

THE Maple Leaf LA Feuille d'érable

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nationale

Canada

ASK THE COMMAND TEAM



CDS AND CF CHIEF WARRANT OFFICER

If you have a question or comment about what is happening in the Canadian Armed Forces, please send your email to **+AskTheCommandTeam-Equipedecommandementvousrepond@ADM(PA)@Ottawa-Hull**. Your message will be reviewed and the CDS or CF Chief Warrant Officer will respond to a selection of questions in upcoming editions of *The Maple Leaf* and on the Defence Team intranet site.



Good Afternoon Sir,

I have been reading recent articles regarding this situation in Cold Lake, and it seems to be linked to a broader issue. Currently PLD is frozen, yet rent still goes up and the members get hit with a taxable benefit. In your response, you indicated that "DND staff are doing everything within the confines of policies and regulations" to mitigate the impact. Through my very short career, I have seen numerous examples where financial authorities are quicker to take money from members than give it. This is one example where "the tax man" is faster than DGCB (Director General Compensation and Benefits). I am sure there are thousands of examples where members have lost out due to administrative errors. I highly doubt that I am the only one who has had an administrative error cause back pay to be taxed at a higher rate in a subsequent fiscal year than when I should have received the money in the first place.

Respectfully sir, while I appreciate that DND staff have to work within policies and regulations, can you confirm what is being done to address the policies and regulations that often cause benefits to be recovered faster than paid?



First of all, thanks for raising these important issues. Your question refers to a number of areas and I will address each one in order.

Rental costs in Cold Lake, Alberta:

In recent years Cold Lake has seen a greater than average increase in residential rental rates as a result of a booming local economy. Rental rates for DND housing must reflect local market values for similar homes to ensure parity for CAF families regardless of whether they choose to live in the private sector or in DND housing. However, upon considering the unique economic climate in Cold Lake, DND made the decision in December 2012 to decrease military housing rental rates in Cold Lake by 10 per cent and this remains in effect today. This reduction brings rental rates below local market value. The difference in rates must, therefore, be considered a taxable benefit as per the *Income Tax Act*. Nonetheless, the cumulative result is that members still pay less in rent than they would be paying if they were renting equivalent non-DND housing.

The cost of living situation in Cold Lake is an issue that senior DND and CAF leadership continue to monitor closely in order to ensure that our people are properly taken care of.

The frozen Post Living Differential benefit:

The purpose of post living differential (PLD) is to ensure that the effects of cost of living for CAF members and their families are fairly and predictably managed, no matter where they are called upon to serve within Canada.

As you state in your question, PLD rates remain fixed as established in 2008.

DND and the CAF are reviewing the PLD framework. Any changes resulting from this review will be clearly communicated to CAF members in detail.

Back pay taxed at a higher rate in a subsequent tax year than for years when money should have been received:

There are relatively few cases where CAF members receive back pay from previous years and are subsequently taxed at a higher rate, than they would have been during the years when the money should have been received. These cases can occur when underpayments have accumulated over several years and add up to a significant amount of money. Because tax law requires that the full amount of this repayment be taxed based on the date that the payment is made and not when it was earned over several years, there is the chance that at least some of this additional income may be in a higher tax bracket. Although these circumstances can occur from time to time, the CAF is mandated to correct them and pay the funds out to the affected member in a timely fashion and to abide by Canadian tax law.

Policies that cause benefits to be recovered faster than paid:

Unfortunately, administrative or systemic errors may occur regarding the administration of compensation and benefits. When these errors occur, DND and the CAF are faced with the challenge of meeting its responsibilities for the effective and efficient management of public money, while assuring it meets the imperative of caring for our people.

As such, when payment errors occur which require recovery of funds, we have policies that aim to minimize the financial impact on members. For example, QR&O 203.04 states that when a CAF member is overpaid, the recovery of that overpayment can either be refunded in one lump sum or it can be repaid by monthly deductions from the member's pay account in amounts not less than the monthly rate at which the overpayment was made. In exceptional circumstances, the Chief of the Defence Staff may extend the period of recovery and authorize an even lesser rate of repayment. In summary, according to policy, a CAF member should never be required to pay back money faster than the rate at which they incorrectly received those funds.

CDS
General Tom Lawson

RECOGNIZING EXCELLENCE IN THE DEFENCE TEAM



A recipient is given a Corporate award from the Deputy Minister and the Chief of the Defence Staff.

Under the backdrop of the Canadian War Museum, 89 members of the Defence Team were recognized for their hard work and dedication at the annual Corporate Awards Ceremony on June 18.

The annual ceremony was an opportunity for the recipients, as well as their nominators, to celebrate and reflect upon the successes of the past year. Furthermore, it allowed the recipients to take a step back and see what they have accomplished as well as how it is appreciated.

"It's a tremendous honour to be recognized this way," said Deputy Minister Commendation recipient Tim Baker. "And it came as a complete surprise but it's a real boost to be honoured this way and it's great meeting the other award recipients who represent the best qualities on the Defence Team."

Mr. Baker, who works for Canadian Joint Operations Command Headquarters, was awarded an individual commendation for his role in delivering CAF operational-level mission preparedness and the delivery of Exercise DETERMINED DRAGON 13.

The Corporate Awards are the formal recognition awards bestowed annually by the Deputy Minister (DM) and the Chief of Defence Staff (CDS) to recognize the efforts of military and civilians working together to deliver on defence priorities as a united Defence Team.

"It's a real pleasure to say 'thank you' for everything you've done for the Government of Canada, the Department of National Defence and the Canadian Armed Forces," said Deputy Minister Richard B. Fadden. "You've done yourselves and the Defence Team proud."

The Corporate Awards categories are divided into four groups and include individual as well as group awards. The awards categories are the DM Award for Excellence, the DM Commendation, the Management of Human Resources Award, and the DM-CDS Innovation Awards. The CDS Distinguished Achievement Award was also presented to two members of the Staff of the Non-Public Funds.

FORMAL AND INFORMAL RECOGNITION

Both formal recognition, through nominating a colleague for a corporate or instant award, and informal recognition, through simply telling a colleague that they are appreciated, can have a positive impact for the entire organization. Employees respond to appreciation expressed through recognition because it confirms their work is valued. When employees feel that they, and their work are valued, their satisfaction and engagement rises, and they are motivated to maintain or improve their good work. The Awards and Recognition program is a welcome opportunity to remind us of the importance of recognition.

Organizations that can create a culture of recognition within their day-to-day operations are those that will see a more engaged, happy workforce that wish to stay with the organization.

To read about this year's recipients and their accomplishments, visit the Awards and Recognition page on the Defence Team site at <http://dt.mil.ca>. ♦

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COVER:

Corporate Awards 2014

PHOTO: Richard Guertin

CANADIAN ADMIRAL ready for key role during RIMPAC

For nearly a year, whenever Rear-Admiral Gilles Couturier has had to travel, he has packed with him a large binder dedicated to the summer training goals of 23 nations.

The Canadian admiral is the Combined Forces Maritime Component Commander (CFMCC) for Rim of the Pacific Exercise (RIMPAC) 2014, the largest maritime exercise in the world. Along with the lengthy job title comes the responsibility to make sure everyone who participates in this year's event sails away with new skills and lots of practical experience.

While still fulfilling his duties at NDHQ since September, RAdm Couturier has been attending RIMPAC planning meetings and poring over documents to make sure he understands what each participating nation is hoping to achieve.

For a sailor who's been in Ottawa for the past year, it's a dream job, he says.

"It's back to the Navy, and for a Navy guy it's very interesting. It's operational; it's all about ships and aircraft at sea and sailors. At the end of the day it's all about the people, making sure our sailors leave there as better sailors, a better ship's company able to operate in a multi-national maritime context."

New Role for Canada

Not only is CFMCC a big job, this is also the first time a Canadian has taken on the role.

Americans filled key RIMPAC leadership

roles until the last RIMPAC in 2012 when an Australian filled the CFMCC shoes and Canada fulfilled the Deputy Commander role. This year, US planners, under the leadership of US Commander Third Fleet, handed the CFMCC job to Canada and the Royal Canadian Navy selected RAdm Couturier.

With 31 years in the Navy including many trips to RIMPAC in various roles, he is certainly up to the task. "I've spent RIMPAC at sea, RIMPAC as staff at sea, RIMPAC on an aircraft carrier; I was the Maritime Operations Centre director for RIMPAC in 2010, so I would suspect that this was a factor considered by the leadership when they decided to give me an opportunity to fulfill the CFMCC job for RIMPAC 14."

The responsibility

The vessels RAdm Couturier is responsible for include an aircraft carrier, submarines and an amphibious ship, as well as destroyers, supply ships and frigates.

"Because there are such a large number of nations, it comes with challenges, from the basic of ensuring we can talk to each other, to more detailed aspects of being able to exercise and operate together in the area of operation.

The role of CFMCC is to make sure we put a structure around it and provide some directions to those ships."

Of course, CFMCC isn't just one person. It includes a staff of 250 officers from around the world who come together for their own training, in addition to supporting the training of personnel on the water. The senior leadership of RIMPAC 14 was part of a commander's conference in San Diego in April, during which command and control procedures were tested. However, the majority of this staff training happened in Hawaii in the 10 days before ships sailed for RIMPAC.

Communication with command teams

Communication and creating solid working relationships with all parties is a priority for RAdm Couturier. During the alongside phase, he plans to speak with the ships' command teams so they know that his door is always open.

This will be particularly important for first time participants China and Brunei.

"Having these two countries joining RIMPAC is very important to us, especially considering the current situation in the China

Sea. We're taking all measures necessary to ensure that we can all operate together and that their participation will be a success."

RAdm Couturier sees his job not as a task, but as an opportunity. "It's not a task, really," he says. "Every time I need to go back to RIMPAC and look at some of the things we need to do, it's always with a big smile on my face. I'm quite happy to do that and I'm honoured that the Royal Canadian Navy and the Canadian Armed Forces gave me this opportunity."

RIMPAC began June 26 and will continue until August 1. ♦



RAdm Gilles Couturier

CJOC to Lead Canada in RIMPAC



A Harpoon missile launches from the deck of HMCS Regina during a live fire exercise during RIMPAC 2008.

Planning and preparation for this year's largest maritime exercise - RIMPAC 2014 - was undertaken by the newly formed Canadian Joint Operations Command (CJOC).

In the past, this responsibility has been assigned to the Royal Canadian Navy (RCN) and Maritime Forces Pacific (MARPA).

"Part of the reason CJOC was chosen to lead was to give the organization a chance to employ the capabilities it has been cultivating since being officially opened in 2012," says Maj Francis Roy, CJOC's Desk Officer for RIMPAC. "We have solidified into our role as the joint command, and this is just another activity on a given day at CJOC."

As a relatively new organization, managing Canada's participation in the world's largest maritime exercise is a huge step forward for CJOC's role in military operations.

"We've planned for everything.

From the logistics of the ships and assets involved, distribution of personnel, both military and civilian, as well as liaising with military counterparts in allied nations to determine training goals," says Maj Roy. "It has been a long process, over a year and a half, but every eventuality has been accounted for. We have worked closely with our international allies, in particular the United States, to ensure everything about this year's RIMPAC goes as smoothly and efficiently as possible."

In the past, planning for RIMPAC has been undertaken by the lead environmental command - in this case the RCN- with some involvement from the Air Force and Army.

This year marks the start of the a Federated Planning Group approach, in which each branch of the CAF, in brackets (RCN, CA and RCAF), as well as groups such as

Health Services, each have representation during planning.

"Since all the different branches and groups are spread out we haven't been able to meet in person as often as we'd have liked to, but with teleconferences we bridged the gaps when necessary," says Maj Roy. "It was important to us to have everyone represented, as this is an invaluable training opportunity for everyone involved."

With this being CJOC's first RIMPAC, Maj Roy says the planning has been an eye opening experience for the organization. "There has been a learning curve absolutely. I would be lying if I said there wasn't frustration sometimes," he says. "Thankfully we have had the RCN staff there the whole time, and all these people who have participated in and planned for past RIMPAC exercises. It has been a great opportunity and I think CJOC is the stronger for it." ♦

INVENTORY MANAGEMENT: Key to Operational support

Managing inventory isn't as simple as it sounds. Try to remember the last time you had to replace the batteries in your remote control. In all likelihood, you went to the store to buy new ones only to return home to find that you already had two half-used packs hidden away in a drawer. Keeping track of what we have in our homes to ensure that we don't buy unnecessary items can be difficult. Now try to imagine that on a much larger scale. Defence has approximately 2,200 points of service, including warehouses, depots, and distribution centres. With a huge variety of items stored at home and abroad, the department's inventory system contains everything from tanks and ammunition to tents and filing cabinets, accounting for about \$6.5 billion of the federal government's total \$7.5 billion in inventories. In addition, asset-pooled items, which are controlled as inventory and accounted for as tangible capital assets, have a net book value of about \$3.1 billion.

Finding efficiencies

Over the course of the coming months personnel at ADM(Materiel) aim to reinvest between \$87 to \$162 million by finding efficiencies in the National Defence inventory system.

This innovative program will examine how Defence stores and manages the items it needs to do business and is one of the three Defence Renewal initiatives ADM(Mat) is responsible for. Called the Inventory Management Program, the initiative will ensure that the right materiel is bought, in the right quantities and at the right time to support Canadian Armed Forces operations. By purchasing, storing and tracking inventory with these goals in mind, our personnel will have the products needed to do their jobs.

Automatic Identification Technology Project

The inventory system cannot be completely modernized without also examining the way in which Defence stores and catalogues its inventory. The Automatic Identification Technology Project aims to do just that. Using technology like bar coding, radio frequency identification tags, handheld user devices and software will enhance support to military operations, and increase both financial accountability and the reliability of the inventory catalogue data.

Timely and accurate information on the identity, number, location and status of our assets will reduce the time and money it takes to get those assets where they're needed.

Be a part of the transformation. Give your feedback and suggestions by emailing Defence Renewal at: +Internal Communications internes@ADM(PA)@Ottawa-Hull. Please ensure the phrase "Inventory Management Program" is written in the Subject line. You can also send your ideas using the new knowledge-sharing platform, Defence Connex. Instructions on how to participate can be found at: <http://dt-ed.mil.ca/change-changement/defence-connex-eng.asp>.



FACE OF OPERATIONS

OP HAMLET: CAF contributions to PEACE AND STABILITY IN HAITI



Capt Dorlenes, Col David, Police Chief Joel Casséus and Maj Eric Beauchamp at the Cite Soleil police station during a joint security operation with the Haitian National Police in Cite Soleil, Haiti.

When pursuing peace and stability outside domestic borders, it makes sense to work with regional powers. The Canadian Armed Forces (CAF) employ this strategy through partnerships and joint exercises with Brazil as part of Operation HAMLET, the CAF's contribution to the United Nations Stabilization Mission in Haiti (MINUSTAH).

Canada has been actively involved in peacekeeping, stabilization, and humanitarian operations in Haiti since 1988, and Brazil – the current leading military contributor to MINUSTAH – has operated in Haiti for a decade.

VALCARTIER TROOPS ARRIVED

From June to November 2013, a platoon of 34 personnel from 5 Canadian

Mechanized Brigade Group Valcartier was integrated into the 18th contingent of the Brazilian Army in support of MINUSTAH. Together they conducted patrols to increase security in the area and participated in humanitarian projects such as the provision of clean water in neighbourhoods vulnerable to cholera.

After the rotation ended, two CAF staff officers, Major Eric Beauchamp and Captain Benoit Léveillé from 2^e and 1^{er} Royal 22^e Régiment respectively, deployed on Op HAMLET to be integrated into the Brazilian battalion (BRABAT).

BRAZIL'S ROLE

Brazil's position as a strong regional power – Brazil has the largest military in South America – opens possibilities for CAF development.

"Their knowledge of the area and the people is very good; they have a lot of material, resources, and facilities. This facilitates us to operate quickly in this theatre," said Maj Beauchamp.

The two staff officers arrived in Rio de Janeiro in August 2013 for a month of language training. While both officers are bilingual – they are fluent in French and English – the BRABAT operates for the most part in Portuguese.

The language barrier was one of the main challenges identified by Maj Beauchamp and Capt Léveillé, although through training and interaction with the BRABAT they were able to develop their communication skills. Local Haitian language assistants who spoke Portuguese and French also helped the two

Canadians to communicate fully.

They arrived in Haiti late-November to augment the BRABAT and participate in a wide variety of tasks.

"Our presence was significant in the relations we had at the HQ level with organizations such as the United Nations Police (UNPOL), Haitian National Police (HNP), and the International Organization for Migration (IOM) and with the civilians (UN and non-governmental organizations). Canada has a really good reputation with the Haitian population and international communities," said Maj Beauchamp.

DECREASING CRIMINAL ACTIVITIES

Alongside UNPOL and the HNP, Maj Beauchamp and Capt Léveillé

worked to decrease criminal activities in Cité Soleil and contributed to securing a safer environment in the area. They also acted as liaison officers, maintained strong ties with the Brazilian army, and participated in joint operations with UNPOL and IOM to help register refugees at designated locations.

The officers contributed to Canadian Civil-Military Cooperation (CIMIC) activities to provide security and humanitarian assistance, as well as worked on projects to distribute water filters and install solar lamps in Port-au-Prince, bolstering the existing Canadian presence in Haiti.

"The relationship between Canada and Brazil is going quite well at a military level," said Maj Beauchamp. "As Canadians, we allowed the BRABAT to develop a strong network with civilian organizations to facilitate the implementation of many projects. Our CIMIC experience was highly regarded by the Brazilians."

The two officers also participated in cultural exchanges and developed friendships with members of the BRABAT. The Canadians had to learn Brazilian practices regarding formal activities and traditions as well as adapt to structural and procedural differences in planning and decision making. As the only two Canadians among the battalion, they quickly learned how to bridge gaps, foster understanding, and share best practices.

The broad scope of their roles and their successful integration into the BRABAT demonstrates CAF flexibility and professionalism as Canada strives to positively impact Haiti and contribute to stability in the region ♦

GUARDING THE NORTHERN PACIFIC BY AIR

It starts with a net. Up to 25 kilometres long and 15 metres deep, driftnets are fitted with floats and weights to target large schools of targeted fish such as salmon, indiscriminately ensnaring all marine life that encounters their path. Large quantities of by-catch – undesired fish, birds, mammals, and turtles – often die and are either retained for market or thrown back into the ocean. High seas driftnet fishing in the North Pacific Ocean is illegal, environmentally destructive, and has been under UN moratorium since 1993.

It is also a lucrative business, until you get caught. Each year during Operation DRIFTNET, the Royal Canadian Air Force (RCAF) conducts surveillance patrols across four million square kilometres of North Pacific Ocean to detect and assist in the apprehension of driftnet fishers. The patrols are supported under a memorandum of understanding with the Department of Fisheries and Oceans Canada (DFO) and are closely coordinated with the United States Coast Guard (USCG) District 17 in Juneau, Alaska.

PATROLS IN JAPAN

This year, the RCAF conducted 11 patrols based out of Hakodate, Japan in May. The patrols resulted in the

seizure of an illegal Chinese-registered vessel in possession of between 408 kg to 544 kg of salmon and suspected of several domestic and international fishing violations. CP-140 Aurora long-range maritime patrol surveillance aircraft are flown during the patrols and are equipped with sophisticated surveillance equipment including automatic identification sensors (AIS). They are supported by RADARSAT-2 technology.

A typical patrol started early in the morning with tasking orders from an RCAF liaison officer working with the USCG and a DFO logistics officer who analyzed incoming information and determined the CP-140's mission profile. "We look at sea surface temperature, species migration patterns, historic vessel movements and trends, and where this activity has taken place in the past. We assume the people that are conducting the illegal activity are looking at the exact same thing... So if we can find where the fish are going to be, we can typically find where the illegal vessels are going to be," said Blair Thexton, DFO Intelligence Supervisor.

PATROL SCHEDULE

The nine-hour patrols took off at around 9:30 am and travelled at high altitude for two to four hours to reach their destination. Once the aircraft reached the assigned area, they turned on their sensors, decreased altitude and started the search. The RADAR system allowed the patrol to identify nearby vessels. The majority of legitimate fishing boats have a transit beacon, similar to airliners. The beacon transmits information such as the name, size, and port of registry of the boat. That information is

transmitted through AIS to a laptop onboard the CP-140. Analysts onboard cross reference to find vessels that show up on RADAR but do not transmit an AIS signal.

Once a suspicious vessel had been located, the aircraft moved closer to investigate. The camera operator focused on the vessel to obtain footage. Onboard the patrol was a DFO Fishery Officer who had completed extensive training in species identification, conducting patrols, communication, negotiation, enforcement methods, evidence collection and note taking.

"When you're collecting evidence, you want to have enough to identify all elements of the offence... There is imagery equipment on board, so you take photos of the vessel and activities, record numbers and identifying features, take photos of the net and related equipment and film the activities going on," said Mr. Thexton.

In the case of the Chinese vessel detected by the RCAF patrol on May 22, USCG cutter Morgenthau and members of China's Fisheries Law Enforcement Command boarded the suspect vessel on May 27 and transferred it to the custody of the Chinese Coast Guard. Apprehended fishing vessels' crews face large fines, boat seizures, fishing licence cancellation or suspension, or even prison sentences.

The operation shows the true force of international cooperation. Members of the RCAF and DFO worked alongside two Japanese Fisheries Officers on the CP-140 patrol, and USCG cutter Morgenthau carried two Chinese officials. Working as a team, the four nations disrupted the vessel and demonstrated their continued commitment to protecting the resources of the North Pacific.



A fishing vessel is sighted in the North Pacific Ocean. The crew is suspected of serious fisheries violations.

AUTHOR STRIVES TO INFORM children and adults about CAF



A rephotographic from the book *Their Duty, Our Pride* by Doug Shaw.

Jean Miso has written two books with accompanying songs highlighting the Canadian Army's historical contributions and profiling soldiers' occupations.

Her first book *We'll Never Forget* is themed around remembrance and her second *Their Duty, Our Pride* is more current, allowing soldiers and other CAF service members to detail their occupations.

Ms. Miso, being a teacher, wanted the books to support Remembrance Day in schools. She knows teachers need resources and schools were her target audience. She had no idea they would be so well-received.

"What I've found is they've become all-ages books. I've had veterans buying it for other veterans; I've had parents buying it for

children. Some people have a personal interest and want to learn about our military," said Ms. Miso.

Going beyond her target audience was unexpected, but she always knew she wanted the books to have a positive message. With *Their Duty, Our Pride*, each person profiled has a character building message and to Ms. Miso, that's where the heart of the book lies.

"I wanted to educate Canadians by showing them what the Armed Forces do for them. I didn't grow up in a military environment so I was largely, like most Canadians, ignorant of what they do. Once you delve into it, people will know. This is an education," she said.

Even after self-publishing two books, she still considers herself

more of a composer than a writer. Each book has a song to accompany it. The music and lyrics are written by Ms. Miso herself. Holding a degree in music composition, she teaches music to children with disabilities in Toronto.

The inspiration for these books began when Ms. Miso composed the song, "We'll Never Forget" for her students.

"I teach music and use sign

language. I know they don't really understand what Remembrance Day is about but I wanted them to be part of a typical experience. People kept saying I should do more with this song and that's how the books came about."

Ms. Miso decided to self-publish her first book because going with a traditional publishing house just wasn't in the cards. Having self-published, she was able to donate the profits of the first book to the

National Legion Poppy Fund and towards the purchase of a monument honouring First World War Canadian soldiers which was placed on Hill 70 in France in 2012. The proceeds of the second book have gone to Military Family Resource Centres and the Juno Beach Centre.

We'll Never Forget and *Their Duty, Our Pride* can be purchased at CANEX stores in Petawawa, Shilo, Borden and Gagetown. ♣



A rephotographic from the book *Their Duty, Our Pride* by Doug Shaw.

ARMY CADETS RECEIVE THE National Star of Excellence

Out of approximately 2000 Army Cadets from 51 Army Cadet Corps in BC, the highest level of achievement within the Army Cadet Programme in Canada was handed out recently to three deserving Army Cadets from 2483 PPCLI RC (Army) Cadet Corps in Esquimalt.

During a recent Commanding Officer's parade, three Master Cadets: Cadet/Chief Warrant Officer Curtis Whittla (the Corps Regimental Sergeant-Major); Cadet/Master Warrant Officer Jayden Worth; and Cadet/Master Warrant Officer Tyler Cardinal were presented with the Level 4 of the NSE.

These cadets displayed an impressive level of commitment within the Army Cadet Programme at the Corps, regional, national and even at the international level. C/CWO Whittla was one of 18 Canadian Army Cadets selected for the International Maple Leaf Exchange in England in the summer of 2013, where he trained with the British Army Cadet Corps at various locations in England. C/MWO Worth was one of 17 Army Cadets in Canada chosen to take part in the International Army Cadet

Expedition to Argentina in January 2014; and C/MWO Cardinal was selected as part of the Pacific Region BC Honour Band two years in a row and in 2013 was recognized as the top Army Cadet Bandsman (brass & reed) in Canada.

The NSE is a Merit & Performance-Based System of achievement where progression within the programme is based on the capacity of cadets to collect merit and performance points in various areas of assessment to reach the four distinct levels of excellence. More points are given for higher levels of achievement within specified training or levels of participation (be it local, regional, national or international levels). The NSE recognizes senior cadets that display superior involvement in Army Cadet activities and is the most comprehensive Army Cadet Challenge.

The areas of assessment are a combination of compulsory and participation training and events including such things as leadership, citizenship, fitness and healthy living, community service, general cadet knowledge, attendance at compulsory and advanced training, drill, dress, deportment, navigation, wilderness survival, instructional techniques, marksmanship, and participation in optional training teams like first aid or drill teams, to name a few. ♣



C/MWO Jayden Worth, (left) C/CWO Curtis Whittla (Corps RSM) and C/MWO Tyler Cardinal showing their National Star of Excellence Level 4 insignia.

CAF'S COMMITMENT to NATO reassurance measures

PHOTO: MCpl Patrick Blanchard



Six CF-18 fighter jets are parked on one of the aprons in the Romanian Air Force's airfield during NATO reassurance measures.

When NATO called on its members in April to provide military assets to demonstrate the solidarity of the alliance in response to Russian aggression towards Ukraine, Canada was one of the first to step up to the plate.

"We're a talented, professional and well-trained military that is able to respond very quickly to the needs of NATO," said Lieutenant-Colonel Jason Stark, Canadian Joint Operations Command (CJOC) J3 Operations.

The support to NATO by the Canadian Armed Forces (CAF) is a tri-service effort from the Royal Canadian Navy, the Canadian Army and the Royal Canadian Air Force. To support allied solidarity, Canada has committed CAF staff officers to Belgium, an Air Task Force to Romania, one ship to the Mediterranean Sea and a platoon-sized Army land element to Poland.

OPERATIONAL PLANNING

These contributions support various facets of the alliance. For example, NATO's operational planning functions and tracking events in the region are taking place at the Supreme Headquarters Allied Powers Europe (SHAPE) in Casteau, Belgium. Twenty CAF members have been deployed to reinforce SHAPE staff and provide support.

"Canada has provided staff officers with particular areas of expertise requested by NATO including advanced planning, military engineering and military public affairs," said Commander Andrew Hingston,

Expeditionary Operations at Strategic Joint Staff. This contribution ensures the alliance can meet its collective defence commitments.

AIR TASK FORCE

A Canadian Air Task Force (ATF) is stationed in Câmpia Turzii, Romania. Over 200 CAF personnel have deployed to Romania as part of the ATF along with six CF-188 Hornet fighter aircraft. The air base is supported by the Air Expeditionary Wing, deployed from 3 Wing Bagotville, Quebec. This formation provides the support needed in four key elements – mission support, command and control, operational support and

air movements – to keep the air base functioning. Their support ensures that the fighter jet detachment can focus solely on operations and their training.

The first phase of training involves interoperability with the Romanians. The Canadian ATF can learn from the Romanians on how they conduct operations in the region, as Eastern Europe and the aircraft used by the Romanians are unfamiliar to Canadian pilots.

"It is an excellent opportunity for our Canadian pilots to see a different air frame that is built from a different country. It is not a US air frame that we tend to be very familiar with in our training," explained LCol Molstad. The CF-188 Hornet fighter jets currently train alongside MiG-21 LanceR aircraft used by the Romanian Air Force.

Other RCAF aircraft include the CC-177 Globemaster III to transport materiel and personnel and the CC-150 Polaris for strategic air-to-air refuelling for the fleet of CF-188 jets. The CC-130 Hercules transport aircraft has also been tasked to transport various personnel around Eastern Europe as needed.

TASK FORCE REGINA

HMCS *Regina* was committed to support NATO's reassurance measures in April. She departed the Arabian Sea, where she had served since February as part of Operation ARTEMIS, and entered the Mediterranean Sea two weeks later.

"The fact that HMCS *Regina* can be taken from one mission and transferred to another in quick succession, demonstrates the Royal Canadian Navy's and Canada's flexibility to respond to emerging crises in any area of operation," said Cdr Daniel Charlebois, commanding officer of HMCS *Regina*.

HMCS *Regina*'s presence in the Mediterranean Sea as part of NATO Standing Maritime Forces

supports the Alliance with a continuous maritime capability for operations. There are approximately 250 crew members on board HMCS *Regina*, including a CH-124 Sea King helicopter air detachment, and a shipboard unmanned aerial vehicle detachment.

ARMY EXERCISES

CAF personnel have also participated in army exercises to enhance interoperability amongst multinational forces.

Ex ORZEL ALERT took place from May 5 to 9 in Western Poland. Participants conducted tactical parachute insertions into a live fire exercise. Approximately 50 Canadian soldiers from 3rd Canadian Division took part in the US-led exercise which helped to strengthen relationships with Polish and American allies.

"We demonstrated our rapid deployability, our ability to function effectively in a tri-lateral environment with our NATO allies, as well as sustain ourselves on very short notice," said Major James Thamer, officer commanding "B" Company, 3rd Battalion, Princess Patricia's Canadian Light Infantry. While in Europe, the soldiers will conduct other exercises that focus on airborne capabilities like insertions and airfield seizures, and war fighting skills like patrolling, shooting and manoeuvring.

In whatever capacity – air, land and at sea – the CAF have been ready to support NATO and other international missions for over 65 years. According to Cdr Hingston, the current Canadian contributions to Central and Eastern Europe are part of a clear message from NATO that military forces are prepared to meet and deter any threat to Alliance populations and territory. "NATO's core task is to defend our Allies, and that is what we are doing." ♦

PHOTO: Jacek Szymanski



Polish Pte Michel Dajek (right), US SSgt Tyler Trappe, and Canadians, Pte Mike Skinner and Cpl Dalen Tanner discuss best practices during Ex ORZEL ALERT.

A few words from JTF NIJMEGEN 2014's Commander

The Canadian Armed Forces (CAF) has been participating in the International Four Days Marches since 1952. Every year, the CAF send a delegation to complete the grueling four-day march through the Dutch countryside. CAF teams march 40 kilometres a day carrying a 10 kilogram load in their rucksacks. Members of the contingent march through regions of the Netherlands where previous Canadians fought and died in defence of our freedom, values and way of life.

Lawson, in 1995 while posted to Cold Lake, and took on half-marathon running in 2002 during my first posting to Ottawa. After completing a road cycling challenge in 2010, I felt ready for another adventure; Nijmegen was it.

While this is my first year commanding the team, I had previously endeavoured to make the trek in 2011 as



The Four Days Marches route map day 1



The 14 Wing Greenwood Nijmegen team passes through the town of Groesbeek while on their 40 kilometre march during the 97th Annual International Four Days Marches held in Nijmegen, Netherlands in July 2013.

This year will be no different for the march, but our members will have the honour to represent Canada on a number of commemoration ceremonies. I am honoured to command the CAF contingent departing on July 11 for the Netherlands. Before I tell you why the Nijmegen Marches are such a great development opportunity for its participants, allow me to introduce myself. As deputy commander Continental NORAD Region, I am based at Tyndall AFB in Florida. While the warm weather is normally not a source for complaints, training in an environment where the temperature and humidity can quickly reach 35°C in April means I had to begin my training earlier than most to avoid suffering from the heat.

Health & Fitness

As the CAF Running Patron, physical and mental health and fitness have always been a priority for me. I was introduced to long-distance running by our current Chief of the Defence Staff, General Tom

3 Wing Bagotville commander. Unfortunately, however, a deployment in support of NATO Op UNIFIED PROTECTOR took priority. This year, I am excited for the opportunity to complete the challenge.

Commanding JTF Nijmegen is an honour and a privilege. I have the chance to be supported by a great command and planning team who bring many years of experience to their roles. My RSM, Chief Warrant Officer Keith Jones will be completing his 12th march this year and his last year as the Task Force's RSM. Additionally, this year marks the 100th anniversary of several Army regiments, which will be sending teams to the Nijmegen contingent including Le Régiment de Hull, the Princess Patricia's, the Royal Montréal Regiment and the Royal 22^e Régiment. During the deployment, the Nijmegen contingent will take the opportunity to commemorate the enormous sacrifices made by two generations of Canadians as

we mark the centennial of the beginning of the First World War and the 75th anniversary of the Second World War. The contingent will stop for traditional ceremonies in France, Belgium and the Netherlands.

STRENGTH WHILE TRAINING

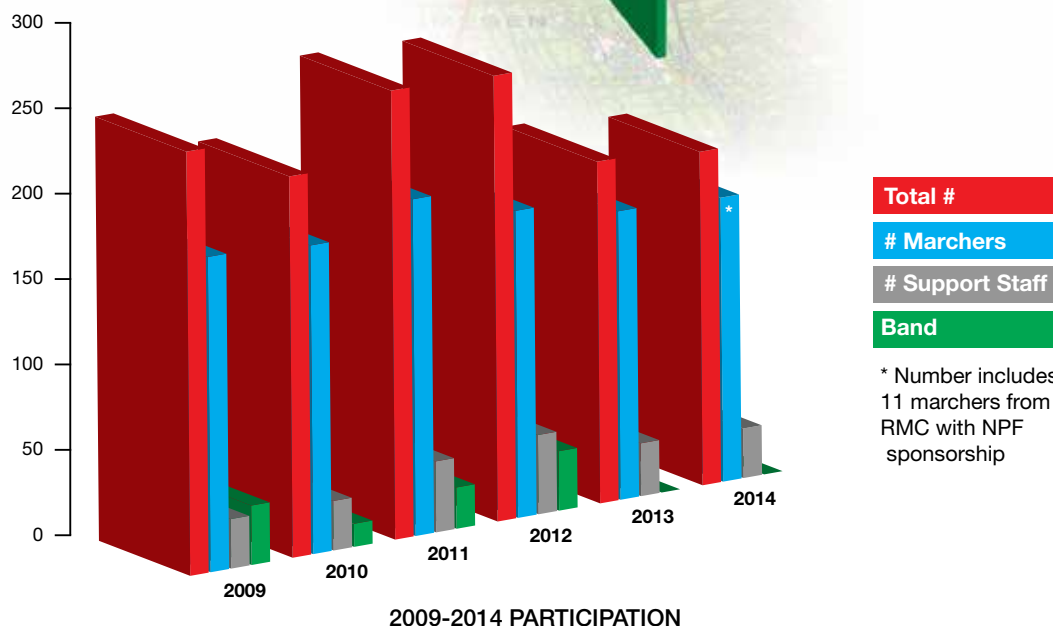
With only a few months of training left and over 1,000 kilometres in my training log, I am looking forward to walking with our team members in Nijmegen and discovering a shared passion for fitness and challenges, while experiencing the beautiful countryside of the Netherlands

and the warm welcome of its people. But I will not lie, I am also looking forward to the last day of the marches—where the majority of the physical pain will be behind us and the pride of completing the marches will be present in all of us.

Until then, I'd like to wish my fellow marchers continued strength and focus in their training. As for me, I will continue training, even if it means that I am offered a ride every time I am walking around the US base in uniform. So far, I have had no less than 31 ride offers, all of them very surprised to hear me say: "No thanks, I'm working out." ♦



—BGen Alain Pelletier
Commander Joint Task Force
Nijmegen 2014



Total #

Marchers

Support Staff

Band

* Number includes 11 marchers from RMC with NPF sponsorship



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



“All ideas have merit and I like to think that everyone’s ideas and visions will converge to positively affect Canadian military and the greater Defence Team.”

— LCol Jean-Pierre Picard

What do championship body building, periodontology and innovation share? The strong stature of Lieutenant-Colonel Jean-Pierre Picard of the Royal Canadian Dental Corps (RCDC).

Built like a fully-loaded compact armoured fighting vehicle, the deputy commanding officer of 1 Dental Unit recently received a Deputy Minister-Chief of Defence Staff Innovation Award for his visionary approach to generating innovative and efficient changes to the CAF dental care system. “I am humbled and happy for the Dental Corps about this award; it came as a complete surprise,” said LCol Picard.

The imposing periodontist who is a former Eastern Ontario Light Heavy-Weight Champion body builder, is the son of a retired RCMP officer with no family ties to the military. And yet, LCol Picard enlisted as a junior dental officer in the Canadian Armed Forces (CAF) in the early 1990s and is known to inject his work with a large dose of creativity.

ROOT CANAL

LCol Picard’s calling came about from a vivid memory: Ever since he underwent a dental procedure that had gone wrong at age 13 – he suffered through the pain of a root canal – he strove to overcome the misgivings about

dentistry. “It was a painful experience,” he recalls. “From that point on, I wanted to become a dentist.”

LCol Picard has made good on his word. As a dentist, he has gone above and beyond the call for his advocacy of patient first quality care and his Innovation Award is the result of more than 24 years of dedicated dental practice reflecting his personal mantra. Among other initiatives, he developed the RCDC National Periodontal Care Program, spearheaded the development of the Quality Assurance and Quality Improvement programme for dental care in the Canadian Armed Forces and has put into motion the upcoming system-wide accreditation of the CAF oral health care delivery system.

HR MANAGEMENT TOOL OF EFFICIENCY

When LCol Picard first joined the RCDC in the 1990s, he felt put-off by the burdensome administrative requirements of the job. “Our dental policies, treatment guidelines, were robust. However, retrieving the care standards and quality assurance elements was a difficult task to manage. My desire was to have instruments that would facilitate that task for all dental providers and detachment commanders

while ensuring the required standards were met and quality of care was provided to the CAF.”

It was then that his desire for improvements led to innovations.

LCol Picard’s advocacy for quality of care, patient and staff safety and the need to do things smarter first took hold as a line dental officer. As a detachment commander he strived to improve not only the working environment for his staff, but also the dental care plan and way in which his finite resources were distributed to the patients. LCol Picard continued to apply his management innovation in all his postings across Canada.

GRADUATE STUDIES

From 2000 to 2003, he studied Periodontology at the University of Manitoba where he specialized in Periodontics. “When you become a specialist, the puck stops with you when you provide that type of care and this training opened my eyes up to the wider dental community and how we could apply this specialty in the CAF. This training, coupled with my own chair-side clinical and command experiences gave me the tools to identify possible efficiency improvements.”

And from those experiences, LCol Picard had a vision for the military dental trade: to implement initiatives that would ensure the highest quality of dental care is met across the entire CAF oral health care delivery system.

Today, his innovations have been implemented across the Army, Navy and Air Force. “I had supportive directors and commanding officers who empowered me to develop ideas

and new approaches and subordinates that believed and worked towards achieving my vision, particularly my team at the Directorate of Dental Services,” says LCol Picard. “Without their support, we couldn’t have achieved these results.”

In an ironic twist of fate, the administrative burden he attempted to remove from an overly impacted schedule eventually overtook his duties in his role as the second-in-command of 1 Dental Unit. “It comes with the territory.”

But his commitment to the trade hasn’t wavered. Today, he is an examiner on the Royal College of Dentists of Canada, the Secretary and Editor of the Canadian Academy of Periodontology, a member of the board of directors for the Canadian Dental Specialists Association, as well as the RCDC Periodontics Practice Leader. And he still manages to clear his schedule to take care of patients. “I get into the clinic for two half-days a week and my participation keeps me thinking clinically and my skills up to speed.”

With his newly minted innovation award, LCol Picard surveys his career with great satisfaction knowing his innovations made a difference in the lives of CAF patient care.

“You know it’s been amazing. You can make an effect in a very positive and significant manner with your patients in a way that’s not available in private practice. All ideas have merit and I like to think that everyone’s ideas and visions will converge to positively affect the Canadian military and the greater Defence Team.” ♦



LCol Picard (accompanied by Sgt Jody Snow) works on a patient at the National Defence Medical Centre in Ottawa.

INCREASED CC177 CAPABILITY Contributes to BOXTOP

The success of the most recent Operation BOXTOP was accomplished by the increased capability of the aircraft which reduced the number of flights, resulting in less flying hours and fuel savings.

In addition, there was an expansion of the CC177 Semi-Prepared Runway Operations (SPRO) Technical Airworthiness Clearance conducted in the spring, coupled with the maximum fuel landing weight for CFS Alert under wet, dry and frozen conditions being increased from the previous 64 metric tons to 74 metric tons, which enabled the aircraft to bring in an extra 10 metric tons of fuel on every mission to Canadian Forces Station Alert.

Given the positive results of these improvements and international interest, the CC177 Weapon System Management Organization is now working with the United States Air Force to use the results to expand the operational envelope for all other operators of the CC177 Globemaster III aircraft. All this will be instrumental in the future as the CAF looks to expand its footprint in the North.

Twice a year Op BOXTOP provides CFS Alert, the most northerly permanently inhabited place in the world, with vital supplies including fuel and dry goods. This operation involves CC130 Hercules and CC177 Globemaster III aircraft flying from Thule Air Base in Greenland during a two-week period in the spring and fall.



A Canadian Forces CC-177 Globemaster rests on the tarmac at CFS Alert.

NEW EXPEDITION BAR to the Special Service Medal

Governor General and Commander-in-Chief of Canada David Johnston announced May 26 the creation of the new EXPEDITION bar to the Special Service Medal, which provides formal recognition for the valued contributions of those women and men who offer critical support while deployed overseas, and who participate in the success of a number of missions.

BEING RECOGNIZED

The last decade has seen significant development in the Canadian Armed Forces' (CAF) overseas service recognition framework. The creation of several new medals and amendments to others resulted in a more complete array of recognition methods to acknowledge a wide range of overseas service. These medals recognize either service in the presence of an armed enemy, such as the General Campaign Star, or service where there is a sufficient level of threat, risk, hardship and operational intensity, such as the General Service Medal or Operational Service Medal. These criteria are important and justified, ensuring these new honours gain and retain value and respect.

However, in the context of modern CAF operations there are many types of operational support which, while they may not meet the aforementioned criteria for risk, threat, hardship and operational intensity nevertheless constitute critical enablers to CAF operations and global roles abroad. There has long been interest in seeing these deployments formally recognized.

The Special Service Medal was especially designed to recognize 'service determined to be under exceptional circumstances, in a clearly defined locality for a specified duration', without a specific requirement for risk or hardship. The new bar also follows the logic of the recently created Expedition ribbons to the General Campaign Star, General Service Medal

and Operational Service Medal.

The EXPEDITION bar will be awarded for an aggregate of 180 days of honourable service performed outside Canada, while deployed to participate in or to provide direct support on a full-time basis to approved operations beginning July 1, 2007, provided the said service is not counted towards any other Canadian or foreign service medal.

WHO IS ELIGIBLE?

The full details and the list of eligible service can be found in the CANFORGEN and on the Directorate of Honours and Recognition website at <http://www.cmp-cpm.forces.gc.ca/>. ♦



The new
EXPEDITION
bar



Lieutenant Governor Vaughn Solomon Schofield, veteran Denis Chishom, Premier Brad Wall, and CDS Gen Tom Lawson.

Saskatchewan introduces MILITARY SERVICE PIN

The Lieutenant Governor of Saskatchewan, Vaughn Solomon Schofield, has instituted a military service pin to recognize current or former Saskatchewan residents who have served in the CAF. Police officers who have served in CAF operations are also eligible. The residency requirement includes those who lived in Saskatchewan solely for military training. The Lieutenant Governor's office is taking a broad interpretation, to make the pin available to as many Saskatchewanians, past and present, as possible.

"Throughout our history, Saskatchewan men and women have served in wars, dangerous peacekeeping missions, and vital domestic operations. They have made enormous sacrifices to represent our nation and to defend the principles of peace, freedom, and justice."

The Lieutenant Governor's Military Service Pin symbolizes the gratitude of the Crown and the people of Saskatchewan for those who have served with honour and valour. "The pin is intended to be worn on civilian clothing, so that we might recognize those who serve when they are not in uniform," said the Lieutenant Governor.

Some pins have been mailed in bulk to units for presentation and others to the member's home. Individuals applying online can indicate their preferred mailing address. Details and an application form can be found here: <http://ltgov.sk.ca/news-and-events/military-service-pin>. Saskatchewan is believed to be the first province or territory to develop a recognition program of this nature. ♦

Defence Community marks ABORIGINAL AWARENESS WEEK



PHOTO: Cpl Dolores Crampton

First Nations, Inuit and Métis musicians perform during the Aboriginal Awareness Week event at NDHQ on May 22.

The Department of National Defence and the Canadian Armed Forces commemorated Aboriginal Awareness Week (May 20-23), and the mosaic of its Aboriginal civilian employees and military members, during a national event held at NDHQ on May 22.

The ceremony started with a traditional opening prayer led by Julie Kimmaliardjuk of Chesterfield Inlet, Nunavut. Lieutenant-General Marquis Hainse, commander of the Canadian Army and Defence Champion for Aboriginal peoples addressed the crowd gathered for the event.

CULTURAL HERITAGE

"The face of Canada is changing every day, reflecting more and more, the face of the world," said LGen Hainse. "Our country has become the home of immigrants of every ethnic and religious group from every country in the world – an amazingly rich, diverse and colourful heritage. Difficult to imagine but true, a mere 500 years ago, the only people living on this land were the Aboriginal peoples of Canada."

"I strongly believe it is extremely important to recognize and honour the First Peoples of this land – First Nations, Inuit and Métis. They are the Canadians we are celebrating this week. I encourage all civilian employees and military members to take every opportunity, such as this one today, to learn more about and understand our Canadian cultural heritage and to realize the great potential of gaining strength through diversity."

MILITARY HISTORY

Canada's Aboriginal peoples share an important military history, contributing as early as the War of 1812. During the First and Second World Wars, when combined, more than 7,000 Aboriginal people volunteered to join the military, and more than 500 status Indian servicemen lost their lives on foreign battlefields.

"Aboriginal soldiers have long been recognized as skilled snipers and experienced scouts, gifted with valour, endurance and finely-honed powers of observation," said LGen Hainse, who highlighted the important ongoing contributions of the Canadian Rangers and the successful CAF programmes for Aboriginal youth. "The proud history they carry and their willingness to defend Canada and engage in the shaping of her future continues today."

For more information on Aboriginal affairs, please visit the Parks Canada website at www.pc.gc.ca. ♣

AN ABORIGINAL TRADITION

A smudge ceremony is one of many Aboriginal traditions which is intended to purify the body and spirit. Aboriginal Elder Bernard Nelson, of the First Nations, conducted the smudge ceremony in a traditional Aboriginal costume and smudged Officer Cadet Brent Corrigan, who is part of the Aboriginal Leadership Opportunity Year (ALOY).

Participants of the ALOY program took part in this traditional smudge ceremony on June 9 at the Royal Military College of Canada. The ceremony was held to conclude the annual canoe trip which is the culmination of a year of leadership training and studies at the college. The canoe trip consisted of paddling more than 100 kilometres, where participants traversed the historic locks enroute to the Point Frederick peninsula.



PHOTO: Capt Yvette Grygorev

SUCCESSFUL TRANSFORMATION OF HR

The goal of Civilian HR Transformation (CHRT) is to transform ADM(HR-Civ) and civilian HR management, advice and services to support better outcomes for the Defence Team and Canadians. CHRT will ensure that the civilian workforce is supported, managed and led so as to optimize their contributions to the Defence Team and to achieve the best military outcomes at the best value for Canadians.

One of the initiatives that falls under the CHRT umbrella is Common Human Resource Business Process (CHRBP), a modernization of the civilian HR business.

CHRBP is an exercise to enhance efficiency and effectiveness of HR service delivery across government. The CHRBP is taking an integrated end-to-end look at the business of HR from the manager's perspective. CHRBP is a

comprehensive blueprint for the delivery of HR services within the federal government. It defines a common way of doing HR work, will decrease reporting burden, standardize technology solutions, and support increased self serve to speed up access to information.

At the start of fiscal year 2012-2013, Assistant Deputy Minister (Human Resources-Civilian) (ADM(HR-Civ)) committed to reshaping the way they serve and support the Defence Team as they pursue HR transformation, integration and modernization objectives.

At the same time, and in-line with our own HR civilian transformation, Treasury Board (TB) ministers approved the CHRBP initiative as the government-wide departmental standard for HR business. Ministers called on all departments to fully implement CHRBP by the end of March 2014.

Everyone will benefit from the move to the common way of undertaking HR work that is made possible by CHRBP. It will result in better facilitated HR planning and decision-making; provide a gateway to improved self-service and a future HR Portal; reduce costs associated with system maintenance; and enhance sharing of best practices.

The implementation of CHRBP is an important milestone that marks the beginning of the next phase of work. As an organization, ADM (HR-Civ) will measure, monitor and report on its efforts to continuously improve on the delivery of HR services. The Defence Team's continued contribution to this very important initiative is greatly appreciated.

For further information on CHRBP please consult the website at www.chrbp-pocrh.tbs-sct.gc.ca.



PROVIDING FOR THE MORALE AND WELFARE OF OUR MILITARY

Morale and Welfare Services supports the greater Canadian Armed Forces (CAF) community and has a staff of some 6,000 personnel.



Commodore Mark Watson

Commodore Mark Watson took the helm of Morale and Welfare services roughly 18 months ago. "My vision is to make this the leading morale and welfare organization of its kind in the western world," said Cmdre Watson, Director General of Morale and Welfare Services (CFMWS). His studies in business informed a choice to better market CFMWS.

NAME CHANGE

In April 2013 the name changed from Canadian Forces Personnel and Family Support Services to Morale and Welfare Services. As part of the name change, efforts were made to unify the branding under the CFMWS umbrella. The logos of key CFMWS components such as Personnel Support Programs (PSP), the Canadian Forces Exchange System (CANEX) and Welfare and Morale Services now all contain visual similarities so there is an association made between them.

"It has had a great amount of pick-up; people understand what we do and who we are," Cmdre Watson. "What we call the one million strong community —when you add up the Reserves, Regular Force, our dependants and the veterans there are over one million people out there that we can support. When we say support that does not mean everything for everyone, but it does mean something for everyone," he said.

Despite recent improvements in marketing, it is still a big challenge to foster awareness among such a large user base across a wide continent.

"What I have done since I have been here is really aggressively market. We have to educate our personnel on all the services available to them, their children, and their parents."

Cmdre Watson has gone in person to major cities where many reservists live, including Montréal, Toronto, Vancouver and Halifax to promote CFMWS.

CFMWS SERVICES OFFERED

For more information about CFMWS, please visit the website at <https://www.cfmws.com/en/ourservices/pages/default.aspx> and browse a wide variety of categories, including:

- Care of the ill and injured
- Defence community banking
- Deployment support
- Financial Services
- Insurance
- Personnel support programs
- Shopping
- Military family services
- Services for military members

It's also possible to view the list of services available based on the group you are in: reservist, veteran, dependent and/or spouse in the Services by Group category. ★

JUNE ANNOUNCEMENTS

May 28

CAF conducts an observation flight over Ukraine

Twenty-two Canadian Armed Forces (CAF) personnel, using a Royal Canadian Air Force CC130J Hercules aircraft, conducted an aerial observation mission over Ukraine under the Treaty on Open Skies.

The CAF team conducted this observation flight jointly with the United States with participation from France and Estonia. Ukrainian Open Skies representatives were also on the CC130J aircraft throughout the mission as observers.

May 30

Lost Second World War Airmen Found in BC

The remains of four airmen from the crash of a Second World War training aircraft in British Columbia were recovered during a collaborative operation with the British Columbia Coroners Service.

The four airmen, one from the Royal Canadian Air Force, Sergeant William Baird, and three from the Royal Air Force, Pilot Officer Charles George Fox, Pilot Officer Anthony William Lawrence, and Sergeant Robert Ernest Luckock, were conducting a navigation training exercise aboard the Avro Anson L7056 aircraft in October 1942 when they failed to return from the mission.

CAF members take part in annual Recognition Program

Twelve CAF members visited Ottawa May 30 to June 2, to participate in the 2014 CAF Recognition Program. Each member chosen for the Program was presented with a Chief of the Defence Staff Commendation for deeds or activities performed that went beyond the demand of normal duty.

June 1

CDS attends Asia Security Summit

General Tom Lawson, Chief of the Defence Staff, together with Richard B. Fadden, Deputy Minister of National Defence, attended the 13th annual International Institute for Strategic Studies (IISS) Asia Security Summit from May 30 to June 1.

June 2

Minister Nicholson attends NATO Defence Ministerial Meeting

Defence Minister Rob Nicholson travelled to Brussels,

Belgium to take part in a meeting of NATO Defence Ministers on June 3–4. The NATO Defence Ministerial meeting provided an important opportunity for Minister Nicholson and his counterparts to discuss the situation in Ukraine and Canada's contribution to NATO's reassurance measures.

June 3

CDS met with key partners in Asia-Pacific region

General Tom Lawson, CDS, travelled to the Philippines and met with Lieutenant-General Emmanuel T. Bautista, Chief of Staff of the Armed Forces of the Philippines, and Voltaire Gazmin, Secretary of National Defense of the Philippines. Gen Lawson was there to discuss the growing defence relations between Canada and the Philippines and the importance of Canada's security and defence engagement in the Asia-Pacific region.

June 6

Canadian Army Troops depart to Support NATO Reassurance Measures

Approximately 75 soldiers from the 3rd Battalion, Princess Patricia's Canadian Light Infantry departed for Ex SABER STRIKE 2014 in Eastern and Central Europe where troops are conducting training with US and NATO allies.

June 16

Defence Minister Announces the Publication of the Defence Acquisition Guide

Defence Minister Rob Nicholson published the first Defence Acquisition Guide (DAG), which identifies potential Canadian Armed Forces requirements and associated procurement projects over the next 20 years. This document responds to the needs of private industry through early engagement.

Army Hones Amphibious Skills with French Navy

More than 200 Canadian Army soldiers from 5 Canadian Mechanized Brigade Group in Valcartier, Quebec took part in Ex LION MISTRAL alongside members of the French Navy and Royal Canadian Air Force June 16 to 23, in Gaspé, Quebec. Following a visit to Halifax Harbour on June 16-17, The French warship *Mistral*, escorted by the frigate *La Fayette*, proceeded to the Gulf of St. Lawrence and the St. Lawrence River to participate in Ex LION MISTRAL.



Members from 1 R22eR board French Navy Ship Le Mistral during Ex LION MISTRAL.

PHOTO: MCpl Patrick Blanchard

EMPLOYEE COMPENSATION FILES

HR Civ employee compensation files are being transferred to the PWGSC Pay Centre. This means civilian employees can no longer contact their current DND compensation units for assistance. The files will be in Miramichi and compensation advisors no longer have any access to the accounts and can longer provide compensation advice.

As of September 29, everyone will be able to access their files through Miramichi. So it is imperative that all leave requests be entered and approved in the system prior to the file transfer. All civilian personnel MUST attend one of the information sessions in their area.

Further information sessions will be given mid-August to mid-September.

ASK THE EXPERT:

What is AdventureSmart?

Q: My wife and I love exploring the great outdoors and enjoy doing a wide variety of adventure activities; such as hiking, camping, mountain biking and kayaking. While buying some equipment for our next adventure, we came across an advertisement for a safe hiking course offered through AdventureSmart. Do you know anything about this program and what other things they offer?

— Thanks, WO Chance

A: Dear WO Chance:

It's fantastic to hear that you and your wife enjoy outdoor fun and fitness – something that can be done all over Canada's vast and varied territory. Unfortunately every year we hear about adventures that don't go as planned and people end up lost and in some cases seriously injured. In almost all cases, when these misadventures are reviewed, the safety experts find the disaster could easily have been prevented with some planning and preparation.

AdventureSmart is a national program dedicated to encouraging Canadians and visitors to Canada to "Get informed and go outdoors". It is produced by the National Search and Rescue Secretariat and aimed at reducing the number and severity of search and rescue incidents in Canada. AdventureSmart uses a combination of online and on-site educational opportunities to help people acquire the knowledge, skills and equipment they will need to safely enjoy their outdoor pursuits.

The professionals at AdventureSmart believe that by following three easy steps, outdoor enthusiasts can significantly improve their chances of survival should they be hurt or lost. They refer to these steps as the three "T's":

1. **Trip planning** – write down a trip plan before you go and leave it with a friend or family
2. **Training** – obtain the knowledge and skills you need before heading out. Know your limits and stay within them.
3. **Take the essentials** with you and know how to use them.

If you go to www.adventuresmart.ca you will find a wealth of safety advice on hiking, ATV riding, scuba diving, snowshoeing, caving, surfing, etc. They also offer a variety of courses you can take to improve you and your family's skills and knowledge. So for your next trip, don't leave things to "chance" – use the three T's and have a safe and wonderful trip.

— Dr. Darrell Menard MD Dip Sport Med



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

KEEPING THE DEFENCE TEAM HEALTHY

CAF SPORTS

inspire to keep moving

For Master Warrant Officer Heidi Twellmann, sports have been the key to making the most out of the military lifestyle. She has participated in the Canadian Armed Forces (CAF) Sports Program for 18 years, first playing fastball at the regional and national levels, and then moving on to excel as a player, manager and coach of CAF women's volleyball teams.

Adding to her many sports accomplishments, at this year's CAF National Volleyball Championships MWO Twellmann was honoured with the Sportsmanship Award. To recognize her success, MWO Twellmann was asked about her dedication to the CAF Sports Program, and the contribution sports have made to her military career.

BUILDING COMMUNITY THROUGH SPORT

While sports may be focused on athletic achievement, for MWO Twellmann, the connections and sense of community between athletes have had the most lasting impact.

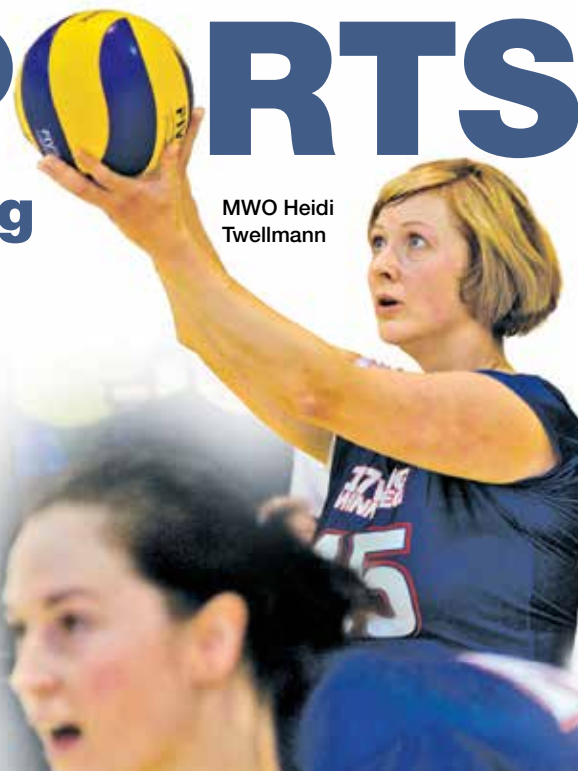
"I have had the opportunity to compete with women in varying careers and varying ranks," she notes. "They have invited me into their world, shared their experiences with me, mentored me, cried with me, comforted me, supported me, encouraged me. They are my extended family and it warms my heart that no matter where I get posted, I will likely know someone, due to my involvement in CAF Sports. It is of great comfort to me to know that I have friends all over Canada."

The friendships formed on the volleyball court have, in turn, created a valuable professional network for MWO Twellmann.

"When I have any questions regarding work issues, I have so many valuable resources that I can call for advice, in all three elements."

EXPANDING ATHLETIC HORIZONS

Naturally, the CAF Sports Program has also given MWO Twellmann the chance to grow as a player, manager and coach.



MWO Heidi Twellmann

PHOTO: Cpl Alexandre Paquin

She has participated in every CAF Regional Volleyball Championship since 1999, and has competed for all five regions throughout her military career. She also spent six years competing at the international level on the CISM Women's Volleyball team from 2003-2009.

"CAF Sports have provided me the inspiration to push myself as an athlete and make fitness a priority in my life," she says. "The program has also afforded me experiences that I would never have had as a civilian, such as international competition as a CISM athlete. There is nothing that can replace the feeling of marching with your teammates in your CAF uniform, representing your country. It's the closest experience I'll ever have to the Olympics; it's our military Olympics."

Are you interested in learning more about the CAF Sports Program in your community? Connect with your local PSP fitness, sports and recreation team at www.cfgateway.ca. ♣

It's official: FORCE is in effect

The year-long trial period of the FORCE Program, the Canadian Armed Forces (CAF) updated approach to military fitness, has now come to an end. On April 1, the FORCE Evaluation became the CAF's official fitness test.

Replacing the 30-year-old Canadian Forces EXPRES Test, the FORCE Evaluation has been scientifically validated and developed specifically for the CAF by the Personnel Support Programs Directorate of Fitness. Rather than testing fitness with the traditional push-ups, sit-ups, grip tests and endurance runs, the FORCE Program evaluates members' ability to execute common and essential physically demanding tasks that are directly linked to true-to-life physical challenges faced on operations.

The four FORCE Evaluation components are the sandbag lift, intermittent loaded shuttles, 20-metre rushes and the sandbag drag. These tasks were chosen to accurately test CAF members' ability to complete the six common military tasks encountered on routine, domestic and expeditionary operations: escape to cover, pickets and wire carry, sandbag fortification, picking and digging, vehicle extrication, and stretcher carry.

As of March 31, more than 67,000 CAF members had participated in the FORCE Evaluation's trial period with a 94.2 per cent pass rate. All CAF members will be tested annually and will be required to achieve one common minimum standard, regardless of age and gender.

For more information on the FORCE Evaluation, or CAF members wanting to book a test, contact your local Personnel Support Programs fitness staff or chain of command.

Visit the FORCE program website at www.cfmws.com/FORCEprogram for complete program information. ♣

A volunteer performs the sandbag drag during the extensive development phase of the FORCE Evaluation.





THE AFGHANISTAN MEMORIAL VIGIL offers an opportunity for reflection

While serving their country with honour, 161 Canadians – 158 CAF personnel, a diplomat, a Department of National Defence contractor and a journalist – lost their lives in Afghanistan. In addition, 43 United States Armed Forces members sacrificed their lives while serving under Canadian command during operations in Afghanistan.

The Afghanistan Memorial Vigil (AMV) was created to commemorate and honour these sacrifices. It consists of 192 plaques representing the 204 fallen. Originally, the plaques were part of the Kandahar Air Field cenotaph – a memorial structure built for soldiers by soldiers to commemorate their fallen comrades while deployed in Afghanistan.

AMV TRAVEL SCHEDULE

The first stop in the vigil travel schedule was on May 4 in Trenton, Ontario. It was then displayed in the Hall of Honour on Parliament Hill May 9, during the National Day of Honour for the families of the fallen in attendance.

Three CAF personnel – Capt Patrick Lottinville, Corporal Martin Labelle and Chief Warrant Officer David Mahon – will travel with the vigil across Canada. During his time in the Canadian Army, CWO Mahon has been deployed to Germany, Egypt and Afghanistan. This task, however, holds an important significance for him. For CWO Mahon, the opportunity to be a part of the Vigil Party will round out his 41-year career with the CAF.

“Working with soldiers who are tasked to set up and tear down the Vigil, and then discussing the intent and meaning

with Canadian citizens has been the most meaningful experience of my career,” he explained. “My task is ceremonial and drill. I feel that my years in the field and on parade squares make me extremely well suited for this type of work.”

At each stop, CWO Mahon will work with up to 20 personnel to prepare the Vigil. Although the travel schedule has just begun, he can already see the impact the Vigil has on the crew at each site. “Every member of the work parties understand that they are being permitted to take part in something that honours their fallen comrades and you can see this effort put forward by all personnel. It is inspiring to take part in something where every person involved is giving 100 per cent.”

PRIVATE VIEWING IN WASHINGTON, D.C.

Before the vigil travelled across Canada, it stopped in Washington, D.C. at the Canadian Embassy. A private viewing was held May 22 for the families of the American personnel included on the Vigil. Then a public viewing was held May 23-26, where visitors of military and non-military backgrounds were invited.

Retired Command Sergeant Major (CSM) Mark Oldroyd and his wife Karen Oldroyd travelled seven and a half hours from Castroland, New York to visit the Vigil in Washington. CSM Oldroyd served as a Squadron Command Sergeant Major for 171 Cavalry Squadron in Afghanistan. The squadron was assigned to Task Force Kandahar in 2010-2011, where he served under Canadians such as Lieutenant-General Jonathan Vance and Major-General Dean Milner.

He remembers the original plaques at the Kandahar Air Field cenotaph as a place of reflection. “When my commander and I would go for a meeting, sometimes there were tough times. You would go out [to the cenotaph], walk through the panels and you would see there were so many significant stories,” he explained.

JOURNEY TOWARDS CLOSURE

During his two deployments to Kandahar in 2002 and 2011, Lieutenant-Colonel John Kallerson also worked alongside the Canadian Armed Forces. In 2011, as Command Chaplain for Regional Command South, he travelled to work with Canadian padres, an equivalent of American chaplains, who were deployed across Afghanistan.

He is humbled by his service overseas and to have been able to bring counsel to soldiers who experienced loss. “They don’t have to be religious, but the fact that they know chaplains and padres are there to listen and to give them a little moment of solace, and some words of comfort to pray for the future, because you know they will deal with this for a long time,” he said.

As the final task of his career in the CAF, CWO Mahon will travel with the team to the remaining stops across Canada before it returns to Ottawa November 5-12.

For more information about the AMV travel schedule, please visit: <http://www.forces.gc.ca/en/honours-history-military-memorials/Afghanistan-memorial-vigil.page> ♦



A Canadian Armed Forces officer and a ceremony guest visit the Afghanistan Memorial Vigil at the Canadian Embassy in Washington DC, on May 22.

DEFENCE
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LA DÉFENSE

Defence Ethics Programme

Death by a Thousand Rules

It's 3:00 a.m., the middle of another sleepless night, and Jill Finnington has finally had enough.

"Steve, you're so miserable these days!" she tells her husband. "How long can this go on?"

"It's work," he admits. "You know, the new director. Never seen anybody quite like her. Doesn't trust us. Oversees all our work. Demands to be cc'd on all direction we give staff and contractors."

Steve Finnington is a retired logistics officer who was happy to be able to stay at DND by moving into a civilian job as head of a procurement team five years ago. Happy, that is, until the new director showed up last year. She was newly promoted, said to be handpicked by the Director General.

She quickly became known as a complete micro-manager. "She routinely bypasses me and her other managers by assigning work directly to subordinates three and four levels down the chain of command," said Steve.

"She has created so many new rules and procedures that almost every project ended up stalled in the bottleneck at her office door."

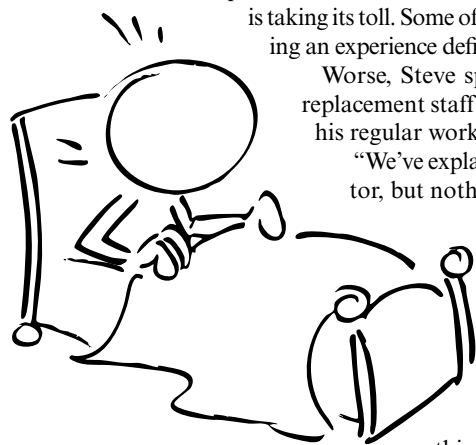
Steve and his fellow section heads agree that the new boss does not respect them or trust their ability to manage. The increased stress is taking its toll. Some of Steve's subordinates have left, creating an experience deficit on his team.

Worse, Steve spends so much of his day hiring replacement staff that he barely has time to manage his regular workload.

"We've explained all these concerns to the director, but nothing has changed," said Steve.

Frustrated and discouraged, Steve is not sleeping well. He knows he's a good leader but is thinking a lot lately about his options.

Suppose you were having a small group discussion on this scenario. Try to identify the ethical issues involved here.



Defence Commentary:

There are as many personal management styles as there are persons occupying supervisory positions. Personality conflicts in power relationships are always tough, and tricky to handle. Can Steve be confident that he isn't missing a key piece of information about why the director works this way? Do others find her way of working as intolerable as he does?

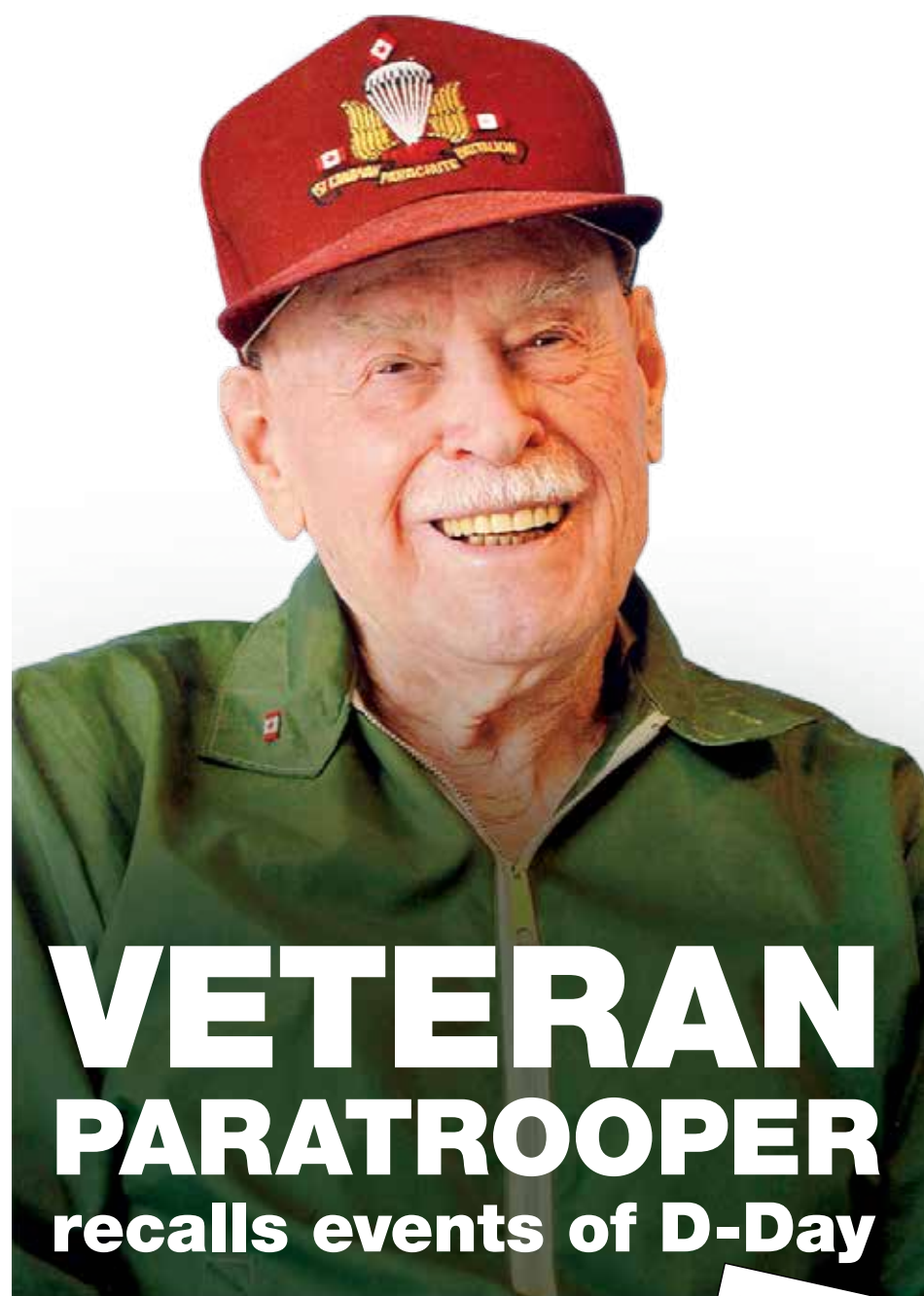
It is important at the outset to ask whether Steve's director may be operating with the best of intentions yet completely unaware of how she is reducing her procurement group's operational effectiveness. One possible source of information in this regard would be the experiences of other managers reporting to the boss. How did their attempts to curb her excesses, if any, work out?

If the evidence indicates that she knows her style is unwelcome, then the director has chosen not to live up to the *DND and CF Code of Values and Ethics*. She is neither demonstrating stewardship nor excellence, since she is not effectively providing purpose to her team and in fact appears to be reducing the quality of work produced by her group. Should Steve tackle the issue head on with the director, if he hasn't already tried? The principle to "work together with honesty, openness and transparency", says yes. It would be a conversation demanding courage and skill, and it may still fail completely, but this is not a good enough reason to not try. If he prefers, there are organizational resources that could coach Steve in preparing for this and other steps, such as the Informal Conflict Management Services.

If Steve has worked in the shop for a long time and is well regarded by many, he may also have a good network of other colleagues with influence, even if the director's boss is unlikely to be his ally (a reasonable assumption from the fact the director was "said to be handpicked by the DG"). Could he delicately inquire about that DG's awareness or perceptions of any issues or developments related to the director? Can he get some sense of whether there are individuals up the chain who might actually want to hear his point of view about her?

On-the-record steps of complaint represent an escalation with accordingly heightened risks to Steve. Reprisals against Steve may be forbidden but, of course, categorical and harsh accusations are likely to drive the relationship further onto the rocks. Nonetheless, it may happen that he has no other options except to move onto another job. Unless her tenure in the position will be very brief, doing nothing is not a solution.

Send your comments to ethics-ethique@forces.gc.ca, and suggestions for future ethics scenarios.



MWO (Ret) Mervin Jones served in 1st Canadian Parachute Battalion in the Second World War.

"The Germans had a heck of a lot of soldiers, and they were ready for war or they wouldn't have invaded. So if you have an invasion force, you have a strong surface force. So what do you do? You get behind them and that's what we did. We went in and we jumped back behind them," describes Master Warrant Officer (Ret) Mervin Jones, now 91 years old, recalling his time as a paratrooper who dropped into Normandy on D-Day.

MWO Jones served in 1st Canadian Parachute Battalion, part of the advanced force who jumped in the early hours of the morning.

"The Germans in Northern France had a damn good defence; they intended to stay there for the rest of their lives. We got to get in there somehow behind them and kill that defence, once we weakened the defence the allies can cross the channel and get them in the front."

MWO Jones was the second paratrooper in line to jump. The first paratrooper received a green light and jumped. When MWO Jones was ready to follow, the light switched to red, so he had to wait. If he hadn't waited, he would have landed in a minefield.

The plane never slowed down as planned and they had to jump from a shorter distance. When he landed on that dark early morning, he injured his knees. MWO Jones continued to actively serve until near the end of the Second World War and only had surgery years later in Canada.

Once they secured the area after the jump they went on a walk around the area at night and saw a young girl crying. The child was one of a family of three girls he looked after by sharing his food. He is still in contact with the youngest girl, Jeannine Punelle, who is now in her 80s. He visits with her on return trips to France.

MWO Jones met his wife Bridget Howes in London while training during the Second World War; they were married shortly after. "My feelings are great about going

back, I am excited as hell. I think if they hadn't have found the money I would have swam over there. Besides, my good wife came from Wales."

Though he is looking forward to his trip he knows it will be hard to visit the cemeteries and remember his fellow soldiers, especially the ones who were under his charge.

"In the regiment there are a hell of a lot gone. There's Johnny and he works for me, I'm a corporal and he's a private. He's one of my boys, when he gets shot and killed it hits you like a ton of bricks."

His military career began just after his 18th birthday when he joined, filling an opening in the artillery. He was sent to the Salisbury Plain in England for training. Not long after, he was injured in an accident. While in hospital he heard they were looking for French speaking paratroopers. Raised in Hull, Quebec, he was the ideal candidate.

Later in his military career he joined the military police and served in the Korean War in 1951, and retired in 1973 with the rank of Master Warrant Officer. He was then able to focus on his volunteer work with Scouts Canada for almost 50 years. ♦



MWO (Ret) Mervin Jones' military career began just after his 18th birthday.

FINDING SUSPICIOUS SHIPS IN A SEA OF NOISE

When a team of scientists from Defence Research and Development Canada (DRDC) started analyzing data from an experiment to better understand the performance of RADARSAT-2 for ship detection, the results were startling.

The conventional wisdom of the day was that there was no useful information to be found about the ocean surface or wind speed in cross-polarized radar (a technique that combines horizontally and vertically oriented radar waves). A closer look at the data, however, demonstrated just the opposite.

"If I have the cross-polarized backscatter, I immediately know what the wind speed is," said Dr. Paris W. Vachon, the DRDC project lead. "You don't have to account for wind direction or the acquisition geometry. The correlation is extremely strong."

CROSS-POLARIZED RADAR

And if you know what the wind speed is, you know how to use the radar to determine where the ships are. In cross-polarized radar, ships pop out as bright pixels from a noisy background – the ocean surface. A surface complicated by wind, temperature and currents that make finding ships a highly technical game not unlike finding needles in an ocean-sized haystack that is always changing its shape.

Real-world use of cross-polarized radar has been shown to have tremendous advantages when it comes to discriminating between the background-clutter of the ocean floor and ships at sea. A better understanding of the relationship between wind speed and the ocean's background clutter in synthetic aperture radar imagery improves ship detection accuracy for the Royal Canadian Navy (RCN).

Cross-polarized radar has also proven invaluable in increasing the accuracy of predicting hurricane paths. Environment Canada along with several other countries began using it after the results were published.

OPERATIONAL VALUE

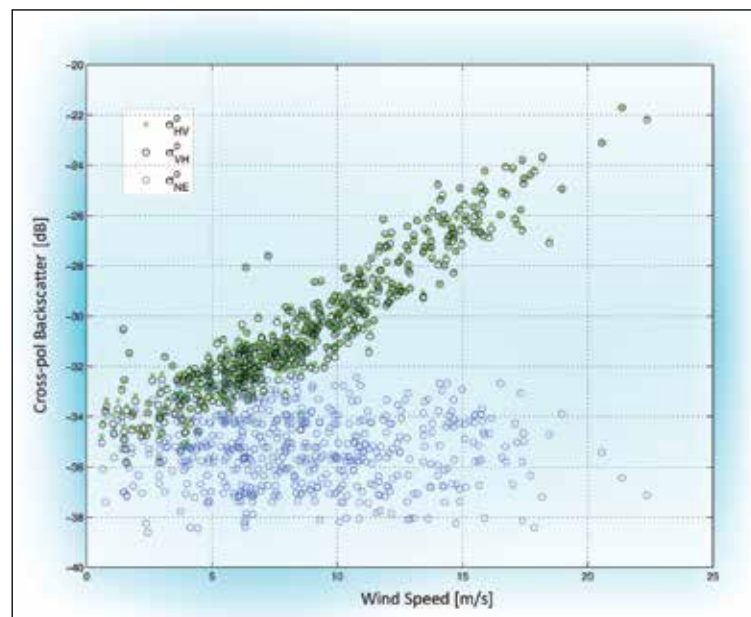
DRDC recognizes that the bottom line for DND always comes back to operational value. With the correct insight into the physics, DRDC has been able to implement practical, straightforward algorithms to get useful information that is operationalized and used routinely.

"Is there a ship there or not? What's the wind speed? What's the state of the waves on the ocean surface? Those are the issues that are important," stresses Dr. Vachon.

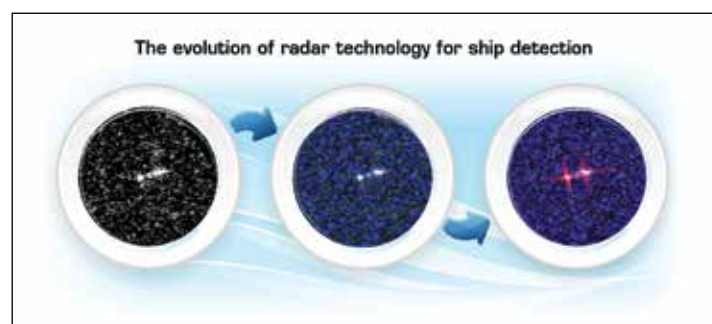
DRDC's space-based radar research has been operationalized

through several national and international collaborative projects, most notably DND's capital project, Polar Epsilon. DRDC's advice on new beam modes, called Maritime Satellite Surveillance Radar (MSSR) modes, which were added to RADARSAT-2, enabled a significant improvement in imagery for ship detection over large regions.

"The development of the MSSR modes has helped to deconflict orders and has an expanded radar swath while still allowing us to detect ships 25 metres or greater," said Lieutenant-Commander Chad Kabatoff, project director for Polar Epsilon 2, from Director General Space. "This reduces our image requirements, which means it costs us less to cover the same area." ♦



The green dots illustrate how the strength of the cross-polarized backscattered signal from the ocean surface increases linearly with increasing wind speed. The blue dots show the noise floor of the instrument, so the signal of interest emerges from that noise floor.



The evolution of radar technology for ship detection. From left to right: mono, dual and circular-polarized radar imagery.



Image courtesy of the New York State Military Museum.

The Battle of Lundy's Lane was one of the most important battles of the War of 1812 for it stopped the American advance into Upper Canada. The Americans withdrew to Fort Erie; British Gen Drummond followed and began a siege of the fort which signalled the end of the final invasion of the province.

BATTLE OF LUNDY'S LANE 200th ANNIVERSARY – Bloodiest of the War of 1812

In the late spring of 1814, the Americans learned that the British and allies had finally defeated the French in Europe and could now send many more soldiers and naval vessels to fight in Canada. They realized that they had one last chance to occupy southern Upper Canada, which they might be granted in any ensuing peace treaty if they firmly occupied that land. Another invasion of Niagara was launched.

On July 3, 1814, an American army landed near Fort Erie and quickly captured that fort before advancing towards Fort George. On July 4, they reached a position south of the Chippawa River on the road to the town of Niagara. On the following day, the American army of 3,500 men under General Jacob Brown was attacked by a British force of regulars, militia and First Nations allies numbering about 2,100 men.

The British, although outnumbered, expected the Americans to retreat. The Americans, however, had drilled and trained during the winter to match the professional standards of the British army. After being repulsed with heavy losses, the British retreated across the Chippawa River, eventually retiring all the way back to Fort George and the newly constructed Fort Mississauga in the town of Niagara. After dealing with their heavy casualties and organizing their supplies, Gen Brown's army followed, laying a loose siege to Fort George. Gen Brown was waiting for American Commodore Chauncey to arrive so the American navy could help with an attack on the British positions at Forts George, Mississauga and Niagara. But when the fleet failed to arrive, he retreated back towards his supply base near Chippawa. The British followed and established a defensive position at Lundy's Lane in present-day Niagara Falls, Ontario.

DEADLY FACE-OFF

On July 25, 1814, troops from both sides came face-to-face in an explosive encounter.

The Battle of Lundy's Lane was one of the fiercest land battles of the War of 1812 – but also one of the deadliest ever fought on Canadian soil, with high casualties suffered on both sides. Nearly 1,800 men were killed, wounded or missing during the battle.

As the Americans surged forward, the British army – which included the Canadian regular troops, militia and First Nations allies – fought valiantly to hold their position to prevent the American troops from moving further north. Fighting continued at close range until midnight when darkness and the thick smoke prevented the combatants from continuing the death struggle.

As a result of the bloody fighting at Fort Erie and Lundy's Lane, regular Canadian-recruited Fencible Regiments (notably the Glengarry Light Infantry Fencibles and the 104th Regiment of Foot from New Brunswick) as well as the Battalion of Incorporated Militia of Upper Canada were awarded the battle honour NIAGARA for their actions and exemplary service at Lundy's Lane and in the 1814 Niagara campaign. Their successors in the Canadian Army now carry the NIAGARA battle honour recently awarded by the Government of Canada.

The Battle of Lundy's Lane is sometimes referred to as the Battle of Niagara Falls since the fighting occurred just two kilometres west of the falls.

Today, the battlegrounds at Lundy's Lane are known as Drummond Hill and include the Drummond Hill Cemetery which is the final resting place for many of the battle's victims, as well as Laura Secord – Canada's War of 1812 heroine – following her death in 1868.

EX SABER STRIKE:

SABER STRIKE 2014, is a long-standing, multilateral, multifaceted, U.S. Army- Europe-led security cooperation exercise. Soldiers from 3rd Battalion, Princess Patricia's Canadian Light Infantry based in Edmonton, Alberta joined more than 2,000 personnel, including 45 already-deployed Canadian soldiers participating in this annual exercise which is being held this year in Latvia, Estonia, Poland and Lithuania.

L'EX SABER STRIKE :

SABER STRIKE 2014 est un exercice multilatéral et multidimensionnel de coopération en matière de sécurité mené depuis longtemps par l'Armée des États-Unis en Europe. Un contingent de soldats du 3^e bataillon, Princess Patricia's Canadian Light Infantry, basé à Edmonton, en Alberta, s'est joint à plus de 2 000 militaires, dont 45 soldats canadiens, qui participent à l'exercice annuel, qui se tient cette année en Lettonie, en Estonie, en Pologne et en Lituanie.



Corporal Leadbetter of 3 PPCLI swims for 20 meters as part of helicopter cast training in the Oleszno training area in Poland on June 13.

Le Cpl Leadbetter, du 3 PPCLI, franchit 20 mètres à la nage pendant un exercice de largage par hélicoptère effectué dans le secteur d'entraînement d'Oleszno, en Pologne, le 13 juin.

Summertime Training

L'entraînement estival



Sgt Rosentreter and Pte Camiot of 3 PPCLI watch their arcs of fire while securing the Ziemsko Airfield in Poland, as part of Exercise SABER STRIKE on June 11.

Le Sgt Rosentreter et le Sdt Camiot, du 3 PPCLI, montent la garde lors de la prise de l'aérodrome de Ziemsko, en Pologne, pendant l'exercice SABER STRIKE, le 11 juin.



A Danish sailor on the bridge of Her Danish Majesty's Ship *ESBERN SNARE* relays information during a sail past with HMCS *Regina* during Op REASSURANCE on June 12 in the Mediterranean Sea.

Un marin transmet des renseignements à bord du navire danois de Sa Majesté *Esbern Snare*, qui croise le NCSM *Regina* dans la mer Méditerranée, le 12 juin, pendant l'op REASSURANCE.



Paratroopers from 3 PPCLI jump from a Black Hawk Helicopter during helicopter casting training in the Oleszno training area of Poland, on June 14.

Des parachutistes du 3 PPCLI, d'Edmonton, traversent un champ en transportant leur parachute à Ādaži, en Lettonie, le 12 juin, pendant l'ex SABER STRIKE.

Paratroopers from 3 PPCLI Edmonton carry their parachutes across a field during Ex SABER STRIKE in Ādaži, Latvia on June 12.



Pte Mann of 3 PPCLI shoots a bearing with a Suunto compass during navigation training in the Oleszno training area of Poland, on June 15.

Le Sdt Mann, du 3 PPCLI, prend un relevé au moyen d'une boussole Suunto pendant l'entraînement en orientation mené dans le secteur d'entraînement d'Oleszno, en Pologne, le 15 juin.



Corporal Bruno St-Jean from 3 PPCLI, Edmonton receives the Latvian parachutist wings from Lieutenant General Raimonds Graube, Chief of Defence of Latvia during Exercise SABER STRIKE in Ādaži, Latvia on June 12.

Le Lgén Raimonds Graube, chef de la Défense de la Lettonie, remet au Cpl Bruno St-Jean, du 3 PPCLI, d'Edmonton, un brevet de parachutisme letton, à Ādaži, en Lettonie, le 12 juin, pendant l'ex SABER STRIKE.



Members of 1st Battalion, R22eR board their light armoured vehicles on the French Navy Ship *Le Mistral* for Ex LION MISTRAL 2014 in Halifax, N.S.

À Halifax, en Nouvelle-Écosse, des soldats du 1 R22^eR chargent des véhicules blindés légers à bord du *Mistral*, navire de la marine française, en vue de l'exercice LION MISTRAL 2014.



Aviation Technicians, Cpls Tommy Fortier (left) and Jonathan Germain perform maintenance aboard a CF-18 Hornet on June 11, in Câmpia Turzii, Romania where members of Canadian Air Task Force Romania are participating in Op REASSURANCE.

Les Cpl Tommy Fortier (à gauche) et Jonathan Germain, techniciens en aéronautique, procèdent à l'entretien d'un CF-18 Hornet, le 11 juin, à Câmpia Turzii, en Roumanie, où les militaires de la force opérationnelle aérienne du Canada en Roumanie participent à l'op REASSURANCE.



Members of 1st Battalion, R22eR form a human chain to transfer their equipment on to the French Navy ship *Le Mistral* during Ex LION MISTRAL 2014 in Halifax, N.S. on June 16.

Des militaires du 1 R22^eR chargent leur équipement à bord du *Mistral*, navire de la Marine française, pendant l'exercice LION MISTRAL 2014, à Halifax, en Nouvelle-Écosse, le 16 juin.

EX LION MISTRAL:

Approximately 200 Canadian Army soldiers from 5 Canadian Mechanized Brigade Group in Valcartier, Qc took part in Ex LION MISTRAL alongside members of the French Navy and Royal Canadian Air Force in Gaspé, Qc.

L'EX LION MISTRAL :

Environ 200 soldats de l'Armée canadienne provenant du 5^e Groupe-brigade mécanisé du Canada, basé à Valcartier, au Québec, ont participé à l'exercice LION MISTRAL, à Gaspé, au Québec, en compagnie de militaires de la Marine française et de l'Aviation royale canadienne.