

THE Maple Leaf LA Feuille d'érable

October 2012, Volume 15, Number 9

Keeping the Defence Team informed

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National
Defence

Défense
nationale

Canada 

HALIFAX HOSTS INTERNATIONAL SECURITY FORUM

BY ELANA APTOWITZER

Thinkers, policy makers and practitioners from like-minded nations around the world will again gather in Halifax from November 16 to 18 for the Halifax International Security Forum.

This annual forum brings together key security and defence leaders to discuss issues and challenges facing nations from across the global landscape today. In its fourth year, the event has established itself as a major international security event on the world stage.

Participants at this year's forum include prominent figures from government, military, academia, media and business communities around the world, who make up the select list of only 300 invitees.

The Minister of National Defence will launch the Forum on November 16. He will be joined by the Deputy Minister of National Defence, and the Chief of the Defence Staff, as well as other Canadian ministers and senior officials.

The forum's sessions are known for being frank, informal and collaborative. The unscripted, discussion-based atmosphere is designed to allow

participants and audience members to exchange ideas and learn from each other's expertise.

Topics of this year's forum will include global trends in international security, developments in the Middle East, evolving thinking about international intervention, machine warfare, and the global impact of North American energy self-sufficiency.

Panel discussions will be streamed live on the Halifax International Security Forum Web site - halifaxtheforum.org - and also broadcast on CPAC, the Cable Public Affairs Channel. ♣

Gathering of the CF Chief Warrant Officers

On August 29, Chief Petty Officer, 1st Class Bob Cl  roux, the CF Chief Warrant Officer hosted a gathering that included five former CF CWOs. The meeting was intended to update the former Chiefs on activities and initiatives in the CF, while providing a venue for the former Chiefs to pass on lessons learned from their service as the CF's senior non-commissioned officer.

"Many of the key messages passed on from the former Chiefs had common themes," said CPO 1 Cl  roux. "Most importantly, change is constant and communication with our people is critical. Second, they all reinforced that what really makes the Forces tick are the sailors, soldiers, and the airmen and women." ♣



PHOTO: DND

In attendance at the meeting, pictured left to right, were Guy Parent (CF CWO 1995-1999), John Marr (1987-1991), Daniel Gilbert (2004-2007), CPO 1 Cl  roux, Gen Walt Natynczyk, Chief of the Defence Staff, Maj Greg Lacroix (2007-2010) and Richard Lupien (2001-2004).

2012 NATIONAL VETERANS' WEEK SPEAKERS PROGRAM

Every year, as part of the National Veterans' Week Speakers Program, CF members give presentations in schools and speak to members of organizations across Canada. The key to the program's success is the ardent participation of Regular and Reserve Force members.

Anyone who would like to take part in the program can find useful information on preparing your speech at <http://ed.mil.ca/>, as well as tools to help create presentations adapted to various age groups and audiences. You can register for the program at www.forces.gc.ca/site/zzz/spkr-conf/form-eng.asp.

If you have any questions, please feel free to contact Emilie Rancourt, coordinator of the Program, at 819-994-9182 or by e-mail at emilie.rancourt@forces.gc.ca.

Veterans' Week | November 5 to 11
Share your story

2012 DND/CF OCCUPATIONAL Health & Safety Event

Members of the Defence Team who hold occupational health and/or safety responsibilities as part of their job are invited to participate in the 2012 DND/CF Occupational Health & Safety Event. The event takes place in Ottawa at the Carling Campus from November 19-23. Registration is open for full-time safety officers and those who have safety as a secondary duty, health and safety service providers, and personnel working in any of the safety programs at Defence.

The theme of this year's event is "From Collaboration to Action" and this dynamic conference will offer you the opportunity to take on current and real-life challenges in a working group setting, finding solutions to problems that affect our workplaces. There will be opportunities for exchanges of information on upcoming initiatives, recent successes, and sharing of best practices.

Specialists from different safety programs and other exhibitors will present elements of their programs and offer the opportunity to learn more about how health and safety matters impact various aspects of our work. The event trade show will also include prizes and giveaways!

For more information and to register on-line, visit: <http://vcds.mil.ca/OHS-SST2012/>.

OMISSION:

In the September centre spread of *The Maple Leaf*, Vol. 15, No. 8, the CC-130H(T) was omitted from the Royal Canadian Air Force participation included in the 'On the Rim of the Pacific' article.

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The Maple Leaf is the monthly national publication of the Department of National Defence and the Canadian Forces, and is published under the authority of the Assistant Deputy Minister (Public Affairs).
ISSN 1480-4336 • NDID/IDDN A-JS-000-003/JP-001

COVER:

PHOTO: Cpl Marc-Andr   Gaudreault

CDS SEES A BRIGHT FUTURE FOR THE CF

You only have to speak with Chief of the Defence Staff Gen Walt Natynczyk for a few minutes to hear in his voice how committed he is to the CF and how proud he is of the men and women in uniform.

When he retires later this fall after 37 years of service, including four as CDS, he says without hesitation that it will be the people he will miss the most.

"Our men and women should be proud of what they achieved in Kandahar during the combat mission...an Afghanistan that is more secure, more stable and that has more professional and capable security forces. This is the legacy of our men and women who worked and fought so hard and sacrificed so much in that country. Our successes there are a reflection of the professionalism of the Canadian Forces."

With 900 CF advisors and support staff serving in Afghanistan, Gen Natynczyk has continued his regular trips to that region. As CDS, he oversaw the CF transition in 2011 from a combat mission in southern Afghanistan to a training and advisory role in Mazar-e-Sharif in northern Afghanistan and in Kabul.

Gen Natynczyk has also seen first-hand the toll that the mission in Afghanistan has taken on the troops. Timely and effective care of ill and injured personnel, has been one his main priorities during his tenure as CDS and he has pushed to improve the system of care for the CF.

"In a very tangible way," Gen Natynczyk says, "the Surgeon General and people across the CF in the medical organization have enhanced their capability. I think this is a reflection of our experience in Afghanistan and dealing with serious physical and mental health injuries.

In terms of capacity and capability, care has improved. It's not, in my view, to the standard we want. We will continue to work across the country to improve care for the ill and injured."

Eliminating stigmas associated with mental health has also been a key focus of Gen Natynczyk.

"I think we have changed the culture of the Canadian Forces," says Gen Natynczyk. "People with mental health injuries no longer need to feel that stigmas will hold them back."

Looking to the future, Gen Natynczyk says the CF needs to get back to basics and prepare for the unforeseen conflicts of the future.

"The *Canada First* Defence Strategy lays out the requirement to maintain our general purpose combat capabilities," he says. "And that means a top-notch Air Force, a blue-water Navy, an Army that is ready for any contingency in the future, and a highly-capable Special Forces."

"If we can have strong relations with our allies, built upon trust and confidence, then we can ensure our most junior sailors, soldiers, and airmen and women will be set up for success in the future."

The Government of Canada remains committed to ensuring that a sufficient number of personnel are trained to required levels and that the necessary equipment is available, for both the training and operations needed to take on future challenges.

With the CF contribution to the NATO training mission in Afghanistan, Op ATTENTION, scheduled to end in March 2014, the CF need to be prepared for any



new mission it might be assigned, while at the same time focussing on our domestic operations throughout Canada, especially in the Arctic.

The CF supports other federal government departments and the territorial governments in maintaining Canada's sovereignty in the Arctic.

"The CF has put in place what I think is a very effective presence

"As the CF moves the exercise to areas we have never been, we increase the effectiveness of our operations and enhance our relationships with local authorities and citizens."

This type of relationship-building is also shown in the CF's partnerships with armed forces of other nations. Canada is a strong member of NATO, and also has solid relationships within the Americas and with polar nations. Gen Natynczyk recently hosted the first Northern Chiefs of Defence conference in Goose Bay, N.L., involving defence leaders from seven other northern nations.

By hosting this meeting, Canada further demonstrated its international leadership on Northern and Arctic issues.

"The conference showed how each polar nation supports civil agencies and civil authorities within our borders, and helped us learn what we need to share and exchange so we're better at supporting civil agencies across boundaries when needed," the CDS says.

Building relationships with other military forces across the world will enable Canada's Navy, Army, Air

Force and Special Forces to be more effective.

"We don't know what the future will bring," says Gen Natynczyk. "But, if we can have strong relations with our allies, built upon trust and confidence, then we can ensure our most junior sailors, soldiers, and airmen and women will be set up for success in the future."

Gen Natynczyk sees a bright future for the CF and as he prepares to take his uniform off for the last time, he feels privileged to have worked with so many great people.

The CDS is unsure what the next chapter of his life will hold but looks forward to spending it with family.

"My wife has deferred everything for the last 37 years now ...so many of our life decisions she has delayed for my service and my duty," says Gen Natynczyk. "So what we do after we retire, I'm going to see what she wants to do, I think this is only right given the sacrifices she and the family have made."

And, according to the CDS, one key to retirement is "... that when you cross the finish line, you are with your family. And what I'm thrilled about most is that my family has been supportive of all I've done." ♦



BE A STAR IN SOMEONE'S LIFE

The National Defence Workplace Charitable Campaign (NDWCC) gives the men and women of the Defence Team the chance to make a significant contribution to the community while sharing a great experience within their own ranks. This is a great example of how to be a star in the lives of those in need, while strengthening the tradition of helping others that is prevalent in the Defence Team.

The NDWCC, which runs through November 16, announced this year's fundraising goal in the National Capital Region (NCR) as \$1.35 million in the kick-off on

September 7. In local campaigns across the country, military and civilian members of the Defence Team, many of whom partner with other federal departments, will work to raise funds to make a difference in their communities.

"The NDWCC is an annual activity that is part of the larger Government of Canada Workplace Charitable Campaign. The Defence Team are amongst the most generous contributors to the campaign," said Marc Fortin, ADM (S&T) and this year's NDWCC Champion. "In fact, we raise the highest amounts in the country for the campaign

— consistently surpassing our own yearly objectives. Last year, we raised over \$1.9 million. This clearly speaks to the generosity of our employees."

Approximately 900 members of the Defence Team invest time canvassing employees in the NCR and the generosity of all donors are at the heart of our success. Participation and continued support, as volunteers, canvassers or donors, in the 2012 NDWCC are required more than ever.

The monies raised will go towards a diverse range of causes including aiding isolated seniors at home, helping individuals with an illness, providing a child with a nourishing breakfast, supporting groundbreaking medical research, and many others.

The NDWCC demonstrates our commitment to creating lasting and measurable social change in our own communities through United Way/Healthpartners and their agencies as well as more than the 90,000 registered Canadian charities.

For more information on the NDWCC, including information on upcoming events and activities, as well as general Campaign information visit: <http://ndwcc-ccmtdn.mil.ca>.



FACE OF OPERATIONS

REMEMBERING THE ALAMO

THE ALAMO, AS MANY MAY KNOW, IS A FORMER ROMAN CATHOLIC MISSION THAT WAS THE SITE OF A BATTLE IN 1836. THE SITE IS NOW A MUSEUM IN DOWNTOWN SAN ANTONIO, TEXAS.

BY COL PETER WILLIAMS

The Alamo is also the name of a base in the eastern outskirts of Kabul that is home to over 500 personnel from 14 nations, including 200 Canadians, who serve as training advisors and support staff at the Kabul Military Training Centre. KMTC is a large Afghan National Army (ANA) training facility located adjacent to Camp Alamo.

"Since I last served in Afghanistan in 2006, Afghans have made great strides in developing their army."

There are many stories about how our base got its name, but no one is certain which story is true. I think that helps give those of us who live here a fierce sense of pride, and that isn't a bad thing.

I'm serving in Kabul on a year-long tour as part of Operation ATTENTION, which is Canada's contribution to the NATO Training Mission in Afghanistan, or NTM-A. Until March 2014, Canada is maintaining a contingent of up to 950 troops in NTM-A. The NATO training mission will result in the orderly transition of the lead for security across Afghanistan from coalition to Afghan leadership.

KMTC is the ANA's premiere training institution, responsible for all basic and some advanced training for recruits, non-commissioned officers and officers, including female officer candidates. Courses at KMTC train soldiers in literacy, computers, weapons handling, tactics, leadership, driving and instructional techniques.

My team is partnered with ANA trainers, and we advise them on everything from the conduct of

individual training to public affairs, finance, supply, business planning, and the myriad functions normally found on a CF base; for example, health care, food services, military police and engineering. One difference is that things here are done on a much larger scale than back in Canada.

The student population of KMTC often exceeds 6,000, and KMTC graduates about 40,000 students per year. That's quite a feat. To put it in perspective, consider that the entire Regular Force component of the CF totals about 68,000 soldiers, sailors, airmen and airwomen.

After nearly three months at KMTC, I consider myself very fortunate to be the senior advisor to Brigadier-General Aminullah Patyani, the ANA commander of KMTC. BGen Patyani has served in Kandahar, where his troops fought alongside ours, and we have a particular kinship with him, a partnership I hope to further cement in the year ahead.

Since I last served in Afghanistan in 2006, Afghans have made great strides in developing their army. Even a year ago, it would have been NATO troops doing the actual instruction, but now Afghans take the lead while coalition advisors concentrate on helping to refine the ANA trainers' skills in planning, logistics, maintenance, training

design and delivery, and resource management.

Canadians can take great pride in the role we play, along with our coalition partners, in helping the ANA become a more professional and capable force.

Col Williams is the commander of the Kabul Military Training Centre Training Advisory Group. ♦



A graduate of the Afghan National Army's officer candidate course shows her course certificate to fellow graduates at the Kabul Military Training Centre.



Bdr Shawn English, left, observes while a sergeant from the Afghan National Army gives a safety briefing to ANA trainees at the Kabul Military Training Centre.

Training to Defend

NAVAL RESERVISTS TRAIN with Coast Guard and Police

PHOTO: SLT Tim Woodworth

Hurricanes, earthquakes, floods and terrorist attacks are the types of emergencies that require skilled emergency response teams. Often, these teams consist of experts from many government departments.

Exercise AVALON RESPONDER, conducted in St. John's from August 20-31, provided an opportunity for emergency response organizations to train together to ensure they are prepared to react to emergencies as quickly and efficiently as possible.

Naval Reserve sailors travelled from across Canada to participate in AVALON RESPONDER, where they put their skills handling rigid-hull inflatable boats to the test.

"This exercise was outstanding," said Captain(N) Chris Dickinson, deputy commander of Canada's Naval Reserve. "We had 53 sailors. Eighteen out of 24 Naval Reserve units were represented in this national exercise. There was amazing co-operation by both the Canadian Coast Guard and the Royal Newfoundland Constabulary (RNC) Marine Unit."

Sailors from the Coast Guard and RNC delivered lectures to the sailors and participated in scenarios on the open ocean. By training alongside emergency response agencies, the Navy sailors learned how to operate with them should they be called upon in the future.

The sailors participating in the exercise had a wide range of experience in small boat operations. They spent a portion of their time in the classroom because part of the focus of the

Sailors from the Royal Canadian Navy, the Canadian Coast Guard and the Royal Newfoundland Constabulary Marine Unit in the waters off St. John's during Ex AVALON RESPONDER.

training was on providing the sailors with a higher level of theory and safe operations training.

The exercise culminated in a final scenario involving all three organizations. With the Canadian Coast Guard Ship *George R. Pearkes* acting as the on-scene command and control station, Navy small boats and RNC teams searched the shoreline of nearby Freshwater Bay.

The exercise "was really, really great," said Leading Seaman Veronique Paradis from HMCS *D'Iberville*, Rimouski, Que. "We went to sea a lot and the last two days were the best ones. Working with the Coast Guard we learned a lot of new stuff and new exercises that we'd never done before – a new kind of approach."

Naval Reservists are usually part-time sailors with separate careers or they are full-time students. Exercises like AVALON RESPONDER help keep their nautical skills sharp, reinforce teamwork and enhance esprit de corps. Upon returning to their home units, these sailors are better trained and ready if called upon to serve, whether in their own communities or elsewhere in Canada. ✱

CFSAC PUTS MARKSMANSHIP to the test

PHOTO: MCpl Randy Burnside



BY LT(N) CRYSTAL MYERS

After a challenging competition, Captain Ken Barling from NORAD in Colorado Springs and Corporal David Ferguson of the Nova Scotia Highlanders were the top winners at this year's CF Small Arms Concentration (CFSAC) held at Connaught Ranges in Ottawa.

The winners were presented with the Queen's Medal at the conclusion of competition on September 22. Following the presentation ceremony, teammates "chaired" the marksmen off of the ranges in a traditional celebratory gesture.

"The extraordinary value that CFSAC provides to all participants is that they will go back to their units with additional

Capt Ken Barling of the Royal Canadian Air Force rides the winner's chair in a traditional "chairing" ceremony for placing first in the Regular Force category in the Canadian Forces Small Arms Concentration at Connaught Ranges in Ottawa on September 22.

knowledge and skills to pass on to their fellow soldiers, sailors and air personnel," said Lieutenant-Colonel Eric Groulx, the director of CFSAC. The 12-day shooting concentration is the ultimate national platform in the CF for marksmen who have been selected by their units.

CFSAC has been tailored to reflect the demands of overseas missions and serves to improve operational readiness. Participants shoot for their best scores and they receive additional training on skills such as maintaining marksmanship fundamentals in combat when stress may be high.

In addition to competitors from all elements of the CF, including the Rangers, CFSAC 2012 saw teams representing the RCMP and the armed forces of Great Britain, the US and The Netherlands.

"CFSAC is a world-renowned international marksmanship competition where the best of the Canadian Forces compete against each other and against competitors from other NATO countries, it is also a platform where all competitors can share and learn new skills from some of the best military marksmen in the world," said Capt Paul Sutton, CFSAC's operations officer. ✱

LABRADOR EXERCISE TESTS CANADIAN FORCES' RESPONSE CAPABILITY

The tiny coastal community of Cartwright, NL, awoke on August 27 to soldiers patrolling their town's streets, a naval ship in the harbour and the sound of a CF helicopter overhead.

There was no panic, rather a growing excitement as the town's citizens realized that a military exercise planned for their community was underway.

Soldiers from 37 Canadian Brigade Group (CBG), members of the Cartwright Canadian Ranger Patrol and HMCS *Goose Bay* were all part of Exercise SWIFT CURRENT, held in and near the town of Cartwright from August 26 to 28.

"I am very impressed with the staff's ability to establish a headquarters and effectively carry out operations in such a short time," said Colonel Sean Leonard, commander of Joint Task Force Labrador. "I am also very impressed with the success of the exercise."

Ex SWIFT CURRENT enabled the Canadian Army, Royal Canadian Air Force and the Royal Canadian Navy to conduct disaster response and security-related training in an isolated part of the country.

Soldiers arrived in Cartwright late in the day on August 26 and conducted foot patrols throughout the night and into the afternoon of August 27.

Members of the community and the Junior Canadian Rangers were invited to tour HMCS *Goose Bay*, a maritime coastal defence vessel, and see a variety of static military displays before the exercise started.

Joint Task Force Atlantic led the exercise, establishing a task force headquarters at 5 Wing Goose Bay. The exercise included the 1st and 2nd Battalions of The Royal Newfoundland Regiment and logistics, combat engineer and signals units from 37 CBG. Personnel from 36 CBG Health Services Group, and a CP-140 Aurora and crew from 14 Wing Greenwood also participated in the exercise.



Pte Thee Ellis runs ashore near Cartwright, NL during Ex SWIFT CURRENT.

PHOTO: MCpl David McCord



NO ORDINARY RUNNERS. NO ORDINARY RACE.



PHOTO: Mike Pinder

More than 18,000 people ran, walked or rolled in the 5th Canada Army Run for many different reasons – raising \$250,000 for Soldier On and the Military Families Fund – some trying to break records or achieve personal bests. Some come in memory of parents or grandparents who spent their careers in the CF or of loved ones who lost their lives in the line of duty. Many are honouring those who are in the CF today. Others come to salute Canada's injured soldiers who participate in the 5K and half marathon events. Thousands of others come to simply thank the men and women of the CF for all they do at home and abroad.



PHOTO: Mike Pinder

Veterans Margarita and George Isaac (91 and 94, respectively) – pushed by their grandchildren Kevin and Shannon – were the oldest participants in this year's event.

The Isaac's met overseas during the Second World War. George was an electrical and mechanical engineer with the 93rd Light Aid Detachment and Margarita was with the Women's Auxiliary Air Force (WAAF) with the Royal Air Force.

CF CONDUCT ANNUAL SAREX

Search and rescue units from across Canada had their medical, search, rescue, and parachuting skills put to the test during SAREX 2012 in Val d'Or, Quebec September 16-22.

The exercise also provided opportunities to train or upgrade the qualifications of pilots, flight engineers, SAR technicians, load masters, air combat systems officers and maintenance personnel.

"Canadian Forces search and rescue technicians are admired for their tremendous skill in carrying out life-saving missions on land and at sea in very challenging conditions," said Defence Minister Peter MacKay. "Working with the RCMP, the Canadian Coast Guard, and a network of partners, they do it all for the safety and security of others."

National and provincial agencies such as the Civil Air Search and Rescue Association, Sauvetage et recherche aérienne du Québec, Sûreté du Québec, and the Canadian Coast Guard also participated in SAREX 2012. SAR coordinators and crews work with federal, provincial and municipal partners to respond as quickly as possible to save the lives of those at risk whenever and wherever an incident occurs.

The training is designed to enhance interoperability and communication among agencies. Teams were required to perform rescues during the exercise, using three scenarios – injured climbers in a provincial park, a drifting vessel on a lake, and an aircraft reported overdue after dark.

"Providing immediate SAR response to Canadians is a national priority, which makes it critical that SAR units conduct realistic training," said Lieutenant-General André Deschamps, then commander of the Royal Canadian Air Force. "SAREX 2012 is intended to provide excellent training while contributing to public awareness and interoperability with provincial and national agencies."

Canada's SAR area of responsibility covers over 46 million m² of land and sea, the second largest country after Russia, and an area far greater than the size of continental Europe.



PHOTO: Sgt. Matthew McGregor

A SAR tech hoists a passenger during SAREX 2012 near Val-d'Or, Quebec.



PHOTO: MCpl Frieda VanPutten

SOLDIERS COMPETE IN EXERCISE MOUNTAIN MAN

Pte Andrew Smith of the Lord Strathcona's Horse (Royal Canadians) crosses the finish line during Exercise Mountain Man, held in Edmonton's River Valley on August 30. Ex Mountain Man is an annual competition that promotes physical fitness and mental toughness. More than 300 soldiers from 1 Canadian Mechanized Brigade Group participated in the race, with legs consisting of a 32 km footrace, a 3 km canoe portage, a 10 km canoe paddle, and lastly a 6 km run. Pte Smith finished the race in first place overall, two seconds short of five hours.

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-GENERAL WHITECROSS: EMPOWERING FUTURE FEMALE LEADERS

In addition to her exemplary contributions to the Defence Team, towards delivering the Canada First Defence Strategy and in recognition of her rise to be among the highest-ranking members of the CF, MGen Whitecross is also featured in this edition of My Role in the CFDS in celebration of Women's History Month.

As a Middleton Regional High School student in the Annapolis Valley, N.S., Christine Whitecross didn't know engineering would be in her future.

Today, MGen Whitecross fills a valued role in the *Canada First Defence Strategy* as the Chief Military Engineer in the CF, leading and delivering engineering excellence through the work of over 6,000 military and civilian engineers across Canada and around the world.

"My father was convinced I should study engineering at Queen's University after he met with my Grade 9 science teacher," said MGen Whitecross. "I enjoyed maths and sciences so I followed through with my Dad's advice."

She hasn't looked back since.

Joining the CF in 1982 as a second-year chemical engineering student at Queen's, MGen Whitecross was only one of five women on a 40-person military engineering officer course in Chilliwack, B.C. Later posted to West Germany for three years, she completed a year-long tour in the former Yugoslavia in the mid-90s.

"The mission to Yugoslavia was tough because of the hundreds of mine fields throughout the country. At least the majority were identified – unlike in Afghanistan," said MGen Whitecross.

MGen Whitecross' position as Chief Military Engineer also sees her serving as Chief of Staff for Assistant Deputy Minister Infrastructure and Environment, where she ensures that infrastructure and engineering programmes are staffed and implemented nationally and internationally.

MGen Whitecross has etched an historic milestone: She is the first

female appointed as Chief Military Engineer. Yet, she shies away from "first of" accolades.

But, they can't be ignored.

MGen Whitecross was the first female commanding officer of 1 Construction Engineering Unit, based in Moncton, N.B. That unit's mission was to provide rapidly deployable specialist military engineering services all over the world. She was also the first female commander of Joint Task Force North from 2006 to 2008 and for 14 months in 2010 and 2011, she was the Deputy Chief of Staff of Strategic Communications at ISAF Headquarters in Kabul.

"I've never been comfortable with the phrase 'first female,'" she said. "And I never engaged in women's issues until I became a CO and had the opportunity to mentor. I realized that you can really make a difference by opening doors for people, which is so satisfying. So I see myself here in terms of the grander scheme where women before me took huge

steps – like BGen Hilary Jaeger and Rear-Admiral Jennifer Bennett. And I'm humbled when I look at the talented women who are coming up through the ranks and making huge gains. In 10 or 20 years, we're not going to be talking about 'their' gains as a novelty because it's going to be common-place."

When she's not leading engineers, MGen Whitecross serves as the president of the South Nepean chapter of the Rotary Club of Canada.

"Rotarians stress service above self, which aligns nicely with what we do in the military. And Rotarians stress community-related work as well as international development, so I identified with these principles and got involved in my belief that it's not what you get out of your community, it's what you put into it."

And MGen Whitecross puts her words into action: During mid-deployment leave from Afghanistan in 2011, she raised over \$4,000 to help two Afghan schools – building 40 desks and benches for the School

for Peace, and providing food and supplies for the Kabul School of Developmentally Challenged Children – all in her 'spare' time.

"That was an incredible memory," she said. "But also working with youth and women's programmes and seeing them empowered to earn a living for themselves and their families – that's what I appreciate and what's most significant for me."

Of all her time away on deployments, MGen Whitecross' experiences in Afghanistan made the most significant impact on her personal outlook.

"I look at life differently," she declared. "I appreciate my family more, but I'm a little less tolerant of people who want more and more, and not just personally but professionally. And I find that whatever sense of urgency that I may have had in the past has lessened now. Life is very good here and we need to appreciate what we have. And we really need to give back; this really is such a small world." ♦



"I'm humbled when I look at the talented women who are coming up through the ranks and making huge gains. In 10 or 20 years, we're not going to be talking about 'their' gains as a novelty because it's going to be common-place."



FOCUS ON CHANGE

START PLANNING

your CF severance pay strategy today

The time to make a decision about your Canadian Forces Severance Pay (CFSP) is fast-approaching. From December 14 to March 13, 2013, CF members will have an opportunity to elect to receive all or part of their severance pay as a Payment in Lieu (PiL). This election period is established by Treasury Board and cannot be extended for any reason.

Estimates of years of eligible service for the PiL of CFSP were mailed to the same address at which you receive your T4.

If you did not receive your estimate, or if you believe there is an error, you may need to confirm or correct the information on your estimate with your base or unit orderly room. If you think you might want to elect for a PiL, any uncorrected errors may affect the amount.

There are three options available with respect to your severance pay.

The first option you may choose during the election period is to receive a PiL of all your accumulated years of eligible service prior to your release or transfer from the Regular Force or the Primary Reserve. Your PiL will be processed following a verification of eligible service by the PiL Audit Team.

Alternatively, the second option during the election period you may also choose is to receive a PiL for a portion of your accumulated years of eligible service. Under certain circumstances, base or unit orderly rooms will be able to process payments directly in the pay system. Otherwise, payments will be processed following a verification of eligible service by the PiL Audit Team. When you release

or transfer from the Regular Force or the Primary Reserve, if eligible, you will receive a CFSP benefit for the remaining portion calculated at your rate of pay for your substantive rank at that time.

The third option is to choose not to receive a PiL and when you release or transfer from the Regular Force or Primary Reserve, if eligible, you will receive a CFSP benefit for all the years of accumulated eligible service calculated at the rate of pay for your substantive rank at that time.

Any PiL of CFSP is considered Employment Income under the *Income Tax Act* and is taxable. If you have unused RRSP room, you can request a reduction of income tax at source. Please consult the Canada Revenue Agency or Revenu Quebec for further details.

Whatever you decide, make sure you have all the facts. You are strongly recommended to talk to a professional advisor who can help you understand the financial, tax and other implications of your decision.

For more information and detailed questions and answers, visit the Compensation and Benefits section of the Military Personnel Command Web site at <http://cmp-cpm.forces.mil.ca>. ♦

There are three options available to you with respect to your severance pay. Whatever you decide, make sure you have all the facts.

CANADIAN JOINT OPERATIONS COMMAND IS HERE



The official badge of CJOC was unveiled at a stand-up ceremony at the Canada Aviation and Space Museum on October 5.

Canadian Joint Operations Command, or CJOC — pronounced “Cee-Jock” — stood up on October 5 in a ceremony conducted at the Canada Aviation and Space Museum. Led by Lieutenant-General Stuart A. Beare, it's the new formation built to plan and carry out CF operations at home and around the world.

As well as all the Task Forces deployed on expeditionary operations around the world from Afghanistan to Haiti, and the liaison personnel serving in allied nations' operational headquarters, CJOC includes the organizations responsible for mounting and conducting domestic and continental operations: the standing regional Joint Task Force Headquarters and Joint Rescue Coordination Centres across Canada. To back up the deployed Task Forces, CJOC also includes operational support: the units and formations of the Canadian Forces Joint Operational Support Group across Canada, and the operational support hubs overseas.

“The real story of CJOC is with the task forces deployed on operations — Canada's soldiers, sailors, airmen and airwomen putting their training and experience to work.”

CJOC Headquarters in Ottawa is the place where all this activity is planned, directed and coordinated. But the real story of CJOC is with the Task Forces deployed on operations — Canada's soldiers, sailors, airmen and airwomen putting their training and experience to work.

To see what's happening in CF operations today, visit the CJOC Web site at www.cjoc-coic.forces.gc.ca, or follow them on Twitter at <http://www.twitter.com/cfoptions>. ♦



PUTTING CHANGE IN THE HANDS OF ALL DEFENCE TEAM MEMBERS

Business Process Management underway across department

As we move through a significant period of change and transition, members of the Defence Team are finding ways to work more effectively, efficiently and collaboratively in order to make sure we are using our resources wisely.

Understanding the need to achieve this is one thing. Finding the ways to reshape the way the Defence Team does business while still delivering its mandate is another thing entirely.

A commitment made by Defence following the government-wide spending reviews in April, Business Process Management (BPM) provides an opportunity for the Defence Team to revisit the way we do business and to give personnel at the working level a voice in making these changes.

BPM is a concept that gives working-level Defence Team members the opportunity to influence change in their organizations. It recognizes that those at the working level are the ones who understand all of the intricate steps required to complete their work from beginning to end – whether moving a docket between offices, or fixing a helicopter in a hangar.

Like any new way of doing things, however, implementing BPM at Defence will bring both benefits and challenges.

“Exploring and examining the benefits and challenges BPM brings is crucial to success,” says Monica Kolstein, a strategist in organizational effectiveness at ADM(HR-Civ). “BPM accepts that these people are best placed to analyze and improve the way something is done, whether that means removing steps, adding new ones, or changing a process completely.”

Within the larger BPM concept, a number of different methods can be used to take an in-depth look at how work is done. No matter which method is employed, however, every aspect about the way work is done needs to be understood, along with how individual tasks fit into the larger picture.

Accepting, examining and finding solutions to challenges are essential parts of the BPM process. In analyzing our work, challenges will be discovered that are unique to the work being examined. However, there are also bigger-themed challenges common to all BPM analyses.

CHALLENGES

- “When personnel first begin to examine the way they do their jobs, they are often hesitant since they wonder if their recommendations will be heard,” she says. “They aren’t sure how this is different from any previous exercise in change.”

However, early in the process, senior leadership will agree on a governance structure. The governance will outline many things, including mandates for the working groups and how senior leadership will weigh their recommendations.

“Suggestions just won’t disappear into a black hole,” she says. “Senior leadership will evaluate the feedback.”

As the largest department with the largest operating budget in government, BPM presents the Defence Team with a substantial opportunity to break down silos, improve the way we work, embrace new technologies and streamline cumbersome processes.

- Everyone who participates in a BPM process has to accept that it takes time and commitment. Since personnel involved in this process will continue to do their daily jobs, it is up

to all parties involved to agree on the balance between how their organization’s operational needs will be met while ensuring personnel can fully participate in the BPM process.

“BPM initiatives are a serious commitment on the part of any organization, especially in terms of resources, such as in time and HR capacity,” Ms. Kolstein says.

- Teams often realize that the way in which their organization’s work is completed from beginning to end is fragmented. As well, the work in question often moves across silos, meaning that one group is not in complete control from beginning to end.

“Communication is a key piece to making BPM work,” she says. “It often means reaching out to everyone involved and moving from a siloed to a collaborative process.”

- Although middle managers are not normally involved in the front-line portion of analyzing work, they do play a critical role. While working groups dissect and recommend ways to improve the way work is done, and senior leadership decides on implementation, it is middle management’s responsibility to ensure those recommendations are successfully accomplished.

BENEFITS

- The goal of BPM is to improve efficiency and effectiveness and, as such, reduce bureaucracy and redundancy.
- Ideally, a successful outcome of any workflow analysis will make employees’ work easier and faster.
- One of the end results of any workflow analysis is to standardize the way work is done, in order to ensure quality and consistency.
- BPM provides ways to measure the efficiency and effectiveness of how work is being done. In essence, “quality control” measures are also part of a successful outcome.
- Although managers may feel uncertain or unclear about how the process will unfold, once a new way of accomplishing work is implemented, and training completed, managers often get a chance to adjust the way they do their own work as well. A new process often allows them to focus on coaching their teams, mentoring staff, and building new relationships and ways of collaborating.
- Because of this, the traditional thoughts about who “owns” the work are often challenged, and new insight is provided on each person’s involvement in that process.

“Being part of an analysis of work isn’t easy,” Ms. Kolstein says. “But it is a very amazing way of really discovering what your work is, and the specific things you need to do your work in the best way possible.”

“The opportunities lie in being part of the solution,” she says.

For more information on the various change initiatives underway at DND/CF, visit the Focus on Change site of the Defence Team intranet at dt-ed.mil.ca. ♦



PHOTO: HR-Civ Strategic Communications

Like any new way of doing things, implementing Business Process Management at Defence will bring both benefits and challenges.

FOCUS ON PEOPLE

EXPLORING THE GENERATION GAP

As Defence moves through a significant period of change, we have all heard that we need to work more efficiently and effectively, break down silos, and find new ways to collaborate within our own groups as well across the larger Defence organization.

We are also hearing about new methods Defence is employing, like Business Process Management, to ensure that its personnel are engaged in transforming the way we work. This is a period where new technologies will be harnessed to help us work more effectively, and working-level Defence Team members will have a direct say in the way we do our business.

But how will exploring this “new frontier” affect the Defence Team, and specifically the relationship between older and younger generations?

“The generation gap is becoming a major discussion point,” says Mike Moskau, the co-ordinator for the National Defence Managers’ Network, which helps civilian and military managers across the department exchange information, best practices and ideas, as well as reach out to other levels within Defence, including youth and senior leadership.

He says that the “social media generation” is now coming into the forefront. When the move towards social media and modern communication technologies began, many members of Defence Team outside this generation felt they couldn’t relate.

“But it is beginning to change, and it is beginning to work beautifully,” Mr. Moskau says.

He goes on to say that the younger generation is far more flexible and moveable, and that managers and colleagues he knows from the more senior generations are beginning to embrace this. However, with this change also comes caution.

The Clerk of the Privy Council’s Nineteenth Annual Report to the Prime Minister on the Public Service of Canada, which was released earlier this year, states that the average age of federal public servants is approximately 44 years, while the average age of senior leaders at the EX level is 50 years. Leaders at the EX minus 1 and EX minus 2 levels average just over 48 and nearly 46 years respectively.

To say that although the average age of federal public servants is approximately 44 years, the majority of our workforce (just over 38 per cent) has between 5-14 years of experience with the Public Service. Those percentages dramatically decrease as the years of experience increase: approximately 20 per cent with 15-24 years’ experience, and nearly 18 per cent with more than 25 years’ experience. These statistics suggest that the portion of the Public Service’s population that has the greatest amount of business knowledge is declining. In fact, it is predicted that between now and 2016, the percentage of employees with more than 25 years’ experience will continue to decline.

“The old guard is leaving fast,” Mr. Moskau says. “The knowledge that they have is leaving with them. We need to make sure that this is not lost.”

Ensuring that two-way communication takes place between these differing generations is essential for the younger generation, too, says Christina Tarsky, events co-ordinator for the Defence Youth Network and executive assistant with ADM (HR-Civ).

“For the younger generation, it is key that they feel they have the opportunity to speak to higher management,” she says.

To ensure their organization’s long-term success, it is important for managers to think about career tracks for their employees that will match them with duties and responsibilities that maximize performance, employee morale and organization success.

Beyond sound business planning, managers can encourage all personnel to take part in mentorship opportunities. Not only does mentorship foster the transfer of knowledge from older to younger personnel, it also helps open the dialogue in both directions, allowing older generations to learn emerging ways of doing business. The mentorship program at Defence is an example where personnel on both sides of the generation gap can benefit from each other.

Both Mr. Moskau and Ms. Tarsky encourage all Defence Team members to take advantage of the formal and informal mentoring opportunities available to them. As well, they say that being part of either the National Defence Managers’ Network or the Defence Youth Network not only allows Defence personnel to meet new people across the department, but also provides opportunities to interact, listen and share information without fear. Being open to new ideas is a concept that bridges all generations, they say.

“I can always find an hour out of my day to learn something new,” Mr. Moskau says. “And new technologies can really

be helpful to connect the generations, as well as to share information – hold regular video conferences, find work-shops and attend them, encourage all of your staff to participate. These are great ways to embrace new ways of communicating.”

By working collaboratively across our organizations and beyond, streamlining our processes, and taking advantage of new technologies, we will be able to do our work better and faster. Embracing new technologies and ways of working more collaboratively will assist us in adapting to the demographic and economic challenges everyone in the public sector is currently facing.

Both the managers’ and youth networks liaise regularly and encourage participation in the Defence Mentoring Program as a means to both foster knowledge transfer and connect the generations.

In fact, the topics of both mentoring and engaging the younger generation will be featured at the Annual National Defence Managers’ Network Symposium, which will be held in Kingston, Ont., from November 14-16. It will be an excellent opportunity for managers at various levels to explore these concepts, and bring new ideas back to their teams. ♣



One way to ensure that different generations remain keen to learn from each other is for managers to take the time to speak with young Defence Team members, especially those in junior positions. When managers have open door policies, it fosters an exchange of dialogue not only between management and staff, but also leads the way for an open exchange of information between different generations of personnel.

“For some of us, we have a very hard time introducing ourselves to our leaders, especially those above our direct management,” Ms. Tarsky says. “It is so important for any employee, no matter what their generation, to know that their contribution is valued and that their leaders are approachable. When we know we can talk to our leaders, we can probably talk to our more senior colleagues, too.”

Within Defence, it is understood by senior leadership that to work effectively and efficiently, increase productivity, and improve performance, organizations and employees need to understand the differences among the generations and to plan for success. “Memory drain” happens when top performers leave or retire, taking corporate knowledge with them. But there are ways that management can help inoculate their teams so that this knowledge isn’t lost and ensure that expertise gets transferred to younger generations.

MENTAL HEALTH CARE SYSTEM GETS A BOOST

Military members can expect easier and more rapid access to mental health services with the announcement of new funding that will bolster the CF health care system.

The \$11.4 million investment, which targets wait times and employs innovative recruitment campaigns and treatment approaches, will supplement the \$38.6 million spent annually to provide mental health care to CF personnel.

These additional funds will enable the hiring of:

- **four or more psychiatrists**
- **13 or more psychologists**
- **10 or more mental health nurses**
- **13 or more social workers, and**
- **11 or more addictions counselors**

And \$1 million will go to increase the number of primary care physicians in any CF clinic where wait times exceed benchmark targets. In addition, \$2.7 million has been allocated to eliminate a recent requirement to reduce nine contracted physicians in nine of the CF’s largest clinics.

Currently, mental health programs are delivered by approximately 378 military and civilian mental health providers plus additional support staff.

A significant amount of mental health care is delivered by primary care providers. The mental health of CF members is continually assessed through regular periodic medical check-ups. Screening questions pertaining to post-traumatic stress disorder, depression, addiction, suicide, and other mental health conditions are routinely asked and responses are recorded as part of regular examinations.

THE CANADIAN FORCES' ROYAL CONNECTION

While most are aware that there is a royal connection to the Canadian Forces, not everyone knows that The Queen has held honorary positions with the CF since 1947 and was one of the first recipients of the Canadian Forces' Decoration which she received while still a Princess.



PHOTO: File Photo

Her Majesty Queen Elizabeth II waves to the reviewing ships during the International Fleet Review on board HMCS St. John's in the Halifax Harbour, N.S., June 29, 2010.

This year, the Queen's Diamond Jubilee marks 60 years since the Queen's Accession to the Throne. The Diamond Jubilee is an opportunity to celebrate the Queen and to highlight the role of the Crown in Canada, and particularly within the CF.

COMMANDER-IN-CHIEF

Major Carl Gauthier of the Directorate of Honours and Recognition explains, "the Queen holds Command-in-Chief of Canada; therefore, while modern conventions mean the CF receives its orders from the government responsible to Parliament, there is a direct chain of command from the Queen of Canada, through the Governor General, to the Chief of the Defence Staff."

The Governor General, as personal representative of the Queen in Canada, carries out most of The Queen's duties of Commander-in-Chief on a daily basis on Her Majesty's behalf. In exercising these duties, the Governor General is responsible for such tasks as appointing the Chief of the Defence Staff, approving new military badges and insignia, visiting CF personnel within Canada and abroad and presenting honours to members of the CF.

Both the Queen and the Governor General are kept informed of the activities and operations carried out by the CF. The Governor General and, at the provincial level, the Lieutenant Governors, often hold various honorary appointments or ranks in the CF and regularly participate in many military events and ceremonies.

Though the Queen's role as head of the CF is primarily symbolic, in practice there are still many aspects of today's CF culture that have a direct relationship to the Crown.

CF CEREMONIES AND RITUALS

Many ceremonies and rituals within the CF have a royal connection. For example, the Queen's Guard is made up of contingents of soldiers who guard the Governor General's residences in Canada and the royal residences in the United Kingdom. As well, Maj Gauthier explains that during Royal Tours, whenever the Queen or a member of the Royal family is in Ottawa, they will lay a wreath at the National War Memorial. Participation in these events is a source of great pride for the members involved.

"It is such an honour for a member of Her Majesty's Canadian Forces to have the privilege to be directly involved in a Royal Tour," said Maj Gauthier.

CANADIAN NAVAL SHIPS

All Canadian naval ships are designated with the prefix Her Majesty's Canadian Ship (or His Majesty's Canadian Ship during the reign of a king). These vessels must also dress – be decorated with flags – for specific royal occasions such as Accession Day on February 6.

MILITARY HONOURS

Canadian honours for members of the CF, such as the Queen's Diamond Jubilee Medal, which will be distributed to 11,000 CF members as well as 383 civilian members of the Defence Team, also have a link to the Crown.

"All honours in Canada are bestowed on behalf of Her Majesty," explains Major Gauthier. "This is why the obverse, or front of most of our medals, displays the image and Canadian title of the Sovereign, the Royal Cypher or Crown."

"The tradition in medal design is that the obverse usually depicts who the medal is from, the reverse depicts what the medal is for and the edge is engraved with the name of the person it is given to," says Major Gauthier.

Those are just a few of the many connections to the Monarchy that exist in the CF. For more information on the Diamond Jubilee Medal visit the Defence Team intranet at dt-ed.mil.ca. ♦

SUPPORTING MANAGERS AT NATIONAL DEFENCE

This year's Annual National Defence Managers' Network Symposium will be held for the 14th year, November 14-16, in Kingston, Ont.

As this year's theme "Navigating through Change Together: Managing for the Future" portrays, the Symposium comes during a time when Defence is in the middle of many change initiatives, including government-wide spending reviews (formerly known as Strategic Review and the Deficit Reduction Action Plan) and the stand-up of the Canadian Joint Operations Command, among others.

During this time of change, managers are finding themselves in unique and challenging situations. Decisions regarding these change initiatives come from senior leadership, however, the responsibility to implement these decisions resides with management teams. There is a lot of new information out there, which managers are realizing they have to familiarize themselves with.

This is why, now more than ever, it is important for

managers to participate in National Defence Managers' Network events in order to understand their environment, learn new skills to bring back to their teams, and have an opportunity to pose questions to senior leaders.

The Deputy Minister and the Chief of the Defence Staff also encourage participation in the Network and the Network's activities.

"The Network continues to provide a mechanism for strengthening the Defence Team by encouraging dialogue and networking between civilian and military managers across the country," read a recent message from the DM and the CDS on the Symposium.

This year's Symposium will feature speakers who will discuss some of the major initiatives here at Defence. Dr. Marc Fortin, who is the Assistant Deputy Minister of Science and Technology, as well as the Executive Champion of the Network, will be joined by the Network's Senior Military Advisor, Major-General Ian Poulter, to

open the Symposium. The Assistant Deputy Minister of Human Resources-Civilian, Cynthia Binnington, will talk about the leadership perspective, as well as change management and engagement. Sessions will be held on business process renewal, Transformation and its related impacts and implications. The Vice-Chief of the Defence Staff, Vice-Admiral Bruce Donaldson, will speak to the Canadian Joint Operations Command stand-up as well as CF Transformation.

The Symposium will also feature many workshops on topics, such as:

- Managing Transitions;
- Conflict Management Tools for Managers
- DND Mentoring Program
- Mental Health in the Workplace;
- Positive Psychology for Employee Engagement; and
- Enterprise Business Process Management.

For more information about the National Defence Managers' Network please visit <http://mn-rg.mil.ca>.

PASSCHENDAELE: TRAGEDY, TRIUMPH AND MARTYRDOM

Dubbed the single-most horrific contest during the First World War, the Battle of Passchendaele resonates in history as the toughest campaign fought by soldiers of the Great War.

In a campaign waged between July and November, 1917, two massive armies slogged it out in the trenches around the Belgian village of Passchendaele. General Sir Douglas Haig, the British Expeditionary Force (BEF) commander, sought a break-out from the deadlock around the Ypres salient to capture German submarine bases on the Belgian coast.

When the British launched their initial attacks in the summer of 1917, the war was going badly for the Allies. The French army mutinied at Verdun following the catastrophic defence of their area of operations leaving the line thinly defended. On the eastern front, the Russian Revolution was in full-swing while the deposed Czar's armies were barely hanging on against the Germans. The war on the high seas, characterized by German U-boats and unrestricted submarine warfare, was taking a heavy toll on Allied shipping.

For three years, the British made little headway along their sector of the line in France and Belgium, even in spite of the Canadian achievement at Vimy Ridge earlier in 1917. And although the US, led by President Woodrow Wilson, had just entered the war, that nation's presence on the Western Front would not be felt until later in the year.

Average monthly casualty rates for soldiers in the First World War were appalling. The BEF's "normal wastage" statistic—of which the Canadians were a part—reported monthly losses at 35,000 soldiers.

The Battle of Passchendaele resonates in history as the toughest campaign fought by soldiers of the Great War.

The initial objectives set by Gen Sir Arthur Currie, the Canadian Corps commander, hadn't been met, and three months into the fight there was nothing to show but tens of thousands of dead on both sides.

The BEF had worn itself out. That's when the Canadians were called.

With casualty estimates set by Gen Currie at 16,000, the Canadian general questioned his superiors on whether the sacrifice was worth the fight. His orders were to carry on and by October 26, the Canadian divisions surged forward to Passchendaele.

The Corps' Third and Fourth divisions attacked first. Theirs was a terrible experience characterized by slaughter, drowning and death. After three days of hard fighting and with 2,500 killed and wounded, Gen Currie called a halt just shy of his initial objective.

On November 6, the First and Second Divisions resumed the advance.

The Canadians attacked so quickly that German artillery rounds landed behind the advancing infantry. But in three hours of fighting, the Canadians suffered 2,238 casualties.

On November 10, the fighting was all but over and Passchendaele was firmly in the hands of the Canadian Corps. Yet, as Gen Currie predicted, the overall cost was staggering. Nearly 16,000 Canadians were killed, wounded or reported missing in just over two weeks. This casualty count contributed to the overall BEF statistic of 250,000 casualties during the campaign.

Canadians showed valour at

unprecedented levels during the Passchendaele campaign. Nine Canadians earned the Victoria Cross for their actions over a two-week period.

Perhaps German Gen Herm Von Kuhl best described this terrible battle as "the greatest martyrdom of the World War."

But the human cost of Passchendaele, not unlike many other battles from the First World War, would go down in infamy for a very different reason: Six months after the village was taken, the British abandoned the position without a fight. ♣



PHOTO: Library and Archives Canada

CANADIAN VICTORIA CROSS WINNERS OF THE BATTLE OF PASSCHENDAELE

Cpl Colin Fraser Barron – 3rd Battalion
Pte Thomas William Holmes – 4th Canadian Mounted Rifles
Pte Cecil John Kinross – 49th Battalion
Lt Hugh McKenzie – Canadian Machine Gun Corps/Princess Patricia's Canadian Light Infantry
Sgt George Harry Mullin – Princess Patricia's Canadian Light Infantry
Capt Christopher Patrick John O'Kelly – 52nd Battalion
Maj George Randolph Pearkes – 5th Canadian Mounted Rifles
Pte James Peter Robertson – 27th Battalion
Lt Robert Shankland – 43rd Battalion



WAR OF 1812 BATTLE HONOURS awarded to Canadian Army units

To recognize the gallantry of thousands of early Canadians who fought to defend their homeland during the War of 1812, 17 CF units were recently awarded battle honours for key engagements and campaigns of the war.

These units trace their regimental lineage to units that fought in the War of 1812. They were awarded the battle honours 'Detroit', 'Queenston', 'Maumee', 'Niagara', 'Châteauguay', and 'Crysler's Farm'.

CF traditions allow currently serving units to perpetuate former units that have been awarded an honour or distinction in the field. Such perpetuations allow current CF units to inherit the heritage (history, battle honours, and honorary distinctions) of the disbanded units.

"Our Government is committed to support our men and women in uniform and to commemorate Canada's military heritage," said Defence Minister Peter MacKay, at an announcement on September 14 at Fort York in Toronto. "I am pleased to... honour those regiments and soldiers whose decisive actions throughout the War of 1812 protected Canada and allowed our country to emerge as a free and independent nation within North America."

The War of 1812 was instrumental in the development of Canada's military history and established the basis of the Canada we know today – an independent and free country with a constitutional monarchy and its own parliamentary system.

"The War of 1812 helped to develop Canada's military forces, and the same spirit of sacrifice and sense of duty of our military forebears are valued in today's soldiers," said Brigadier-General

Julian Chapman, deputy commander of Land Force Central Area. "As we move forward and continue to fulfill our mission to defend Canada and North America, and to contribute to international

peace and security, we carry those lessons and traditions with us."

More information on the 200th anniversary can be found in the War of 1812 section of the Defence Team intranet at dt.mil.ca. ♣



PHOTO: MCpl Marc-André Gaudreault

The Brockville Rifles are one of the Canadian Army units that perpetuate the history and heritage of the War of 1812. The unit was recently awarded battle honours to commemorate the contributions of those who fought in four decisive campaigns.

GETTING FIT: It's a walk in the park

BY DR. DARRYL MENARD

For most people, walking is simply a means of transportation. However, it is also an excellent fitness activity. Regrettably, many of us do far less walking than needed to stay healthy.

On a typical work day, we drive to and from work, stare at a computer all day long, and spend the evening in front of the television or on the Internet. This inactive lifestyle has a substantial price tag including: weight gain, loss of strength, decreased cardiovascular fitness, loss of flexibility, shortened life span, and a 50 percent increase in the risk of chronic diseases such as diabetes, heart disease, osteoarthritis, high blood pressure, and cancer.

A common question for military personnel is whether walking can assist them in staying fit enough to pass their annual fitness test. The US Army conducted a study during basic training where two groups of recruits performed identical training, with the only difference being that one group rucksack marched more frequently while the other ran more often. Once completed, both groups participated in a 3.2 km run and the marching group outperformed the running group and had fewer injuries.

Walking works your heart and lungs, and your body isn't subjected to the high-impact force of running. If your ultimate goal is to run regularly, daily walks for a few months will help re-condition your body before gradually introducing running into your schedule.

Walking workouts are an enjoyable and effective way to get fit and running may not even be necessary to meet your goals. Walking is the world's most flexible fitness activity and can be done by nearly anyone and virtually anywhere. It doesn't require a special facility, expensive equipment, or coaching. Walking workouts can be made harder by using poles, carrying hand weights, going up hill, walking faster and farther, or wearing a weighted backpack. ♣

A MINIMUM OF 30 MINUTES of moderate speed walking/day can protect you from many chronic diseases.

A MINIMUM OF 45 MINUTES of moderate speed walking/day with a backpack will assist you in staying operationally fit.



DISCOVER DFIT.CA – Your On-line source for fitness information

The Personnel Support Programs (PSP) Directorate of Fitness has launched a new web-based fitness tool, www.Dfit.ca, to help CF personnel plan, monitor and enhance physical fitness training.

This innovative, interactive web application will help CF members meet their fitness needs wherever they are located—in Canada or abroad, on a base or on deployment. Dfit.ca provides a variety of fitness training plans, video demonstrations, injury prevention information, and on-line journals to help record activities and stay on track.

"Dfit.ca is a modern, easy-to-use tool that provides state of the art, professional fitness programs and resources right at Canadian Forces members' fingertips," said Daryl Allard, director of Fitness. "You can log in from a home computer, a DWAN work station, or even a smart phone or tablet to access fitness information whenever and wherever you need it."

Whether you're training to prepare for a deployment, pass your annual fitness evaluation, run a marathon, or improve your regular workout routine, Dfit.ca can help. The application

features video demonstrations of hundreds of unique exercises, and allows you to generate your own fitness training plan based on your specific environment, length of training, workout frequency, and your current fitness level. This combination of ready-to-go materials and individual customization makes Dfit.ca a great hub of information that is easy to adapt to meet your goals. Should you encounter a question, Dfit.ca's interactive forum connects you with PSP Fitness personnel who can provide helpful feedback and advice.

"Dfit.ca is all about connecting CF members with an accurate, interactive and effective health and fitness resource," said Ben Ouellette, senior fitness manager. "We know that CF members can't always visit our PSP fitness and health promotion personnel for one-on-one advice, so Dfit.ca enables members to go on-line and access the tools they need to maintain a high level of fitness, and be physically ready for any operational challenge."

Log in to www.Dfit.ca starting October 11, to start planning and improving your fitness routine today! ♣

'Ask the Expert' on the way

A new health column is coming soon to *The Maple Leaf* and the Defence Team intranet. This column will give you the opportunity to ask your health and well-being questions to a Defence Team expert.

This column, along with accompanying articles on health and fitness, will illustrate how nutritional wellness, social wellness and addiction-free living are just as important as physical well-being in keeping our minds and bodies healthy. ♣



ADDICTIONS AWARENESS CAMPAIGN

NOVEMBER 12-26

OUR FORCES KNOW... DO YOU KNOW?

When to say "I've had enough"; "When to step in"; "When and how to ask for help".

Join us in promoting an addiction free lifestyle for the entire Defence Team by participating in this year's Addictions Awareness Campaign November 12-26.

WHAT'S NEW?

- Canada's Low-Risk Alcohol Drinking Guidelines have been updated. Drinking is a personal choice. If you choose to drink, these guidelines can help you decide when, where, why and how.
- Alcohol and Mixes: Not a recipe for your next party!
- Bath Salts: No not salts that go in your bathtub!
- Social impacts of alcohol misuse and abuse.
- What is "spice" and why is it a concern?
- What is binge drinking?
- How to lead an addiction free lifestyle.

HOW CAN YOU WIN?

Simply go on-line www.forces.gc.ca/know-sais and test your knowledge about alcohol, other drugs, gambling, addictions and you can WIN WIN WIN**!!!

- daily draws of 15 iPod Shuffles,
 - 2 weekly prizes of an iPod Touch and
 - 3 grand prize draws for a chance to win an iPad.
- Prizes generously donated by CANEX and SISIP Financial Services.

FOR MORE INFORMATION CONTACT YOUR LOCAL HEALTH PROMOTION OFFICE.

**Contest open to all military personnel, their family members over the age of 18, and DND personnel.



ADDICTIONS AWARENESS CAMPAIGN
Test YOUR knowledge online

Win Great Prizes!!
November 12-26

FIND OUT MORE

KEEPING THE DEFENCE TEAM
HEALTHY

SEPTEMBER

ANNOUNCEMENTS AT DEFENCE

September brought the end of summer holidays but the Defence Team is back to work as evidenced by the number of announcements. Below is a summary of some of the announcements made to ensure that Defence has the equipment, infrastructure and support in place to meet the challenges of the future.

SEPTEMBER 5: Call For Proposals For Research And Development Into Public Safety And Security Priorities

- The new Canadian Safety and Security Program (CSSP) has issued the first call for proposals to request submissions for innovative science and technology (S&T) project proposals - up to \$15 million will be available for new projects under the CSSP.



SEPTEMBER 6: Improvements to Naval Reserve Infrastructure at Windsor, Ont.

- The HMCS *Hunter* Naval Reserve project involves the construction of a 5,805 m² integrated facility that will provide accommodation for HMCS *Hunter* and up to three cadet corps. The facility will be large enough to support 250 personnel and will include a main building with a drill deck, classrooms, offices, messes, storage, a boat lift, and a boat shed.
- Valued at approximately \$15.7 million, this will generate approximately 85 jobs as a result of the construction work.

SEPTEMBER 7: Central Region Cadet Hangar at CFD Mountain View Open at 8 Wing/CFB Trenton

- The total project cost is approximately \$16 million, of which the cost of building the hangar represents approximately \$8.5 million.
- Approximately 46 new jobs were created through the construction of this hangar.
- The facility offers close to 5,000 m² of space, and will allow the Cadet organization to house up to 30 gliders and tow planes.

SEPTEMBER 11: HMCS *Charlottetown* returns to Halifax

- HMCS *Charlottetown*, and its officers and crew, were welcomed home following a deployment that lasted almost nine months.
- Initially, HMCS *Charlottetown* was deployed under Operation METRIC, Canada's participation in international efforts to enhance security in the eastern Mediterranean Sea as part of the NATO-led Op ACTIVE ENDEAVOUR (OAE). OAE aimed to prevent the movement of terrorists and weapons of mass destruction and enhance the security of shipping in general.
- At the end of April 2012, the ship transited through the Suez Canal and joined Combined Task Force 150 (CTF-150) on Op ARTEMIS, the CF's participation in maritime security and counter-terrorism operations in the Arabian Sea region.

Government of Canada invests in jobs and naval communications technology

- A contract announced for an advanced wireless radio communications network for the Halifax-class frigates.

- This will support skilled work for employees in Ottawa, Ontario and Bedford, Nova Scotia during a five-year period.
- The competitively awarded contract falls under the existing Halifax-class Modernization / Frigate Equipment Life Extension project. The contract, valued at approximately \$12.3 million, includes the procurement, delivery, installation, and verification of the radio equipment required for each of the 12 Halifax-class ships, between 2012 and 2017.

SEPTEMBER 12: The Government of Canada is taking action to support mental healthcare in CF

- Additional funding of \$11.4 million was announced to enhance the Canadian Forces' extensive mental healthcare system, particularly by targeting wait times through innovative recruitment campaigns and treatment approaches.
- This investment will supplement the \$38.6 million spent annually to provide mental healthcare to CF personnel for a total of \$50 million for this fiscal year.

SEPTEMBER 13: Arrival of Canada's New Next Generation Tank

- The arrival of the Leopard 2A4 Canadian tank was announced
- The tanks were purchased from the Netherlands in 2007 as part of a \$650 million tank replacement project.
- The acquisition of these Leopard 2A4 Canadian tanks will allow armoured soldiers and officers to be operationally ready to respond and continues to demonstrate the government's commitment to protecting Canadian interests at home and abroad.
- A total of 42 Leopard 2A4 Canadian tanks will be delivered to the Army by the end of 2013, with the first five currently serving at the Armour School at CFB Gagetown. These five Leopard 2A4 Canadian tanks have already been integrated into training and are playing a key role in preparing armoured soldiers and officers for the challenges of the future.

Thunderbirds dedicate new Air Mobility Training Centre at 8 WING/CFB Trenton

- The men and women of 426 Transport Training Squadron (known as the Thunderbirds) dedicated the new Air Mobility Training Centre (AMTC) in honour of their first commanding officer, former Wing Commander Sedley S. Blanchard, who coined the nickname 'Thunderbird Squadron'.
- With a construction cost of approximately \$40.5 million, the 17, 000 m² AMTC houses cutting-edge training equipment.

Veterans on parade to mark 72nd anniversary of Battle of Britain at the Canada Aviation and Space Museum in Ottawa

- The RCAF marked the 72nd anniversary of the Battle of Britain in September with a memorial ceremony, parade and fly-past of vintage and current RCAF aircraft.

SEPTEMBER 14: The Government of Canada honours Canadian Army regiments for service during the War of 1812

- As part of the commemorations of the 200th anniversary of the War of 1812, the federal Government committed to honouring the memory of all who served during the war. ★

DEFENCE ETHICS Programme

ETHICALLY SPEAKING, WHAT WOULD YOU DO?



What happens in theatre, stays in theatre

"Good morning RSM," says Warrant Officer Eric Markham. "If you have some time, I need to speak with you in private."

"Sure WO Markham, how about now in my office?" responds the Regimental Sergeant Major, Chief Warrant Officer Bob Roselli.

Both are serving in Afghanistan in an infantry battalion. Although CWO Roselli is currently serving with his own infantry unit, WO Markham is attach-posted from a different infantry battalion in Canada.

"What's the problem Warrant?" asks CWO Roselli.

"Well, you know I've only been here for about one month but I've been dealing with the same issue and can't get it sorted out," explains WO Markham. "First, one of my corporals shows up one morning with a broken nose. When I questioned him about what happened, he finally admitted that the beer call the night before got out of hand. So I asked a few other sergeants and warrant officers who pretty much said that the alcohol policy is not respected here. Then I talked to my platoon commander, Captain Gilles, who confirmed the two drinks per day is not really enforced and that the junior officers often participate with the troops at the unit parties. RSM, we've got to get a grip on this before it gets really out of hand."

"Look, Eric, I know this isn't really your unit, but with what the troops are doing here in theatre, they need to let loose once in a while, you know? Don't make a big deal out of this. And besides, the CO's fine with it. It's like he said – the job's still getting done," says the RSM.

For the next week WO Markham, surprised and frustrated, thought about his conversation with the RSM. Then, one morning, he heard about another fight at a unit beer call. He talked to the RSM again who assured him that he would "look into it more". The RSM then issued an Initial Counselling (IC) to the members involved in the fight, but he also advised WO Markham that the administrative action would only be valid while on tour and the IC would be destroyed before they return to their units in Canada. When WO Markham pressed him on his intention to pull the ICs from their files (knowing that the RSM is forbidden to do so), the RSM justified it with the rationale that, "what happens in theatre, stays in theatre".

WO Markham found himself completely unsatisfied with the lack of discipline and excessive drinking at this unit. He knew he should do something, but didn't like his options.

From a Defence Ethics perspective, what could WO Markham do and what should he do?

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

CANADA LEADING WAY IN INTERNATIONAL SPACE COLLABORATION

Whether withdrawing money from an ATM or using a GPS to navigate the roads, these seemingly routine actions have one thing in common – satellites.

Canada is leading the way in the Multinational Experiment 7 (MNE 7) space mitigation experiment, where satellites, space and space collaboration were recently at the forefront of discussions, planning sessions and experiments at the Canadian Forces Warfare Centre, located in Ottawa. MNE 7 is made up of a series of workshops and desktop experiments to aid in the development of partnership agreements with other nations in the event of a space disaster. This will not only contribute to protecting Canadian interests in space, but will also help Canada collaborate with other nations to secure space capabilities — a plan B, in other words.

MNE 7 is the leading element of the US Joint Staff J7 Concept, Development and Experimentation programme, describes a specialized function. This MNE series, which began with four nations in 2001, now has 17 nations taking part and involves military and civilian personnel from policy and legal analysts to engineers from around the world.

MNE 7 is a two-year project focussed on safeguarding our access to the global commons — spaces where every nation has to have access, but no one nation controls that access — to develop improved coalition access of maritime space, air space and cyberspace. The space

mitigation test-run experiment was designed, planned and executed by Defence scientists and planners from Canada and Switzerland in preparation for an upcoming experiment at the Armed Forces College, Luzern, Switzerland.

“Every two years, they [MNE] ask a tough question,” said Major Richard Ladouceur, Director General Space, Research and Development coordinator. “This time, we are discussing ‘how do we protect access to the global commons?’ such as cyberspace, space and the high seas.”

“This is a unique experience – space partnership – an integration of sharing info and, at the end of the day, creating a plan for space mitigation.”

— Dr. Dave Allen, Canadian defence scientist.

Collaboration with allies is very important, and something which is long overdue because space has become more crowded and we are more dependent on satellites than in the past.

“There are three objectives of this experiment,” said Maj Ladouceur. “What are the threats and vulnerabilities in space? How can we do space deterrence better? And lastly, how can we do space mitigation better?”



From telecommunications to GPS to ATMs, as Canadians we rely increasingly on space technologies in our everyday lives.



The vulnerabilities of space systems and the nations' dependency on those systems provide a compelling argument in favour of developing a strategy for increased resiliency of nations' access to space.

There is a high dependence on the global commons, not only for the military, but also commercially. For example, farmers rely more and more on space to do their everyday chores, and if satellites go down it would be very costly for them.

“Precision farming relies on satellites,” said Dr. Dave Allen, Canadian Defence scientist. “They have a GPS onboard their tractor when they sow grains; they need the transmitted signal of eight satellites all the time, while your vehicle GPS only relies on four satellites.”

So how do we manage the risk if a satellite goes off-line?

“As a space developer, I need a back-up plan,” said Maj Ladouceur. “It’s a daunting task of, how much money do you spend on something that may not happen? It’s certainly a risk management exercise,” he said with a smile.

“Space mitigation comes into play on impact, so we have to plan something today for the future,” explains Maj Ladouceur further. “Such as a partnership agreement, which is money well spent. It’s cost-effective, an insurance plan for your satellites.”

Financially, one nation can’t mitigate space alone, so this is where collaboration with other nations becomes so important.

“There is more congestion in space; it’s a busier highway than ever, commercially,” said Maj Ladouceur.

Because the global commons are a topic of great interest to most nations; they are willing to invest in this experiment, with everyone able to take the results gathered and move space partnerships forward at a faster pace.

Like these international partnerships, the

collaboration among DG Space, Defence Research and Development Canada, and the CF Warfare Centre is a relationship that continues to create great work.

“This is a unique experience – space partnership – an integration of sharing info and, at the end of the day, creating a plan for space mitigation,” said Dr. Allen.

Maj Ladouceur and Dr. Allen both say this collaboration has been in place for many years, but on a much smaller scale.

“No one has been paying a lot of attention to what has been going on up there,” said Maj Ladouceur. “We thought we could do this on our own and it comes back to ... we cannot do this alone.”

The dry-run experiments are preparing for the NATO session, where the results will be presented to many more countries. This will set the stage for what other testing needs to be done in the future. What would the Canadian team like to see years down the road?

“Our methodology, being applied to all space organizations,” said Dr. Allen.

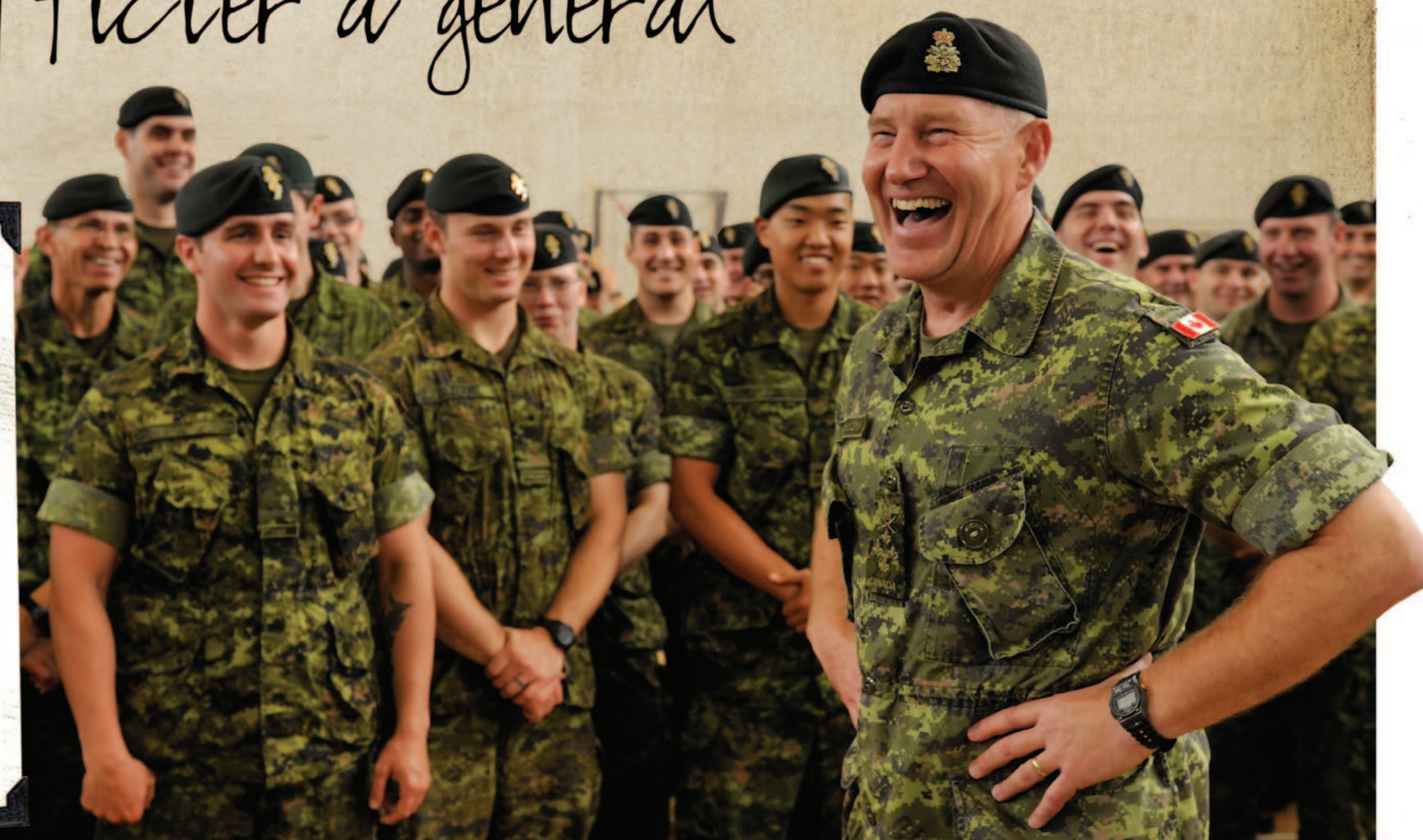
“Things like simulated exercises ... where various space centre information is tasked to different partners to meet different types of scenarios. And, eventually, a real-life test,” said Maj Ladouceur. “When we start a new space project, part of it will be to define those criteria and begin the partnerships agreement or MOU at the same time you start to build the satellite,” said Maj Ladouceur.

Ideally, once the space collaboration and mitigation is in place with participating countries, it could be applied to all space projects from the very beginning. ♦

From officer cadet to general D'élève-officier à général



Walt Natynczyk



Gen Walt Natynczyk's service spans four decades, from his early service as a first year officer cadet and training in Canada (above), to postings across the CF and around the world to his four-year appointment as CDS (right).

La carrière du Gén Walt Natynczyk s'étale sur quatre décennies. Elle s'amorce par la première année du militaire à titre d'élève-officier et son instruction au Canada (ci-dessus), est jalonnée d'affectations à l'échelle des FC et partout dans le monde, puis se termine par la nomination de quatre ans du général à titre de CEMD (à droite).

