiers of 5 Canadian Mechanized Brigade Group (5 CMBG) took part in Exercise RAFALE BLANCHE 2012, “the first stage in the return to conventional training for troops from Valcartier,” according to 5 CMBG's Captain Dennis Noël.

At the same time, 1 CMBG, based in Edmonton, took part in Ex ARCTIC RAM 2012, a joint exercise led by the Canadian Army in the Yellowknife area involving elements of the Royal Canadian Navy and the Royal Canadian Air Force.

In late March, 1st Battalion, The Royal Canadian Regiment, will take part in Exercise COLD RESPONSE 2012, which will be held in Norway under the auspices of NATO, with many of its member states participating. The exercise will focus on multinational co-operation and interaction among the armed forces in Arctic operations.

In addition, Exercise NUNALIVUT 2012 will take place in late March and early April. This year, the scenario will see the CF



During Ex RAFALE BLANCHE 2012, in the village of East Broughton, Que., soldiers of 2 R22^{er} prepare to attack an enemy position.

PHOTO: Cpl Sébastien Grimard

The exercises allow thousands of soldiers from commands and units throughout Canada to participate in scenarios that are test their capability to perform in tough winter conditions.

responding to an event that imperils the security of the High Arctic.

This winter training cycle will enable the CF to make their presence felt in the Arctic and demonstrate their capacity to support the aims

of the Government of Canada's Northern Strategy – to affirm Canada's sovereignty, support government departments, and maintain defence response capability at all times in the region. ♣

MCpl Mike von Hugo (left) and Cpl Josh Wallace, from the 3 PPCLI Para Company, rig their gear for an airborne jump out of a CC-130 Hercules during Ex ARCTIC RAM in the Yellowknife area.



PHOTO: Cpl Lindsay Grimster

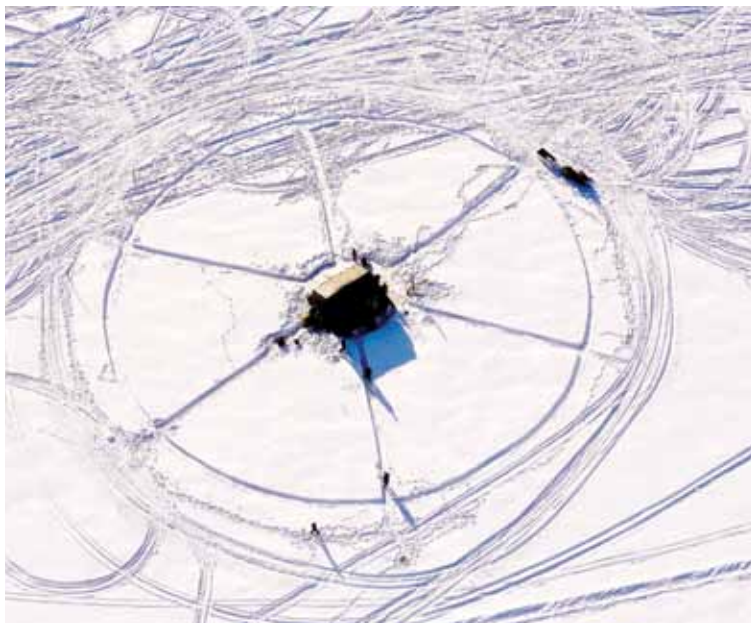


PHOTO: Cpl Sébastien Grimard

In the Municipality of Lac-Etchemin, lines bordering a wedged circle are cleared on the ice, allowing light to pass through and guide divers to their point of entry during Ex RAFALE BLANCHE.



Cpl Dustin Perry, from 1 CER in Edmonton, gives a thumbs-up after plunging into Long Lake, Yellowknife, during Ex ARCTIC RAM.

PHOTO: Cpl Lindsay Grimster

CANADA-NEW ZEALAND MILITARY CO-OPERATION



LCdr Chapman and a Māori member of the New Zealand Defence Force exchange a *hongi* during a *pōwhiri*, or welcoming ceremony, in Auckland.

Canada and New Zealand have a long history of military co-operation that goes back to the Boer War, at the end of the 19th century. The two countries have a lot in common, and

this collaboration, especially from a military point of view, is a good way of sharing knowledge and lessons learned.

The two countries formalized

The CANZEX program makes it possible to enhance the diversity of the Defence Team's skill sets by giving the CF commands, as well as certain civilians, the opportunity to work with New Zealand colleagues.

their military co-operation with the creation of the CANZEX program, ratified through an agreement signed by the Chiefs of the Defence Staffs of both countries in 2005. Under the program, some 20 visits are organized every year so servicemen and servicewomen from each country can go overseas and learn from the expertise of the armed forces of the host country.

"From a strategic point of view," explains CANZEX National Coordinator Major Geneviève Lajoie, "the program relies on co-operation, and the sharing of knowledge on joint instruction, leadership skills development and lessons learned during both

countries' past operations and exchanges under the program."

Maj Lajoie went to New Zealand with five of her colleagues in February 2011 to participate in conferences. The team included two members from each CF command.

The areas of expertise explored in this program are quite varied. In 2011-2012, for example, a New Zealand officer will have the opportunity to work with the CF Medical Service in order to study the opportunities for future co-operation and systems interoperability.

As well, CF divers have participated in the program and will do so again in the coming months, going to New Zealand to compare the

training methods of both fleets' diving units. Most notably, participants were able to exchange information on the specific role of these units in major international events such as the Olympic Games in Vancouver and the Rugby World Cup in New Zealand.

The CANZEX program makes it possible to enhance the diversity of the Defence Team's skill sets by giving the CF commands, as well as certain civilians, the opportunity to work with New Zealand colleagues.

An international co-operation program such as CANZEX has many benefits. For one thing, it enables the exchange of crucial operational capabilities when the time comes to meet the complex challenges of today's military interventions head-on. Moreover, learning to collaborate with partner countries such as New Zealand contributes to the overall success of multinational operations. ♣

METEOROLOGICAL CENTRE RECOGNIZED AS OFFICIAL

CFB Gagetown's Joint Meteorological Centre (JMC) has been officially recognized as a Regular Force unit. Staffed 24 hours a day year-round and using existing and developing technologies, the JMC is capable of providing weather briefings to supported commanders around the world. It was initially established in early 2010 as the interim Joint Meteorological Centre.

Formerly the Army Meteorological Centre, the unit generated meteorological (met) briefs and reports for the Royal Canadian Artillery School and 403 Squadron at Gagetown. As the centre of excellence, the JMC now provides met briefs and reports for the Royal Canadian Air Force, both domesti-

cally and internationally. In its day-to-day operations, the JMC provides briefing services to 4 Wing Cold Lake, 17 Wing Winnipeg, 22 Wing North Bay, 14 Wing Greenwood, CFB Gagetown and CFNA Yellowknife.

The JMC is a world-class briefing and reporting centre, as well as the centre of excellence for the Met Tech trade. All personnel who successfully complete their Tactical Weather Specialist Course in Winnipeg are sent to the JMC to complete their on-the-job-training program. This trade is in high demand in the CF and recruitment is currently open.

Another change coming to the JMC is the renovation and expansion of its headquarters, the Juno

Building. The building will soon house state-of-the-art technologies in its new classified operations centre, briefing rooms and classrooms.

From the outset of the vision to the present day, military and civilian government departments have worked jointly to create the JMC and establish its successful recognition as a legal Regular Force unit. Environment Canada, the CF and CFB Gagetown contributed throughout the process.

The CF Met Tech trade is continuously growing and transforming, and the official recognition of the JMC is an important milestone in its development.

Go to www.forces.ca/en/home and check out the scrolling menu for information about the Met Tech trade. ♣



CFB Gagetown Commander Col Paul Rutherford releases a weather balloon to launch the Joint Meteorological Centre's new sign.

PHOTO: File photo

DEFENCE COMMEMORATES WAR OF 1812

DND/CF have developed a number of initiatives to support the Government of Canada's efforts to mark this important milestone in Canadian history.

The Defence Team is gearing up to mark the bicentennial of the War of 1812. Defence has developed a number of initiatives to support the Government of Canada's efforts to mark this important milestone in Canadian history.

A commemorative banner has been created and will be presented to CF units, formations and establishments that contributed toward the defence of Canada from 1812 to 1815. It will be unveiled in the coming months.

Canadian Heritage will issue a commemorative pin as part of the Government of Canada's

commemoration efforts. As per CF Dress Instructions, military personnel will be authorized to wear the pin for the duration of the commemoration period.

The Royal Canadian Navy, the Canadian Army and the Royal Canadian Air Force will participate in several dozen community-led events from 2012 to 2015, which marks the anniversary of the final battle of the War. The majority of the activities and events will be held in 2012, and most activities will take place in the Niagara – Great Lakes corridor.

Through the Colonial Sailor Program, the RCN will participate

in community re-enactment events to raise public awareness about the maritime aspects of the colonial period. Port visits will also be conducted over the next four years by RCN and USN vessels, mostly to ports in the Great Lakes.

The Canadian Army's contribution will include unit commemorations and Aboriginal commemorations and recognition. Army personnel will also participate in events marking important battles. Performances will include drill and colour party displays.

Visit www.dt-ed.mil.ca for more detailed information on upcoming events.

FOCUS ON PEOPLE

CELEBRATING WOMEN ON THE DEFENCE TEAM

On March 8, as the Defence Team marked International Women's Day, women of all ages and ranks were celebrated for their accomplishments.

"Command is a huge privilege and an honour, but it is also a big responsibility. To be worthy of a command in the Canadian Navy is a great honour and accomplishment," says Rear-Admiral Jennifer Bennett, Chief Reserves and Cadets. "I was very proud of the fact that I am the first [woman to reach this rank], but I was more proud of the fact that I am worthy of a command position."

RAAdm Bennett was one of three CF personnel who were recognized among Canada's top 100 most powerful women of 2011 by the Women's Executive Network.

Also celebrated were Major-General Christine Whitecross, Chief of Staff, Assistant Deputy Minister (Infrastructure and Environment); and Colonel Jennie Carignan, Chief of Staff, Joint Task Force Central/Land Force Central Area.

"This is another clear signal to the next generation of Canadian women that the Canadian Forces is an excellent career choice, where professionalism, integrity and personal drive are highly

valued traits," Chief of the Defence Staff General Walt Natynczyk said when the top 100 were revealed.

The CF are a world leader in terms of their proportion of women and the areas in which women may serve. Women may enrol in all occupations within the Forces, including combat arms, and serve in any environment.

Women in the CF exemplify the equality of men and women, and the

advancement of women's rights, that the CF seek to promote when deployed internationally, as part of the process to bring stability to tumultuous regions around the world.

At home, all CF personnel, Regular Force and Reserve, and

DND civilians work together to succeed in our collective mission: protecting Canadians, and Canada's interests and values, while making meaningful contributions to domestic, continental and international peace and security. ♦

PHOTO: Sgt Carole Morissette



Just by doing their jobs, women such as Cpl Vanessa Larter help promote women's equality and the advancement of women's rights in tumultuous regions around the world.

RACE PREP

PO 2 Dominique Corbeil, of the HMCS *Montcalm* ice canoe team, helps prepare the boat for a race across the frozen St. Lawrence River from Bassin Louise to Lévis and back during the Québec Winter Carnival.



PHOTO: MCpl Marc-André Gaudreault

DEFENCE ETHICS Programme

WHY RE-INVENT THE WHEEL?

"Of course I was going to call you tonight. Besides, I want to thank you again. You guessed it right; so far we've been given the same tests that you had. The notes you took when you attended this course are great, especially your summaries. They are worth their weight in gold. They're all I've needed to do really good in the course up to now."

Warrant Officer Michel Maillette has just telephoned his wife, who is also a warrant officer in his trade. He's about halfway through a long course that is necessary for his next promotion. WO Maillette is thrilled that his wife is not only a meticulous note taker but that she made copies of some of the course material that participants were not supposed to keep, but hand back to the training staff. She knew that he was expected to get this course and that he hates classroom work and studying for tests. He's the first one to admit to anyone that he's never been much of a student.

The next day, two of his classmates are talking about the course load during a coffee break.

"I thought this course was supposed to be a little easier than it is," says WO Barb Rinaldo. *"But the workload is killing me. And what's with Maillette? He's acing everything on this course. I've been on courses with him before and he's not that strong."*

"Well, Barb, there's a good reason for that," explains WO Helen Chattham. *"Maillette's wife attended the course last year and was the top candidate. I overheard him talking to her last night, thanking her for her notes."*

Surprised, WO Rinaldo says, *"But that's not fair, Helen! He should have to do the same work as everyone."*

"Well, it's not like Maillette is outright cheating. He still has to do the assignments and study for the tests," says WO Chattham.

"But Helen," WO Rinaldo says, *"he's got a clear advantage over everyone else. Someone should do something."*

"Well, I'm not getting involved, Barb," says WO Chattham. *"I just want to get through this course and get back to my job."*

WO Rinaldo thinks about this for the next few days and is clearly bothered. Although she doesn't feel comfortable talking to the directing staff because she doesn't want to be perceived as a "rat", she knows that what WO Maillette is doing is unfair.

From a Defence Ethics perspective, do either WO Rinaldo or WO Chattham have a responsibility to do anything about this situation?

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

SURVEY RESULTS SAY EMPLOYEES PROUD OF WORK



to new requirements.

Of particular note, in 2011, as in 2008, DND employees reported having a positive perception of their relationship with their immediate supervisor, and that they could complete their workload during working hours.

The 2011 PSES examined four broad categories important to employees: employee engagement; workforce and workplace; organizational culture; and leadership.

Responses were largely positive with regard to employee engagement and organizational culture at Defence. More than 90 percent of employees said they were proud of their work and willing to put in the extra effort to get the job done. In general, employees said they have a respectful and diverse workplace and good working relationships with their co-workers.

However, the survey revealed there is room for improvement in areas such as the communication lines between senior management and employees. “The next step is for HR-Civ to analyze the results for senior management. We will be going through an identification phase to

address problems and from that we will develop and implement plans to make improvement,” Ms. Pasioka says, adding that employees are encouraged to offer suggestions to their immediate supervisors.

The 2011 PSES was distributed to nearly 26,500 civilian employees throughout DND. With just more than 16,500 responses, this year’s response rate of 63 percent was a significant improvement on the last survey, to which only 47 percent of DND employees responded.

Open communication and

employee feedback is essential for workplace well-being. Tools such as the PSES benefit everyone. The PSES is one of the tools DND uses to track accountability and improve management. Through the PSES, employees have expressed their views on the workforce, workplace environments, and DND leadership. This will help managers continue to focus on people – Defence’s greatest resource.

A detailed break-down of the PSES results is available at <http://dt-ed.mil.ca>. ♦

The results are in and they speak clearly. Civilians at Defence are proud of, and happy with, the work they do.

The 2011 Public Service Employee Survey (PSES) allowed DND civilian employees—indeterminate, term, casual, seasonal and students—to express their views on the workplace and what matters to them. It offered employees an opportunity to have their voices heard and, as the results are examined, offer suggestions in areas ripe for improvement and innovation. It is an important feedback tool for management at all levels in the department to find out what their employees are thinking.

Overall, the DND results were positive and about the same as the public service average – similar to those from 2008. “The most important thing is that we are very close to the rest of the Public Service,” says Joanne Pasioka, Director, Strategic Planning and Accountability.

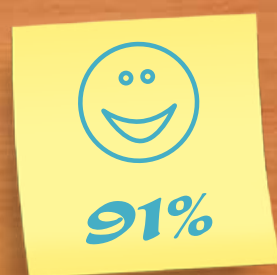
More than 65 percent of the questions in the most recent PSES were the same as those in the 2008 PSES and can be directly compared, providing a valuable benchmark for noting improvements. However, a number of new questions were added to the 2011 PSES, and other questions were changed to enhance their value, focus their intent or respond

“The next step is for HR-Civ to analyze the results for senior management. We will be going through an identification phase to address problems and from that we will develop and implement plans to make improvements.”

—Joanne Pasioka, director, Strategic Planning and Accountability

CIVILIAN EMPLOYEES AT DND HAVE MADE IT CLEAR THAT THEY'RE PROUD TO BE PART OF THE DEFENCE TEAM.

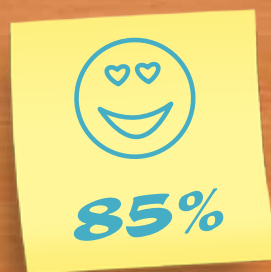
ACCORDING TO THE 2011 PSES RESULTS:



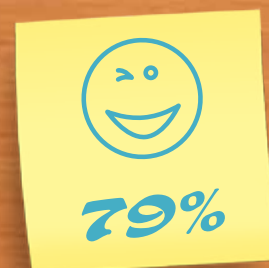
are proud of the work they do



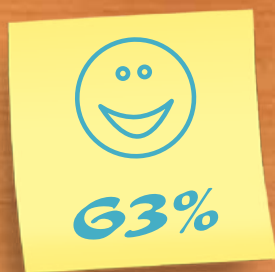
would recommend DND as a great place to work



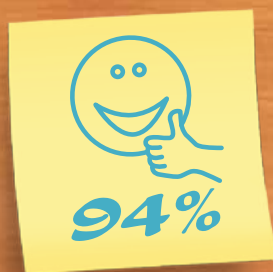
like their job



get a sense of satisfaction from their work



would remain with the department even if a comparable job was available elsewhere in the federal public service



are willing to put in the extra effort

The results are in and they speak clearly. Civilians at Defence are proud of, and happy with, the work they do.

BUILDING, SUSTAINING CULTURE OF RETENTION

The retention of highly trained and experienced CF personnel is fundamental to operational capability, military professionalism and efficient personnel management. The purpose of the 2012 CF Retention Survey is to get your opinions about your work and the CF, and to use that information to develop effective personnel programs and policies.

“Your frank answers to this questionnaire,” says Chief Military Personnel Rear-Admiral Andrew Smith, “will help senior leaders to identify issues of importance to CF personnel and focus efforts to improve these areas.”

This survey is administered online to a subset of CF personnel chosen at random. If you are selected, please take this opportunity to respond and communicate your views.

FOCUS ON PEOPLE

DND/CF DEVELOP WORKPLACE VIOLENCE PREVENTION PROGRAM

Violence in the workplace doesn't have to be as obvious, or as physical, as a punch to the face.

"Violence takes on two elements, the physical and the psychological," says Renée Roussel, Assistant Director of General Health and Safety at DND.

Ms. Roussel and colleagues are developing a program for DND/CF that will promote the prevention of violence in the workplace. The program is expected to launch this year. "The Department of National Defence does not support violence [in the workplace] in any way, shape or form," she says. "We've been working hard to determine how the department will define violence, both on the physical and psychological side, and to define the investigation process and outcomes resulting from that process."

Physical violence is easy to quantify because the Criminal Code of Canada has already defined it, she adds. It becomes more complicated when you're talking about

psychological violence, such as bullying or intimidation.

People are Defence's greatest resource and DND and the CF are committed to a workplace free of violence. As such, the workplace violence prevention program will feature a heavy emphasis on training, which will be incorporated into existing courses and resources.

"We're building a module on the prevention of violence into things like the Employee Assistance Program, conflict management resolution, and all of the general safety programs, like the safety management course for supervisors," says Ms. Roussel.

As well as the training aspect, the workplace violence prevention program will provide an avenue for a resolution process specifically designed to address issues involving violence. "In instances where prevention has failed and an occurrence does happen, the first step is for the employee to advise his or her supervisor and, based on the definitions

we've developed, determine whether or not the violence is physical or psychological," she says.

If physical violence is reported, the occurrence must be reported to and investigated by the police service of jurisdiction. If the violence occurred on base, the military police will also be involved in the investigation. In both cases, the investigation will proceed as outlined in the Criminal Code of Canada. It is also recommended that the supervisor or manager proceed with her or his own investigation as it relates to the prevention of violence in the work place. Lessons learned are a very important measure of prevention.

For issues involving psychological violence, the supervisor and the employee must agree on a competent person who will be selected to run the investigation. The workplace prevention program will provide guidelines on determining who is qualified to conduct such investigations.

Because the definition of psychological violence can be subjective,

Ms. Roussel and her colleagues have focused on defining various aspects of psychological violence such as bullying and intimidation. The issue of psychological violence is separate from that of harassment, but the line between the two can be a challenge, Ms. Roussel acknowledges. It is up to the employee to decide whether his or her situation involves harassment or psychological violence as the resolution process begins, but it is the investigation process that will determine whether the situation constitutes violence in the workplace or not.

"That's where the awareness and training comes in," Ms. Roussel says. "Should there ever be, for example, an investigation of a violent occurrence that doesn't match the criteria [for workplace violence] but the competent person feels it could be harassment, they can refer the employee to the harassment advisor or vice versa."

As more information on the workplace violence prevention program becomes available, it will be posted on the Directorate of General Health and Safety Web site at www.vcds.forces.gc.ca/dsafeg-dsg. ♦

"We've been working hard to determine how the department will define violence, both on the physical and psychological side, and to define the investigation process and outcomes resulting from that process."

—Renée Roussel

VIOLENCE PREVENTION RESOURCES

Everyone has a role to play in making the workplace a safe, healthy and positive environment. There are many resources available to you, and many opportunities to get involved in promoting a healthy and violence-free workplace.

Employee Assistance Program is a voluntary and confidential peer referral service to help individuals deal with personal or professional issues that might impact on their work performance. <http://hr.ottawa-hull.mil.ca/hrciv/dgcesp/ddwb>.

CF Member Assistance Program is a voluntary and confidential service, initiated by the CF, to help CF personnel and their families who have personal concerns that affect their well-being and work performance. www.forces.gc.ca/health-sante.

Well-being Framework outlines the programs, policies and initiatives managed by ADM (HR-Civ) that help civilian employees manage their work-life balance, physical environment, work practices and learning and development opportunities. <http://hr.ottawa-hull.mil.ca/hrciv/dgcesp/ddwb>.

PHOTO: MCpl Marc-André Gaudreault



Ice canoe teams from HMCS *Montcalm* and HMCS *Calgary* train on the St. Lawrence River in the city of Québec during the Québec Winter Carnival. Since 1955, the canoe race has been the most recognized activity during the annual carnival.

PARTNERS FOR LIFE

Recognized for their ongoing dedication and commitment, Defence Team members have made more than 25,000 blood donations to Canadian Blood Services (CBS). With each donation having the power to save or enhance as many as three lives, DND/CF personnel have had a life-saving impact on nearly 75,000 Canadian patients since 2006, when DND was announced as CBS's inaugural Partner for Life (PFL).

DND/CF and CBS renewed their partnership January 25 when Chief of the Defence Staff General Walt

Natynczyk and CBS CEO Dr. Graham Sher re-affirmed the PFL program.

But donation totals aren't what this renewed alliance is all about. The Defence Team and CBS have taken their relationship one step further through the introduction of OneMatch. The OneMatch Stem Cell and Marrow Network is dedicated to locating and recruiting compatible, committed, healthy, unrelated donors for patients in Canada and around the world.

When Defence Team members

donate at a DND blood clinic, they will be offered the opportunity to provide a cheek swab. The DNA collected in the swab will be entered into the OneMatch database of compatible donor recipients, assisting in the ongoing challenge of matching stem cell donors with recipients. This initiative is one more way DND/CF personnel serve their community. ♦

Under the National Partners for Life program, Canadian Blood Services phlebotomist Jennifer Skinkle takes a blood donation from WO Jeff Saunders at CFB Borden.



File photo



CHANGE:

MOVING FROM DENIAL TO COMMITMENT

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

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

THE CHANGE TRANSITION CURVE

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

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

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

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

—Marie Drapeau,
transformational change strategist

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



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

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

THE MARATHON EFFECT

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

A TWO-WAY STREET

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

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

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

HOW DO YOU RECOGNIZE THESE STAGES?

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

Denial

- Minimizing
- Ignoring
- Carrying on as before

Resistance

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

Exploration

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

Commitment

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

Fostering open discussion, no matter what phase each team

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

SUPPORT EACH OTHER THROUGH THE PROCESS

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

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

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

COASTAL READINESS

PHOTOS: SLT MIKE STRAPKO



A US Coast Guard helicopter arrives at HMCS Saskatoon during Ex PACIFIC GUARDIAN.

BY SLT MIKE STRAPKO

After six months of preparations, boots hit the ground at HMCS *Discovery* near the end of January to build a base camp for Exercise PACIFIC GUARDIAN. Within a few days, most of *Discovery's* indoor space was transformed into a high-tech exercise headquarters and training facility. At one point, the base camp population swelled to 157 sailors, representing 20 of the 24 Naval Reserve divisions across Canada.

Ex PACIFIC GUARDIAN is an annual two-week exercise that

brought together the Royal Canadian Navy (RCN), Royal Canadian Air Force, Canadian Coast Guard, Vancouver Police Department, Port Metro Vancouver, and the US Coast Guard marine and air assets, our national and international security partners. These multiple agencies worked as a synchronized team that dealt with a full spectrum of domestic security threats, and practised realistic coastal operations in a joint

combined environment.

A strong military presence in our coastal waters, serving as our eyes and ears, develops a comprehensive awareness of the maritime domain that is critical in upholding Canadian sovereignty.

"The integration of domestic security partners is paramount in maintaining our operational

awareness," said Commander James Sprang, Task Force Commander. "The aim of Ex PACIFIC GUARDIAN was to develop the collective skills within the task group to refine our national security obligations. The exercise proved to be a valuable opportunity to work together to mitigate Canadian domestic security threats."

It's through training exercises such as this that the RCN and the CF as a whole maintain their readiness to meet the complexity of

international challenges, to contribute to international peace and stability, and to deploy military forces to support partners and allies around the world.

Keeping watch along Canada's vast coastline, and ensuring sustainable operational excellence at home and elsewhere, is a responsibility that the RCN achieves with great pride. The success of Ex PACIFIC GUARDIAN validates the readiness of the RCN and our ability to work with our domestic and international partners. ♦



Cpl Chris Payne treats a casualty who was airlifted to HMCS *Discovery* during Ex PACIFIC GUARDIAN.



SLt Carrie Dolan dons personal protective equipment for action stations on HMCS Saskatoon's bridge during Ex PACIFIC GUARDIAN.



The Port Security Unit patrols near Canada Place in Vancouver during Ex PACIFIC GUARDIAN.

CF EXERCISES ANTI-SUB WARFARE



PHOTO: Cpl Ronnie Kinnie

Engaged in Ex PROUD MANTA 2012, the NATO surface fleet steams in formation

BY LT(N) JESSICA MACDONALD

The Operations Room is the nerve centre of a ship. With radar, sonar and communications equipment covering the full range of electronic and electro-magnetic detection and analysis, Ops Room staff track the activity of vessels and aircraft in the ship's area of responsibility. In action, they are responsible for fire control—directing and controlling the ship's weapons—and electronic warfare. Under the distinctive red lighting that preserves night vision, they work around the clock while the ship is at sea.

It was here in the Ops Room, over the continuous crackle of the radio and flicker of radar screens, that the crew of HMCS *Charlottetown* made its primary contribution to PROUD MANTA 2012, the largest NATO anti-submarine warfare (ASW) exercise to date.

Conducted from the NATO naval air base at Sigonella, Italy, the February 14–27 exercise was the latest in an annual series of ASW exercises organized by Allied Maritime Command Naples, and led by Commander Submarines, Allied Naval Forces South, and Commander Maritime Air Naples. PROUD MANTA demonstrates NATO's determination to maintain proficiency and improve interoperability in all kinds of coordinated multinational maritime operations, especially anti-submarine warfare, surface war-

fare and coastal surveillance.

The 11 participating NATO nations—Canada, France, Germany, Greece, Italy, Netherlands, Norway, Spain, Turkey, the UK and the US—deployed five submarines, 12 surface ships and 15 aircraft. The surface fleet included two auxiliaries from Italy, a NATO research vessel and, among the frigates, HMCS *Charlottetown*. The air armada included two CP-140 Aurora maritime patrol aircraft that deployed from Canada with four crews and a maintenance detachment, and *Osprey*, the CH-124 Sea King helicopter embarked in HMCS *Charlottetown*.

The frigate's role throughout the exercise, according to Under Water Warfare Officer Lieutenant(N) Mark McShane, was to support NATO forces as an effective ASW platform. "In particular," he said, "Standing NATO Maritime Group 1 used *Charlottetown* as a Towed Array Sonar Unit, to sweep and sanitize waters well ahead of the main body in protection of mission-essential units." *Osprey* took an active role in the exercise. Designed and built primarily for anti-submarine warfare, the CH-124 Sea King helicopter vastly extends the frigate's effective range.

"During PROUD MANTA 2012, *Charlottetown's* air detachment will be on a 30-minute standby to launch," helicopter pilot Captain Chris Cole said before the exercise began. "When called upon, we will be asked to use the helo's variety of sensors—such as sonar, forward-looking infra-red

radar, sonobuoys, and its latest addition, an augmented surface plot—to search, localize, detect and track the five submarines involved. The helo will work in conjunction with the ship's sensors and operators to accomplish the various tasks the exercise may present."

"This is a challenging exercise for both surface and subsurface contacts," said Lt(N) McShane. "There are five very effective subs participating, and all provide significant challenges to

the fleet, both as individual units and in coordinated attacks. The sheer number of surface and air assets provides a very demanding environment."

The CP-140 Aurora flight went into PROUD MANTA 2012 with a plan for 24 long-range patrol sorties that would demonstrate Canada's proficiency in anti-submarine and air-to-surface warfare, and intelligence-gathering, surveillance and reconnaissance operations.

The aircrew had force-generation objectives to complete, and seven qualification check-rides were also on the agenda.

HMCS *Charlottetown* is currently deployed on Operation METRIC, Canada's contribution to international efforts to enhance security in and around the Mediterranean Sea. Since mid-January, the Halifax-based frigate has been integrated into Standing NATO Maritime Group 1 and assigned to Operation Active Endeavour. ♦.



Flight engineer WO Dave Pawulski, of 405 Squadron from 14 Wing Greenwood, conducts the pre-flight inspection on a CP-140 Aurora during Ex PROUD MANTA 2012.

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.

MAJOR ANTHONY AMBROSINI: FILLING THE RANKS

Over the last 21 years, Major Anthony Ambrosini has flown more than 3,600 hours as a CF helicopter pilot, carrying out tactical flying and humanitarian aid while instructing aspiring CF pilots. He has temporarily stepped away from the controls, however, to work as the National Production Officer for Canadian Forces Recruiting Group, where he manages the enrolment targets for each trade, and the paid education plans.

"Joining the CF offers tremendous opportunities to Canadians," he says. "Who else gets to do what we do? Who else in Canada is given the opportunity to operate the equipment we do in the unique environments we do? If someone wants a challenge and a sense of accomplishment, the CF, has that. Not many other employers can touch this."

One of the many challenges Maj Ambrosini faces in his position is filling in-demand trades such as vehicle technicians, signals officers, and medical professionals such as pharmacists, social workers and medical technicians. This involves working closely with the marketing team, and Recruiting Centres and detachments throughout the country, and liaising with other branches of the CF, such as the Canadian Defence Academy and the CF Aircrew Selection Centre, to coordinate aircrew testing and selection, and the scheduling of basic training for new recruits.

"A lot of people don't realize just how long it can take to process an application, especially for the pilot trade that requires additional medical and aptitude testing. A simple note from the family doctor can cause a lengthy delay," he says. "It drives home the need to apply early so that we can process them in time for selections; some of the

successful applicants that will be starting their paid education in late 2012 would have applied as early as September 2011."

As a teenager in Toronto, Maj Ambrosini was a cadet with 618 Queen City Royal Canadian Air Cadet Squadron. One summer, he attended the Senior Leaders Course in Cold Lake, where he had the opportunity to fly in a CF-18 after being named one of the top two graduates of the course. That's when he knew he was going to be a CF pilot. He attended Royal Military College of Canada in Kingston from 1990 to 1994 and graduated with a Bachelor of Mechanical Engineering.

"We're looking for people who want to do challenging work and accomplish more."

"The day I graduated from RMC, I felt an incredible sense of pride; I had done something special and accomplished something more than I could have done at any other university," he recalls. "That is another advantage we have on most employers; we have paid education programs where we pay your tuition and your full salary while you learn."

The Canada First Defence Strategy recognizes that people are Defence's most important resource, and that those people receive world-class technical training and advanced education. Maj Ambrosini is working not only to help build the Defence Team, but also to ensure that the "best and brightest"

"Who else in Canada is given the opportunity to operate the equipment we do in the unique environments we do?"



Maj Ambrosini gathers with some of the local children he met in Haiti as part of his work with Op STABLE.

our communities have to offer may take advantage of these fantastic education and training opportunities.

"Apply as early as is practical; sometimes it can take months to process an application," Maj Ambrosini advises anyone who wishes to join the CF or apply for a paid education program. "Work to be in top physical condition; focus on your academics and consider upgrading courses that may have been challenging the first time around. Be a leader in your community and help make a difference where you live. We're looking for people who want to do challenging work and accomplish more." ♦



Maj Ambrosini measures the distance of, and the time and fuel needed for, a rescue mission off Newfoundland conducted by 9 Wing Gander's 103 SAR Squadron.

This map was created by RCAF Public Affairs. It is available to DND/CF personnel in 17" x 11" and 33" x 21.5" sizes from the CF Publications Depot.



ROYAL CANADIAN AIR FORCE PROTECTING CANADA

- ★ 14 Wing/Canadian Forces Base Greenwood
- N.S.
- 404 Long Range Patrol and Training Squadron (CP-140 Aurora)
 - 405 Long Range Patrol Squadron (CP-140 Aurora)
 - 413 Transport and Rescue Squadron (CC-130E/H Hercules and CH-149 Cormorant)
 - 14 Air Maintenance Squadron
 - 14 Software Engineering Squadron
 - 14 Construction Engineering Squadron (at Bridgewater, N.S.)
 - 143 Construction Engineering Flight (at Lunenburg, N.S.)
 - 144 Construction Engineering Flight (at Pictou, N.S.)
 - 14 Wing Air Reserve Flight

- ★ 17 Wing/Canadian Forces Base Winnipeg
- Man.
- 435 Transport and Rescue Squadron (KCC-130E/H Hercules)
 - 440 Transport Squadron (at Yellowknife, N.W.T.) (CC-138 Twin Otter)
 - 17 Wing Air Reserve Flight
 - Forward Operating Location (FOL) Yellowknife, N.W.T.

- ★ 19 Wing/Canadian Forces Base Comox
- B.C.
- 407 Long Range Patrol Squadron (CP-140 Aurora)
 - 442 Transport and Rescue Squadron (CC-115 Buffalo and CH-149 Cormorant)
 - 19 Air Maintenance Squadron
 - 182 Construction Engineering Flight Aldergrove (at Abbotsford, B.C.)
 - 19 Wing Air Reserve Flight

- ★ 22 Wing/Canadian Forces Base North Bay Canadian Air Defence Sector (CADS)
- Ont.
- 21 Aerospace Control and Warning Squadron
 - 51 Aerospace Control and Warning Operational Training Squadron
 - 722 Air Control Squadron (United States Air Force)
 - 22 Wing Air Reserve Flight

- ★ 2 Canadian Air Division Headquarters (2 Cdn Air Div HQ) Air Force Doctrine and Training Division Winnipeg
- Man.

- ★ 15 Wing/Canadian Forces Base Moose Jaw
- Sask.
- 2 Canadian Forces Flying Training School (2 CFFTS) (CT-156 Harvard II and CT-155 Hawk)
 - 3 Canadian Forces Flying Training School (3 CFFTS) (at Portage La Prairie, Man.) (CH-139 Jet Ranger, Grob 120A, King Air C-90B and Bell 412 CP)
 - 419 Tactical Fighter Training Squadron (at Cold Lake, Alta.) (CT-155 Hawk)
 - 15 Air Traffic Control Squadron
 - 15 Wing Air Reserve Flight

- ★ 16 Wing Borden (A lodger unit of Canadian Forces Base Borden, Ont.)
- Ont.
- Canadian Forces School of Aerospace Technology and Engineering (CFSATE)
 - Air Command Academy (ACA)
 - Canadian Forces School of Aerospace Control Operations (CFSACO) (at Cornwall, Ont.)
 - 16 Wing Air Reserve Flight

- ★ Canadian Forces Aerospace Warfare Centre Trenton
- Ont.
- Canadian Forces Aerospace Warfare Centre (CFAWC)
 - Canadian Forces Aerospace Warfare Centre Detachment (CFAWC Det) (at Ottawa, Ont.)

- ★ Air Force Training Centre Winnipeg
- Man.
- 1 Canadian Forces Flying Training School (1 CFFTS)
 - 402 Squadron (CT-142 Dash-8)
 - Canadian Forces Aircrew Selection Centre (CFASC) (at Trenton, Ont.)
 - Canadian Forces School of Aerospace Studies (CFSAS)
 - Canadian Forces School of Search and Rescue (CFSSR) (at Comox, B.C.)
 - Canadian Forces School of Survival and Aeromedical Training (CFSSAT)

- ★ National Defence Headquarters (NDHQ) Ottawa

- Ont. Commander, Royal Canadian Air Force (RCAF)
Air Staff
Air Staff Air Reserve Flight

- ★ 1 Canadian Air Division Headquarters (1 Cdn Air Div HQ) Canadian NORAD Region Headquarters (CANR HQ) Winnipeg

- Man. Combined Aerospace Operations Centre (CAOC)
Air Command Band
1 Aerospace and Telecommunications Engineering Support Squadron (ATESS) (at Trenton, Ont.)
1 Canadian Air Division Air Reserve Flight

- ★ 1 Wing Kingston Headquarters (A lodger unit of Canadian Forces Base Kingston, Ont.)

- Ont. 400 Tactical Helicopter Squadron (at Borden, Ont.)
403 Helicopter Operational Training Squadron (at Gagetown, N.B.)
408 Tactical Helicopter Squadron (at Edmonton, Alta.)
427 Special Operations Aviation Squadron (at Petawawa, Ont.)
430 Tactical Helicopter Squadron (at Valcartier, Que.)
438 Tactical Helicopter Squadron (at St-Hubert, Que.)
(All Squadrons fly CH-146 Griffon)

- ★ 3 Wing/Canadian Forces Base Bagotville

- Que. 414 Electronic Warfare Squadron (at Ottawa, Ont.) (Alpha Jet)
425 Tactical Fighter Squadron (CF-188 Hornet)
439 Combat Support Squadron (CH-146 Griffon)
2 Air Expeditionary Support Squadron
3 Air Maintenance Squadron
12 Radar Squadron
3 Wing Air Reserve Flight
Forward Operating Location (FOL) Iqaluit, Nunavut

- ★ 4 Wing/Canadian Forces Base Cold Lake

- Alta. 409 Tactical Fighter Squadron (CF-188 Hornet)
410 Tactical Fighter (Operational Training) Squadron (CF-188 Hornet)
417 Combat Support Squadron (CH-146 Griffon)
431 Air Demonstration Squadron – "The Snowbirds" (at Moose Jaw, Sask.) (CT-114 Tutor)
1 Air Maintenance Squadron
42 Radar Squadron
10 Field Technical Training Squadron
4 Construction Engineering Squadron
4 Wing Air Reserve Flight
Forward Operating Location (FOL) Inuvik, N.W.T.
Forward Operating Location (FOL) Rankin Inlet, Nunavut

- ★ 5 Wing/Canadian Forces Base Goose Bay

- N.L. 444 Combat Support Squadron (CH-146 Griffon)
5 Wing Air Reserve Flight

- ★ 8 Wing/Canadian Forces Base Trenton

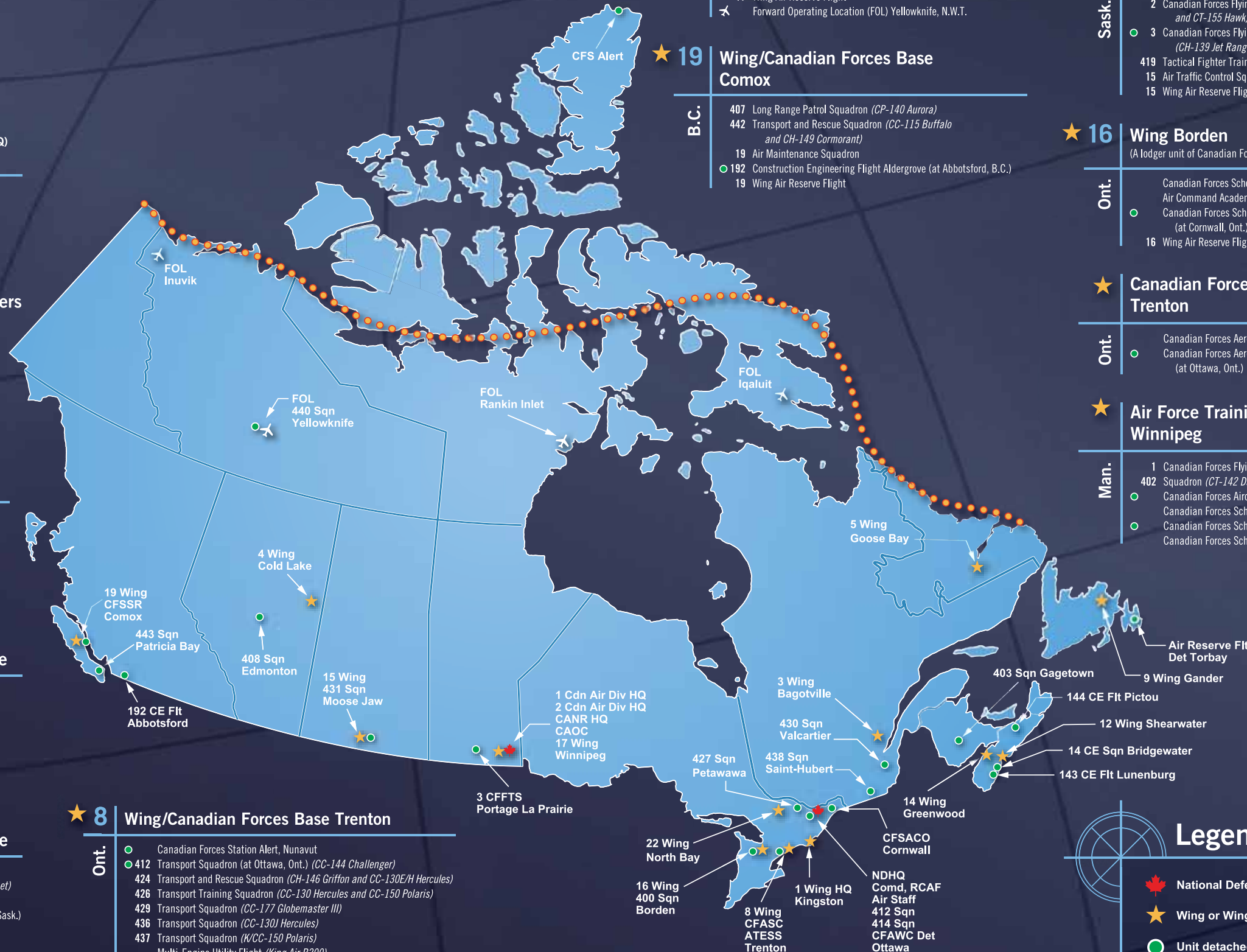
- Ont. Canadian Forces Station Alert, Nunavut
412 Transport Squadron (at Ottawa, Ont.) (CC-144 Challenger)
424 Transport and Rescue Squadron (CH-146 Griffon and CC-130E/H Hercules)
426 Transport Training Squadron (CC-130 Hercules and CC-150 Polaris)
429 Transport Squadron (CC-177 Globemaster III)
436 Transport Squadron (CC-130 Hercules)
437 Transport Squadron (KCC-150 Polaris)
Multi-Engine Utility Flight (King Air B200)
2 Air Movements Squadron
8 Air Communications and Control Squadron
8 Air Maintenance Squadron
8 Wing Air Reserve Flight

- ★ 9 Wing/Canadian Forces Base Gander

- N.L. 103 Search and Rescue Squadron (CH-149 Cormorant)
91 Construction Engineering Flight
9 Wing Air Reserve Flight
Air Reserve Flight Detachment Torbay

- ★ 12 Wing Shearwater (A lodger unit of Canadian Forces Base Halifax, N.S.)

- N.S. 406 Maritime Operational Training Squadron
423 Maritime Helicopter Squadron
443 Maritime Helicopter Squadron (at Patricia Bay, B.C.)
12 Air Maintenance Squadron
12 Wing Air Reserve Flight
(All Squadrons fly CH-124 Sea King – soon to transition to CH-148 Cyclone)



Legend

National Defence or Division Headquarters

Wing or Wing Headquarters

Unit detached from parent Wing

Forward Operating Location (FOL)

North Warning System

Wings are a grouping of operational and support units (squadrons, schools, etc.) under a single commander.

A squadron is the basic Air Force unit.

NDID A-JS-007-000-DA-004 (wall (large) size)
NDID A-JS007-000-DA-005 (binder (small) size)

Canadian Forces Aircraft



CC-115 Buffalo



CC-130 Hercules



CC-138 Twin Otter



CC-144 Challenger



CC-150 Polaris



CC-177 Globemaster III



CF-188 Hornet



CH-124 Sea King



CH-146 Griffon



CH-148 Cyclone (in production)



CH-149 Cormorant



CP-140 Aurora



CT-114 Tutor



CT-142 Dash-8



CH-147F Chinook
Delivery scheduled to begin 2013

F-35 Lightning II
Delivery scheduled to begin 2016

Contracted Aircraft



Alpha Jet
(operated by Top Aces)



Bell 412 CF



Grob 120A
(operated by Allied Wings)



CT-156 Harvard II



CT-155 Hawk



CH-139 Jet Ranger



King Air B200



King Air C-90B



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