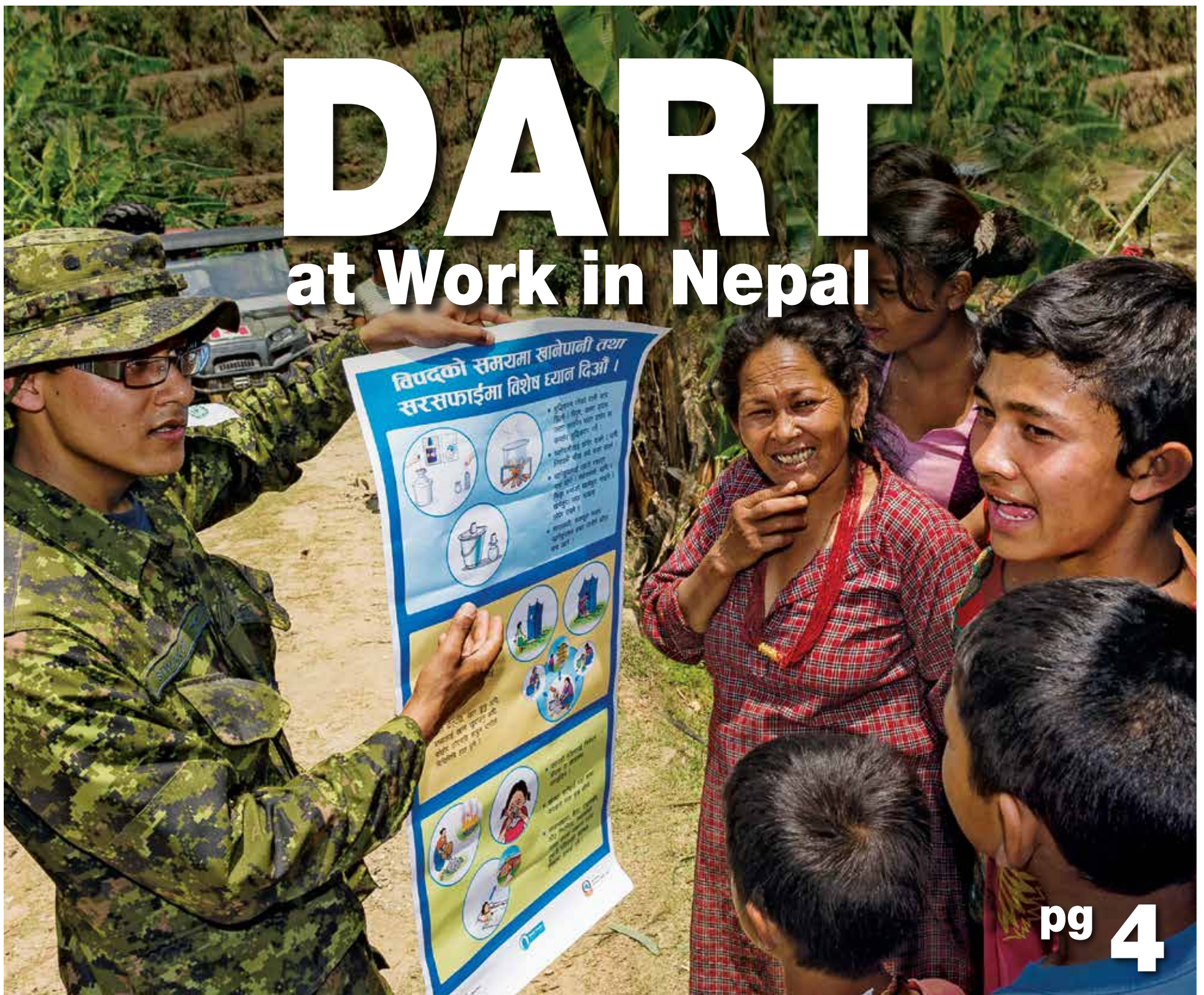


THE Maple Leaf LA Feuille d'érable

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Keeping the Defence Team informed

Français au verso



VCDS TALKS ABOUT THE MOVE TO THE CARLING CAMPUS



The new home of NDHQ has many skylights which provide employees with access to natural sunlight.

Starting next year, National Defence Headquarters (NDHQ) will consolidate many of its locations and personnel into the Carling Campus, a large, inter-connected modern complex in Ottawa's west end. Recently, Lieutenant-General Guy Thibault, Vice Chief of the Defence Staff, spoke about the Carling Campus and what it means for the Defence Team.

Here are some excerpts of that discussion.

What are your thoughts about the move to the Carling Campus?

VCDS: On a personal side, I'm actually really enthusiastic. When people are [visiting] out there they can't help but conclude what a fantastic place this is going to be to work. When we look at the way this Department currently operates and the buildings that we work out of, I'm enthusiastic about the degree of overall change. It starts to stir the imagination, starts to allow people to see a different way of working, see a different way of being a Defence Team. That's what really excites me.

How does the consolidation of NDHQ affect the whole Defence Team, not just those living in the Ottawa area?

VCDS: The world we live in necessitates us constantly adapting to change and moving forward. We can't stop the world from turning. We can't stop the fact that, for our Department and the Canadian Armed Forces, the international security environment gets a say. We weren't in Iraq [last year], we're in Iraq now. We weren't responding to the crisis in Central Europe with Ukraine, but we are today. We didn't ask for the attacks

that happened in October that killed two members of the Canadian Armed Forces but it happened. And we have to reform the way we're doing our business ... we have to think smarter, be more creative. We have to be more innovative, we have to tap the full potential of everybody that's working on the Defence Team, and recognize there are opportunities we have not fully taken advantage of. And the Carling Campus is one of those initiatives. It represents a whole new way of working as a Defence Team.

What is the role of technology in the modern workplace (Workplace 2.0), especially at the Carling Campus?

VCDS: I think in Canadian society at large, when it comes to how we're using technology, we're actually further ahead in our personal lives than our work lives, and we need to catch up. We need to put into the hands of our employees the means to be more effective at their jobs. We've got to work differently, leveraging an electronic work environment, the tools and the interface with technology in a way we already use in our daily lives but not our professional lives. Workplace 2.0 is more than cubicle size or size of your divider, but rather really working in a very different way. The Carling Campus will give us great new opportunities like an electronic work environment and the technology tools that people need to do their jobs. And this will have really important effects on the way people feel about the work they're doing and their productivity. ♦

CARLING CAMPUS: REDEFINING THE WORKPLACE

NDHQ is moving to Ottawa's west end into a large, inter-connected facility currently referred to as the Carling Campus. But there's a lot more to the project than just relocating 8,500 people.

"This isn't a move but a complete culture change," explained Chief Petty Officer, 1st Class Geoffrey McTigue, command chief for the VCDS.

And Lieutenant-General Guy Thibault, Vice Chief of the Defence Staff, is similarly enthusiastic. "It starts to stir the imagination," he stated, "starts to allow people to see a different way of working and being a Defence Team."

A number of initiatives are being implemented as part of a larger transformation of NDHQ, confirming NDHQ's role as a strategic leader in change and innovation.

In Workplace 2.0, an initiative of the government, and being implemented at the new NDHQ, the physical elements of the modern workplace have been re-designed to make it healthier, efficient and effective. Lower partitions promote air circulation and light, while acoustic elements such as noise baffling panels and water features minimize sound levels. The campus incorporates water elements such as fountains, as well as trees and indoor plants. Large windows and skylights maximize natural light.

Notwithstanding these physical attributes, "we need to look beyond the cubicle," said Natalie Brose, an accommodations manager with the project. "The whole campus will be your workspace."

With IT solutions like Wi-Fi (in 30 per cent of the campus) and numerous collaborative areas throughout the facility, employees will be able to work and meet in multiple locations. Mobility will be a hallmark of the new NDHQ.

Another technology solution presently being studied by the project team is the ability to print from any printer in the campus, not just the ones mapped to an employee's desktop computer. Computers enabled with voice-over-internet-protocol technology will allow personnel to connect with colleagues more effectively. More integrated information management technology and processes will mean better access and control of the information necessary for one's job, as well as being more environmentally sustainable.

"We're a human enterprise," explained the VCDS. "In the end, we've got processes, we've got organizations, and we've got systems. But the thing that makes us tick is the people-to-people dimension. And the Carling Campus will let us take advantage of the new facility and the new way of working." ♦



The Carling Campus, soon to become the new home of NDHQ, is unlike any other establishment in the defence portfolio. The inter-connected facility is located in a natural setting, surrounded by ponds, protected wetlands, and woods.



With numerous buildings and roads to rename, NDHQ's new home will reflect Canada's long and proud military heritage.

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COVER:

Cpl Yasabi Siwakoti, language and cultural assistant, explains the dosage of a medication to a local patient in Belaphi, Nepal.

Photo: MCpl Cynthia Wilkinson



Over the course of Canada's military engagement in Afghanistan, 20 Canadian Armed Forces (CAF) members were awarded the Star of Military Valour (SMV) to recognize their extraordinary self-sacrifice or devotion to duty in the presence of the enemy. Their actions saved the lives of their comrades-in-arms, Canadian, Afghan and allied alike.

These members received further recognition when Defence Minister

Jason Kenney, unveiled a cast bronze plaque in their honour at the Valour Building on May 25. The Valour Building is one of the ways the government is paying tribute to CAF members who served with distinction during Canada's mission in Afghanistan.

The SMV was the highest military decoration awarded during the Afghanistan mission.

Of the 20 military valour decorations, one was awarded posthumously to Captain Jonathan

PLAQUE HONOURS

Star of Military Valour recipients

Snyder. Seven Special Forces members are among the recipients, only three of whom can be listed.

Common experiences

While the particular details of each situation are different, there are some common elements to their experiences.

Many of the SMV recipients rose to the forefront in times of extreme danger. For each of these individuals, the SMV recognizes the tactical skills, dedication to their fellow soldiers, and the leadership skills that enabled them to take control of situations where their lives were in great peril.

Other recipients exposed themselves to danger while administering life-saving first aid, responding to an insurgent ambush, or entering into combat zones to save the lives of civilians and military members alike.

Valour Building

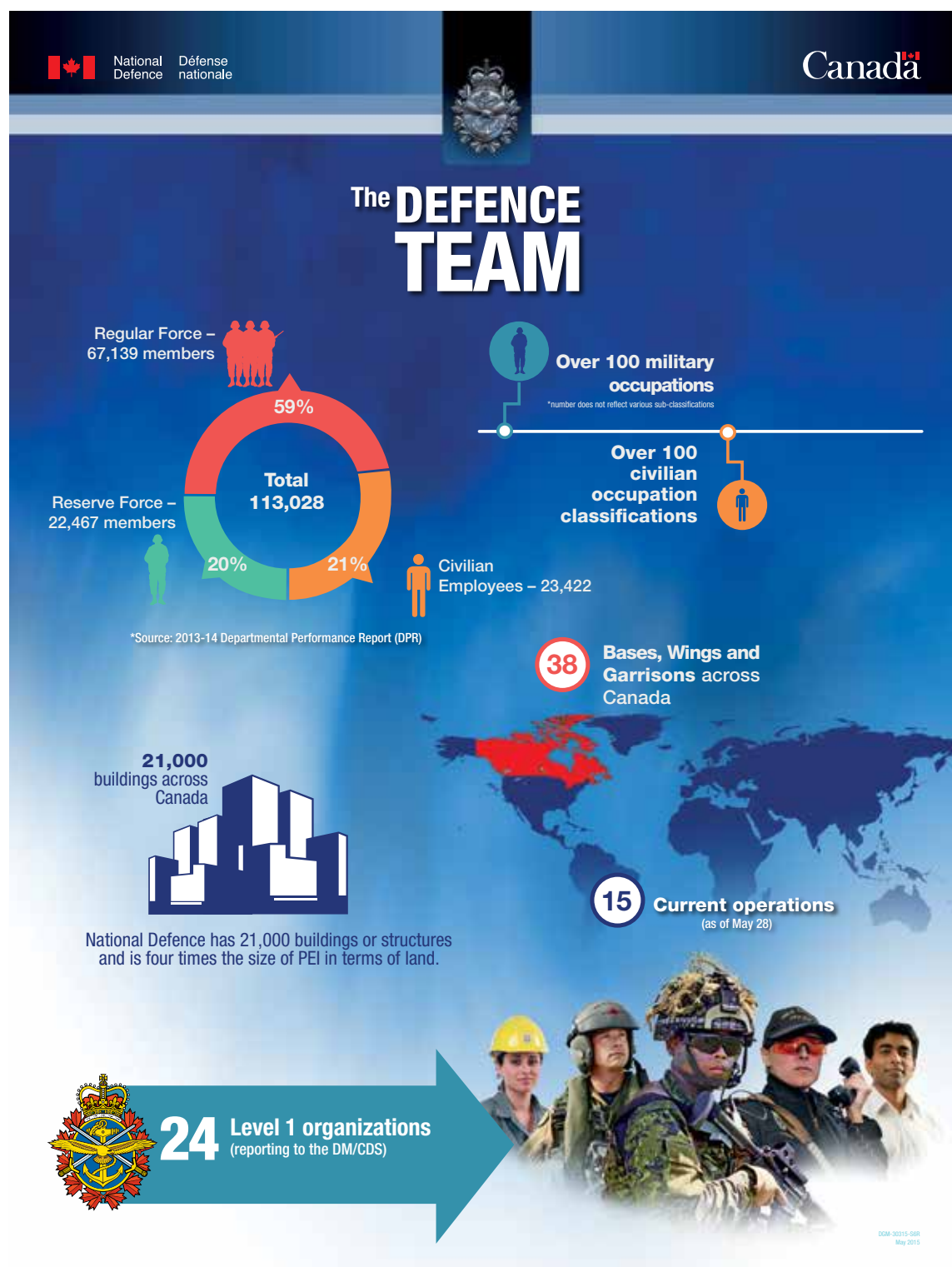
The Valour Building, formerly known as La Promenade Building, was renamed last year as part of the National Day of Honour on May 9 that served to commemorate the end of Canada's military engagement in Afghanistan. More than 40,000 CAF members served in Afghanistan between 2001 and 2014, making it the largest deployment of CAF personnel since the Second World War.

The plaque, and the Valour Building itself, will serve as a visual reminder for years to come of the sacrifices and valiant service of the men and women who served in Afghanistan.

For more info on the Valour Building please check out the centre spread. ♦



THE DEFENCE TEAM AT A GLANCE



OP SIRONA – THE SIGN SAYS IT ALL



The public service announcement sign tells of the atmosphere in Sierra Leone, and what people faced everyday living in fear of this disease. The camp which allied forces are working however is well-established to treat local and regional health care workers.

Op SIRONA is the military component of the Canadian whole-of-government contribution to fighting the Ebola outbreak in West Africa. CAF personnel have been augmenting efforts undertaken by the UK to combat the spread of the Ebola virus disease in Sierra Leone since December of 2014.

The outbreak of the Ebola virus disease is the deadliest occurrence of the disease since it was discovered in 1976. The World Health Organization estimates that over 10,000 people have been infected during the outbreak, with thousands of those cases resulting in fatalities. Liberia, Guinea, and Sierra Leone have been the most heavily affected nations. Cases have also been confirmed in Nigeria, Senegal, Mali, Spain, and the US.



FACE OF OPERATIONS

OP RENAISSANCE: DART RESPONDS TO NEPAL EARTHQUAKES



PHOTO: MCpl Cynthia Wilkinson

Cpl Yasabi Siwakoti, language and cultural assistant, explains the dosage of a medication to a local patient in Belaphi, Nepal on May 10.

More than 200 members of the CAF had deployed in Nepal aiding victims from the 7.8 magnitude earthquake that hit Nepal's capital, Kathmandu, on April 25, and the major after-shocks which triggered avalanches in the Himalayan Mountains.

The Disaster Assistance Response Team (DART) worked and shared their expertise with the Nepalese Government, local authorities and international aid organizations to meet Nepal's needs. Elements of the DART deployed providing engineering support to clear roads to allow movement of personnel and aid, as well ensure access to water sources for the local population.

In addition, CAF engineers are working to remove rubble, tear down buildings and render facilities safe in concert with the Nepalese Army, Police and non-governmental organizations.

The DART is equipped to conduct emergency relief operations for up to approximately 40 days to bridge the gap until national and international aid agencies arrive to provide long-term help. Working alongside local authorities and other international organizations and agencies, DART acts as a stabilization measure until regular services are restored. The DART fully ceased operations in Nepal on May 28. ♦



PHOTO: Sgt Yannick Bédard

CAF combat engineers from the DART level a street with versatile vehicle engineering in the city of Sankhu Nepal.

Tapping into social media and digital volunteers to IMPROVE DISASTER RECOVERY OPERATIONS

A strong online presence was a key component allowing digital volunteers to help during recovery operations following a fictional Hurricane. These tech savvy individuals can work online from anywhere in the world, gathering and analysing social media data to provide a variety of information services to emergency professionals, humanitarian workers and government organizations during disasters.

The experiment, held from November 18-20, 2014, was a collaborative effort dealing with a fictitious disaster scenario – a powerful hurricane that tore through areas along the Canada/ US border (Halifax and the Northeastern US coast) – and engaged directly online, using social media, in response to the situation.

Social media: Impactful purpose

Whether it is Facebook, Twitter, Instagram, or other platforms, Canadians are turning to their computers, cellphones, tablets and other mobile devices to engage with their community, keep in touch with friends and family, and stay informed about world events. However, the use of social media is not limited to leisure; emergency responders have recognized a more impactful

purpose—one that could save lives.

"We are seeing a major culture change in emergency management and protective services," said Jason Cameron of the Calgary Emergency Management Agency. "We are moving from a 'don't share unless you have to' environment to one that is more transparent, one where we try and share information unless there is good reason not to."

"Social media technologies and processes in collaboration with digital volunteers offer the potential to augment emergency management capabilities," said Philip Dawe, acting section head, Multi-Agency Crisis Management, Defence Research and Development Canada's Centre for Security Science (DRDC CSS).

Representatives from different organizations played the roles they would usually play, either from the experiment control room in Halifax or virtually from various locations in Canada and the US. Attendees of the 2014 Red Cross Disaster Management Forum provided additional digital input to the experiment by playing the role of 'hurricane survivors'.

"Since a large part of the general public is on Twitter and Facebook anyway, tapping into these tools allows

important messages to reach greater audiences," said Kate Kaminska, a research analyst at DRDC CSS. "We really have to shift the paradigm of thinking of the public as 'victims' of disasters to thinking of them as 'survivors' who can actively contribute to disaster recovery."



Digital volunteers

At the start of the experiment, Halifax Regional Municipality (HRM) requested digital volunteer assistance to help manage the large volume of social media information. The Canadian volunteers worked with remotely located digital humanitarians in the US to deliver regular reports to HRM that captured major issues raised

on social media.

As the experiment unfolded, participants coordinated actions and resources, addressed rumours and misinformation and carried out other disaster management strategies in real-time in response to the evolving hurricane scenario.

"We all have a role to play. From witnesses who share pictures, videos, and comments on social networks, to digital volunteers who monitor, aggregate, and analyze social data, to emergency management officials who realize the full benefits of having a firm grasp of how an incident is evolving based on crowdsourcing," said Patrice Cloutier, a team lead for Canadian Virtual Operations Support Team.

During the recovery phase, information was presented to the participants through a closed web portal, which simulated popular social media tools, such as Facebook, Twitter, YouTube, and blogs. These were used to send and receive messages between emergency management organizations and the public.

Benefits and areas for improvement identified

The experiment clearly demonstrated

the benefits of using social media in emergencies and identified areas requiring further study. Participant feedback indicated that the use of social media contributed to a more efficient exchange of information, improved co-operation between digital volunteers and disaster recovery organizations, and promoted more participation within an environment that made sharing information easy.

Areas identified as needing further development included the need for more social media awareness and education, policy improvements, and training for employees.

"The impacts are far reaching. From response partners, to non-governmental organizations to citizens, we are finding that the timely sharing of meaningful information allows people to make informed decisions to reduce the impact of crisis on themselves, their families, and community. The more you can share, the more resilient you are, as an individual and as an organization," said Mr. Cameron.

For the full version of this article visit: www.drdc-rddc.gc.ca/en/dynamic-article.page?doc=tapping-into-social-media-and-digital-volunteers-to-improve-disaster-recovery-operations/i99x5gfl.



INTERNATIONAL COOPERATION ADVANCES CBRN TRAINING

CAF members responded to a simulated chemical agent attack, part of the training during Exercise MAPLE RESOLVE, held early May at CFB Wainwright, Alta.

This scenario instructs Canadian and US military personnel how to identify, secure protection from, and initiate decontamination of chemical, biological, radiological and nuclear (CBRN) threats. Exercise participants reacted rapidly, effectively and professionally to the challenge. For the second year in a row, the decontamination capability was provided by members of the US Army 308th CBRN Company from Vallejo, CA, who brought one platoon and nine vehicles to the northern Alberta army base. ♣



Ex MAPLE RESOLVE participants undergo decontamination after a simulated chemical agent attack at CFB Wainwright, AB.



Capt Christian Doucette, desk officer with the Directorate of CBRN Defence and Operational Support, debriefs US Army personnel during Ex MAPLE RESOLVE, held for the second year at CFB Wainwright, AB.

Precision in training; excellence on operation

“Measure with a micrometre; cut with an ax.” This may have been the case when it came to artillery on the battlefields of wars long ago but today, the level of training required to provide the high degree of precision that is expected of modern day artillery support has evolved way beyond what most could even imagine.

As in all other aspects of the Canadian Army (CA), technology has found a place in the artillery world. Even as recently as the 1980s, electronics were not nearly as prevalent as they are presently, but now, the range of weapons systems like the 105mm LG1 Mark II Howitzer can reach up to 18 kilometres and the 155mm M777C1 Howitzer, one of the most technologically advanced Artillery weapons systems in the world, when combined with Excalibur GPS-guided munitions, has a range as far as 40 kilometres with incredible precision and accuracy.

Required Skills

Advanced skills in mathematics, trigonometry, geometry and ballistics are only part of what it takes to operate the advanced precision weaponry of the Canadian Artillery. Having a keen understanding of the myriad technical calculations and conditions that must be factored into determining where each round will land requires years of specialized training and experience and few do a better job of teaching this, than the Royal Regiment of Canadian Artillery School (RCAS).

At any given time, RCAS has anywhere from 60 to 70 students undergoing training, not including Assistant Instructor in Gunnery (AIG) and Instructor in Gunner (IG) courses which run 11 months. In the summer months, the emphasis shifts to Primary Reserve training.

“If you ever watch an assessment, the AIG and the IG will brief the students, but you will notice the AIG will concentrate more on the technical issues of the mission and the IG will concentrate more on the tactics,” said Battery Sergeant Major, Major Warrant Officer Dennis Goodland, W Battery, RCAS.

W Battery has up to 126 members maintaining the demands of artillery training at the Combat Training Centre, spending more time in the field than any other Battery in the Royal Canadian Artillery.

“At the end of the day, we are preserving core warfighting skills, in that we can provide a battery of guns to put steel on target, affecting a fairly large footprint on the battlefield,” said Captain Nicholas Kaempfer, Battery Captain, W Battery, RCAS. “But, if we maintained that one currency only, our ability to influence the ever-changing battlefield of the 21st century would remain limited. This has pushed the continued development of both our precision fires and surveillance target acquisition capability.”

Other Training and Expertise

In conjunction with traditional artillery instruction, the RCAS also provides Air Defence training and expertise. Along with Air Defence training, the RCAS Air Defence Cell is the Centre of Excellence for Tactical Data Links within the CA and as such works closely with the Royal Canadian Air Force and the Royal Canadian Navy.

The Royal Regiment of Canadian Artillery has responded to the needs of the CA, coordinating complex activities with other elements in the battlespace. This is another area where the instruction at RCAS contributes to outstanding technical and tactical training. In cooperation with the RCAF, gunners exercise great skill and technical knowledge flying UAVs, detecting targets and calling in fire missions while Joint Terminal Attack Controllers can call in targets employing CF-18s and other “fast air”.

Corps Evolution

Without a doubt, the Artillery has evolved from its earlier days and continues to do so. The training that members of the modern Artillery Corps receive is preparing the CA for the future. From radar and sound ranging to precision guided munitions, W Battery is producing highly skilled and technically-minded professional soldiers whose responsibilities to affect the modern battlespace continue to grow along with the technology they use to do so. ♣



Members from the Royal Regiment of Canadian Artillery School W Battery conduct live fire training in the Gagetown Range and Training Area

PHOTOS: Cpl Alex Parenteau



Sgt Chad Giles (left) supervises Gnr Marcus Cantwell during live fire training in the Gagetown Range and Training Area.

Online tools for maintaining LANGUAGES SKILLS

Practice and discipline are both crucial in maintaining second official language skills. It is much easier to maintain language abilities than to allow them to lapse and then have to restart the learning process. There are a variety of online resources to help with language skill retention:

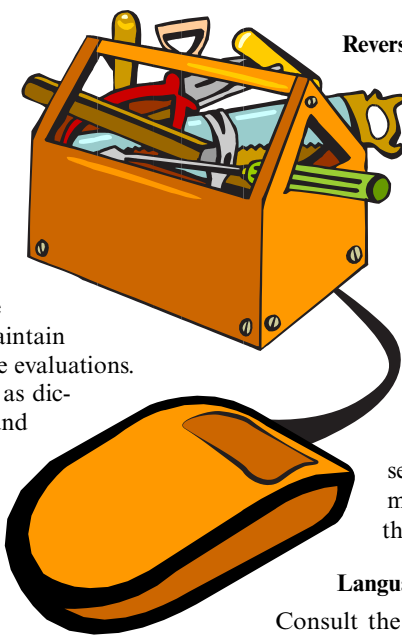
My Second Language Toolbox

In My Second Language Toolbox, you can find Web links to Canada School of Public Service and online courses to help you acquire and maintain language skills and prepare for second language evaluations. You will also find links to language tools such as dictionaries, crossword puzzles, translation tools and quizzes. Our thanks to the Secretariat of the Assistant Deputy Minister (Policy) for developing it.

Preparation for Second Language Evaluation

Visit the Canada School of Public Service Website (www.cspc-efpc.gc.ca) and take the following online courses at no cost:

1. Preparation for the French as a Second Language Evaluation: Written Expression and Reading Comprehension
2. Preparation for the English as a Second Language Evaluation: Written Expression and Reading Comprehension



Reverse Mentoring Initiative

The Federal Youth Network's Reverse Mentoring Initiative, available on the GCpedia Website at: www.gcpedia.gc.ca, allows participants to converse with a mentor of their choice to improve the use of their second official language. Any public servant who wants to become a mentor and help others practice their second official language can add his or her contact information to the Federal Youth Network's national mentoring inventory list. Any public servant or CAF member can become a mentee by connecting with a mentor from that list.

Language Portal of Canada

Consult the Language Portal of Canada (www.noslangues-ourlanguages.gc.ca), for access to Canadian resources that deal with various aspects of language to help you communicate effectively in English and French.

For more information on official languages within the Department of National Defence and the Canadian Armed Forces, visit the Director Official Languages intranet site at: cmp-cpm.mil.ca/en/support/official-languages/official-languages-index.page. ♦



CHANGES TO THE MAPLE LEAF DISTRIBUTION

Starting in July, *The Maple Leaf* will no longer be distributed to those outside of the Department of National Defence (DND) and the Canadian Armed Forces (CAF). Readers impacted by these changes may subscribe to the external stakeholder e-newsletter, *Defence Connexion* to continue to stay current with Defence news and issues. *Defence Connexion* features many of the stories found in *The Maple Leaf*.

Subscribing to *Defence Connexion* is free and easy! Visit www.forces.gc.ca and scroll down to the bottom of the screen and click the *Defence Connexion* button in the "Featured" area. Click "subscribe" and fill in your information.

CAF members prepare for the 2015 NIJMEGEN MARCHES

Despite this year's late Spring and persisting winter temperatures throughout much of the country, CAF members once again donned their rucksacks and headed out into the snow and rain to train for the annual Nijmegen Marches; a tradition that's been upheld since 1952.

Training began in March for the 14 Canadian Army, Royal Canadian Navy and Royal Canadian Air Force teams from across Canada that will participate in this year's event in July alongside marchers from around the world to commemorate the 70th anniversary of the liberation of the Netherlands from Nazi occupation. This year also marks the 99th year of the Marches, which originated in 1909 from Dutch military efforts to increase the long-distance marching and weight-carrying ability of their infantry soldiers.

Two countries, One spirit

Canada continues to have a special relationship with the Netherlands since the Canadian

military took part in the effort to liberate the Netherlands during the Second World War. Canada's participation in the Marches serves as a reminder of our shared past as two countries with one spirit. As with every year, the strong bond shared between our countries will be demonstrated through the Four Days Marches that will bring our soldiers throughout the Netherlands countryside to finish in the heart of the city of Nijmegen.

The Marches, originally restricted for military members, have since evolved into an international event drawing over 45,000 civilian and military participants from over 50 nations. Today's marches entail walking 40 km a day, for four days while carrying a 10 kg load, making the event both physically and mentally demanding; a challenge Canadians look forward to successfully sharing and completing with our friends and allies.

Training towards the Netherlands

Despite the mental and physical fortitude required during the Marches, the hardest part might just

be the build-up training to get there. With the Marches increasing in popularity each year, CAF members have long competed for the 11 coveted spots on their local team. To earn the privilege of marching 160 km along cobblestone streets in the heat of summer first requires training at home in all extremes including the snow, rain, and cold. Most of our marching teams begin in March and train three times per week in all conditions until final selection in June. If you go into it with the right attitude and conditioning, you could find yourself on your way to the Netherlands.

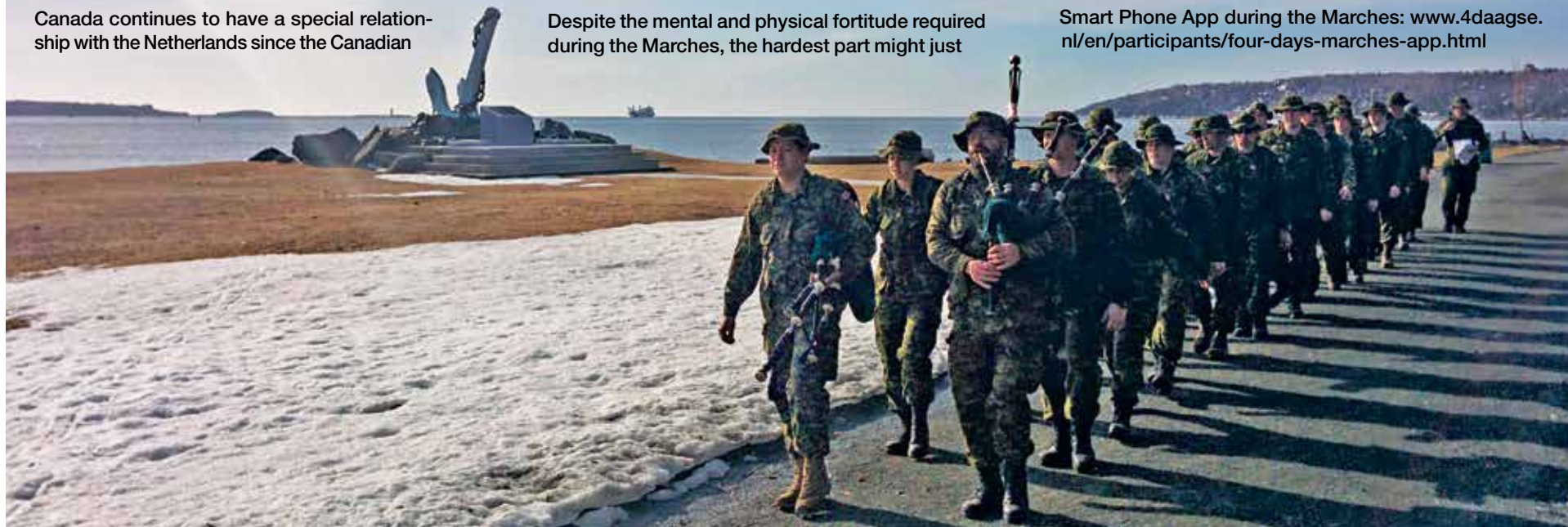
To follow our Nijmegen Marching teams on their journey to the Netherlands this year, follow us on social media:

Flickr: "Canadian Forces Photos," www.flickr.com/photos/69045638@N04/sets/

Facebook: "Joint Task Force Nijmegen," www.facebook.com/JointTaskForceNijmegen?fref=ts

Twitter: @CanadianForces, www.Twitter.com/CanadianForces

Smart Phone App during the Marches: www.4daagse.nl/en/participants/four-days-marches-app.html



CAF members from across Canada train for the annual Nijmegen Marches in commemoration of the 70th Anniversary of the Liberation of the Netherlands.

Defence Renewal

Canadian business leaders provide RENEWAL ADVICE TO DEFENCE TEAM

When faced with a challenging and complex task, have you ever sought advice from someone who may have dealt with a similar problem and can provide a fresh perspective? This is exactly what senior leadership did on April 27 at the inaugural meeting of the Defence Renewal External Advisory Committee (EAC).

Although the Defence Team has access to academic and retired military stakeholders for advice on Defence issues, this ad hoc committee of senior Canadian business executives from some of Canada's largest and most successful companies will offer a fresh and unique perspective on the challenges of renewal.

Experienced volunteer executives are:

- Alan Butterfield, Vice-President, Air Canada Maintenance and Engineering. Area of Expertise: maintenance execution.
- Joe Cooper, Executive Vice-President and Chief Information Officer, Manulife Financial. Area of expertise: Information Management, change management.
- John Paul Macdonald, Senior Vice-President, Human Resources and Public Affairs, Bombardier Inc. Area of expertise: human resources and communication.
- Pat Sinnott, Executive Vice-President (Ret), Logistics and Supply Chain, Canadian Tire. Area of expertise: logistics and supply chain.

After receiving a warm welcome from the DM and the CDS, these four senior executives spent the morning discussing how the Defence Team can change the way they work for the better with the Associate Deputy Minister, John Turner; Vice Chief of the Defence Staff, Lieutenant-General Guy Thibault;

DND/CAF Chief of Review Services, Amipal Manchanda and Defence Renewal lead, Major-General Jay Milne.

Why the EAC is important?

The VCDS stated "We must approach our resource management and business planning the same way we conduct our military operations: with excellence, efficiency and in a way that earns us the trust and confidence of Canadians." LGen Thibault went on to say that "our Defence Renewal goals are ambitious but we are serious about change. Reaching out to the private-sector for advice is indicative of our commitment to doing Defence Renewal right."

This initial meeting covered a broad range of topics and the executives were confident in providing some early advice. They stressed the necessity for leaders and managers at all levels within the organization to recognize the need to get out of their comfort zones and be open to exploring new ways of doing things.

The Way Forward

Going forward, the EAC will support the Defence Renewal program by continuing to meet as a group on a regular basis. The members may also offer advice in their specific areas of expertise on an individual basis.

Not only are the EAC members highly trained and experienced business professionals, they are taxpayers as well and they were unanimous in their praise of the Defence Team's commitment to finding smarter ways to work.

If you have suggestions or ideas that will help the Defence Team do things better, smarter, faster or more efficiently, contact the Defence Renewal Team at: dt-ed.mil.ca/defence-renewal/index-eng.asp#tabs-1. ♣

EAC Facts & Figures


AIR CANADA

 27,000 employees

 Operates 200 aircraft

BOMBARDIER

 74,000 employees

 80 production and engineering sites in 28 countries

CANADIAN TIRE

 85,000 employees

 1,700 retail and gasoline outlets from coast-to-coast

MANULIFE

 29,000 employees and 58,000 agents around the world

May ANNOUNCEMENTS

Numerous announcements bloomed across the Defence Team in May...

May 25

HMC Ships depart for coastal patrols

HMC Ships *Saskatoon* and *Yellowknife* have left CFB Esquimalt to conduct operations, including coastal surveillance and port visits, along the coast of British Columbia, until mid-June.

May 21

CDS met with NATO Chiefs of Defence

General Tom Lawson, Chief of the Defence Staff, met with his North Atlantic Treaty Organization (NATO) counterparts for a NATO Military Committee meeting in Brussels, Belgium. The two-day meeting was to focus on the evolving global security environment and the associated implications for NATO; the way ahead for implementation of the Readiness Action Plan by the 2016 NATO Summit; security situation in Ukraine and Georgia; updates on the Alliance's assurance measures in Central and Eastern Europe; and reinforcing NATO's military co-operation with key regional partners.

May 18

CDS visits members in the Sinai Peninsula

Gen Tom Lawson, Chief of the Defence Staff, visited CAF personnel deployed on Operation CALUMET, Canada's participation in the Multinational Force and Observers (MFO) in the Sinai Peninsula.

Op CALUMET consists of approximately 70 CAF personnel based at the MFO North Camp in El Gorah, Egypt. The Canadian contingent provides the MFO with key members of its headquarters staff and recently expanded its contribution by approximately 30 Military Police and support personnel.

May 15

CAF members train in Romania

CAF personnel took part in Exercise SARMIS in Cincu, Romania, as part of Op REASSURANCE. Ex SARMIS is a multinational exercise focussed on further developing interoperability between NATO allies and enhancing joint operational capabilities.

CAF divers help in Estonia

CAF clearance divers and support personnel took part in Op OPEN SPIRIT 2015 in Estonia alongside personnel from the Estonian Naval Flotilla (ENF) and 12 other partner nations.

Op OPEN SPIRIT is conducted to dispose of sea mines and other munitions remaining on the seabed from the First and Second World Wars.

May 13

New Commander of Joint Task Force-Iraq

Brigadier-General Lise Bourgon assumed command of Joint Task Force-Iraq (JTF-I) from BGen Dan Constable in a ceremony at Camp Canada in Kuwait.



Members of the Land Task Forces build a work bench using dead fall in Cincu, Romania on Ex SARMIS.

As commander of JTF-I, BGen Bourgon now commands approximately 600 CAF personnel deployed on Op IMPACT—Canada's military contribution to the multinational coalition against the so-called Islamic State of Iraq and Syria (ISIS). JTF-I includes Air Task Force-Iraq (ATF-I) as well as planning teams and liaison officers working alongside counterparts.

May 13

Canadian First World War soldiers buried in France

Eight Canadian First World War soldiers were buried with military honours at Caix British Cemetery in Caix, France. All eight were deemed to be from Winnipeg's 78th Battalion.

May 11

Base receives infrastructure investment

CFB Borden receives funding through new federal infrastructure investments of \$22.5 million to improve Infrastructure and upgrades to military quarters, the renovation of military housing, as well as the construction of a new Ammunition Transit Facility.

May 8

CAF Medical Team returns home

The second group of CAF personnel on Op SIRONA arrived in Ottawa after deploying to West Africa in support of the government's response to fight the Ebola epidemic.

The return followed a handover with the third group of CAF military doctors, nurses, medics, and support staff at the United Kingdom's Kerry Town Treatment Unit in Sierra Leone. Among those returning was Lieutenant-Colonel Gary O'Neil who served as the Task Force's first commander. Canadians continue to work alongside their British counterparts in providing essential medical care to local and international healthcare workers.

TELLING THE DEFENCE STORY



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. Just like Pascal Michaud who was featured in our October 2014 issue.

IMPROVING DEFENCE ONE IDEA AT A TIME

Do you know someone who has gone above and beyond to improve the way you work? We want to hear about them!

Because not every idea starts at the top, The Innovators series was created to celebrate our colleagues who are helping to improve Defence, one idea at a time.

We're looking for grassroots success stories of members who have taken it upon themselves to recommend new and innovative ways to change how we work.

To see some of the articles or videos already created, visit the Defence Team site at dt-ed.mil.ca and click on The Innovators.

If you know a colleague or small team who has had an idea to improve how we work, and then acted on it, tell us the story. Selected submissions will be featured in upcoming segments of The Innovators.

Contact us at internal_communications_internes@forces.gc.ca and tell us about your innovation.

“Innovation is not a sure bet. It takes multiple failures to make a success.”

– Pascal Michaud



Defence Team News

Defence Team members will soon have a new way to learn about what's going on in Defence. On June 15, a biweekly newscast will be introduced to bring you information about operations, leadership, programs and services, and the success of members of the Defence Team. This initiative was created in response to your feedback asking for a more modern approach to sharing information across the organization. Complete versions of each video featured on Defence Team News will be available on the Defence Team video library. To submit information to be profiled in Defence Team News, contact: internal_communications_internes@forces.gc.ca.



Bravo Zulu

Have a colleague that you want to recognize for a job well done and want the rest of the Defence Team to know about it? A new space has been created on Defence Connex to thank members of the Defence Team for their hard work and contributions to fulfilling the Defence mission.

Within the Defence Connex group, a recognition board named Bravo Zulu has been created. Upon signing in and joining the Defence Connex group, members can upload a photo of the member they are recognizing and also write a caption as to why they are receiving a Bravo Zulu.

Each new episode of Defence Team News will feature a Bravo Zulu profile, highlighting the contributions of our military and civilian colleagues.

Some profiles have already been uploaded, so visit Defence Connex now to read about the achievements of your colleagues, and while you're there consider posting your own.

For Defence Connex joining instructions, visit dt-ed.mil.ca and click on Defence Connex.



CELEBRATING NATIONAL PUBLIC SERVICE WEEK



“Proudly Serving Canadians” is this year’s theme that will unite all federal employees during National Public Service Week, which will be observed on June 14–20.

We should all, each in our own way, take this occasion to highlight our work and to nurture our pride in what we do every day.

National Public Service Week is also an ideal opportunity to thank your colleagues for their hard work and to celebrate together the importance of Canada’s Public Service. One great way to show your pride in the Public Service and in the work

you do is through the new Bravo Zulu initiative on Defence Connex. It’s easy, simply go online and recognize a colleague for their great work. For GCconnex visit dt-ed.mil.ca and click on Defence Connex.

We all do important and meaningful work every day and our contribution plays a vital role in introducing new ideas, fresh approaches, and cutting-edge technologies to National Defence.

All employees are invited to participate in the many celebrations that will mark NPSW this year.

Let’s celebrate the great work that we do this week and every day of the year! ♦

June 14-20



PHOTO: L.S.O. Henry

Sue Pyke (centre) with some of her co-workers.

“As a Public Servant with 25+ years I believe one of the keys to happiness, as well as productivity and effectiveness at work, is finding work you love and that you’re passionate about. Work you want to do, instead of just have to do — unless of course the big Lotto win comes along and then I might take my passion for working with people elsewhere.

Remarkably, I have been employed within the Base Logistics Branch at CFB Esquimalt my entire career, having spent time in several areas of the branch and now holding the corporate resource officer position working alongside four other heads of department as part of the leadership team. My work involves the oversight of the administration, finance, training, security, safety and environment sections within the branch of approximately 250 personnel. I have had the privilege over the years to work with, and for some amazing people both within the branch and as part of committees and networks where I have been able to get involved in my quest to make a difference. As I take this moment to look back on my career, I realize that the words I tell my children are reflected in my choices, and that is ‘do what makes you happy and mentoring and trying to make a difference each day’, albeit sometimes it feels like baby steps, is why I continue to do the work I do.”

Sue Pyke, CFB Esquimalt



“I have worked in the Public Service for over 20 years in a role that many would find non-traditional. As the roads and grounds supervisor, I work with my team to ‘take care of details’ around the base here in Cold Lake.

We consider ourselves custodians of this area and our ‘large dysfunctional family’ works hard to ensure that 4 Wing always put our best face forward, whether it be for visiting dignitaries or for the men and women who serve and live here. We’re proud of what we do and we do it well. We have a tremendous, respectful relationship with all levels of command at 4 Wing and I know that as civilians, on a local level we are respected for who we are and what we do.”

Brenda Ebear, 4 Wing Cold Lake



“The work I do plays an integral part in ensuring our soldiers receive the highest level of training possible in order to defend our country and more importantly, come home safely. It is rewarding to know that as a result of my efforts, our soldiers are prepared for the challenges they face both at home and abroad. I believe in the work our military do and at the end of the day, there is nothing more satisfying than supporting our men and women in uniform.”

Nicole Shannon, Combat Training Centre, CFB Gagetown

“Well, after almost 35 years in the public service it’s quite easy for me say why I’m still here. For me it is the quality of the leadership in the Army – leadership that is decisive, confident and supportive of the Army team. Beyond that, there is an obvious sense of accomplishment that comes from playing even a small part in the great work the Army does, both here in Canada and overseas.”

Doug Drever, Army, Ottawa



PHOTO: MCpl Miranda Langguth

“As a Public Servant (for 29 years), I have the opportunity to work with an amazing group of dedicated professionals including military members, civil servants and contractors who all work together to ensure the success of the Wing’s mission. Throughout my career I have enjoyed many challenges and learning opportunities and consider myself quite fortunate to be a member of the Public Service working at 16 Wing.”

Jeannette Allen, Executive Assistant, Commander
16 Wing Borden



“I love my job! Whether as a corporal in the 1960s to a refuelling supervisor today, I love to pass on my experiences and knowledge to those who have followed in, and continue to follow in my footsteps.”

In November Mr. Furllotte will have spent more than 55 years with Defence.

Don Furllotte, 14 Wing Greenwood



PHOTO: MCpl Miranda Langguth

“As a Public Servant working with our military in the role of instructor, I have the ability to assist RCAF aircraft technicians in learning their trade. As a technical instructor (12 years civil servant instructor), I am doing a job that provides a significant amount of personal satisfaction. This, quite literally, is the best job of my career and I believe that it has allowed me to have a positive input into the training of many of our current and future aircraft maintenance personnel.”

Ian Galton, Common Core Instructor,
CF School of Aerospace Technology and Engineering
16 Wing Borden

LAUNCHING E-STAFFING: a new streamlined approach to staffing



On May 25, ADM(HR-Civ)'s new e-Staffing service became available to all DND managers of civilian employees to enable them to create and submit staffing actions. e-Staffing, which replaces Fast Track Staffing (FTS), is part of the modernization agenda for Civilian Human Resources Transformation. It contributes to Defence Renewal, supports the Government of Canada modernization and renewal agenda, and helps build the public service we envision in Blueprint 2020.

What has changed?

e-Staffing encompasses a new streamlined process that is consistent across the country. It offers one intranet site with detailed upfront information and instructions for hiring managers. It also includes a new functionality, HR Request, a self-serve module similar to Leave Self-Service.

e-Staffing allows processing of the following types of staffing requests:

- Acting less than four months
- Acting extension
- Secondment
- Assignment
- Non-advertised deployment
- Term extension
- Casual hire and re-hire
- Student (FSWEP and Co-op) re-hire
- Part-time exclusion worker

Transition period

The implementation of e-Staffing allows for a transition period until July 27. During this period, hiring managers who initiated a staffing action prior to May 25, using current FTS procedures and tools can proceed with their request. e-Staffing will become mandatory for all users on July 27.

How does it impact the Department?

Managers will use HR Request as an electronic means to submit the staffing actions mentioned above. They will also be able to gather all required approvals and track progress of their request using this same functionality.

Internal employees will use it to electronically accept offers for acting assignments and extensions.

Managers and employees will require DWAN access to utilize e-Staffing. While Level 1s are responsible for ensuring employees have access to the system, HR-Civ remains available to support as required.

HR support

Hiring managers are encouraged to contact their human resources officer to determine if their hiring need qualifies for use of this expedient service. Refer to the Staffing section on the ADM(HR-Civ) Managers Portal (hrciv-rhciv.mil.ca/en/m-staffing.page) for more information on how to create and submit a new request using e-Staffing for one of the staffing actions listed above.

For more information on the benefits of e-Staffing and how the changes will benefit the DND community, visit the FAQ page on the HR-Civ intranet site at: hrciv-rhciv.mil.ca/en/m-staffing.page.

SEXUAL MISCONDUCT townhalls and series kick off

Starting in September, The Maple Leaf and the Defence Team intranet site will be featuring a four-month article series on inappropriate sexual behaviour in the Canadian Armed Forces.

Already a much-discussed subject in the CAF, some of the topics we will explore will include victims support resources, the role of the bystander, and an interview with a CAF Harassment Investigator and Training officer.

In the meantime, keep an eye out for the CAF Strategic Response Team on Sexual Misconduct (CSRT-SM) as they travel to bases and wings across Canada to conduct townhall discussions on inappropriate sexual behaviour.

CSRT-SM TOWN HALL SCHEDULE – JUNE

Date	Location
June 4-5	CFB Borden
June 8	14 Wing Greenwood
June 9	12 Wing Shearwater
June 10-11	CFB Halifax
June 12	CFB Montréal

Anyone wishing to share their thoughts or concerns on this subject can communicate with the CAF Strategic Response Team at: DND.StrategicResponse-InterventionStrategique.MDN@forces.gc.ca.

For more information on contacts, services, reports and messages, visit the Inappropriate Sexual Behaviour site at: www.forces.gc.ca/en/caf-community-support-services/sexual-misconduct.page.

FREE LANGUAGE TRAINING at your Fingertips

The Defence Team supports a culture in which employees and military personnel take personal responsibility for managing their own career and professional development, including acquisition and mastery of a second language and maintenance of their language profile. As part of the Official Languages Strategy of DND and CAF, the organization strives to make adequate use of the second language training (SLT) resources available to enhance their capacity in both official languages. Employees and military personnel are responsible to:

- commit to attain the required proficiency level;
- maintain the language proficiency level attained by using both official languages in the exercise of their duties and by using the tools put at their disposal; and
- discuss with their manager the inclusion of SLT in their individual learning plan.

In addition to full or part-time classroom instruction, free on-line tools are available to learners for acquiring or maintaining a language profile.

- **For DND employees:** resources are offered free online, allowing employees to work at their own pace. The Canada School of Public Service provides tools for reaching and maintaining levels A, B or C. The School also offers materials for preparing for second language tests and various activities for all levels. A toolbox for second language learning is also available on the Website of the Director of Official Languages.
- **For CAF members and DND employees:** the ALLIES Web Program in autonomous mode (no tutor) is accessible to members of the CAF and now also to civilian employees of DND. ALLIES Web allows users to study autonomously the basics of their second official language or maintain language skills already acquired. The registration procedure for ALLIES Web is simple. Just complete and transmit the registration form found at this site: <http://cda.mil.ca/lang/index-eng.asp>. The technical team at the Canadian Defence Academy will co-ordinate registration, and learners will receive an official reply within two weeks of submitting the form.

To take full advantage of language training opportunities and greater participation in the online program:

- DND employees and CAF personnel, working with their manager or supervisor, should flag their interest in the type of language training they need in accordance with their annual performance contract or learning and development plan.
- Employees and military personnel demonstrate their personal commitment and motivation for SLT by taking the initiative to register for learning activities such as online training.
- Managers must undertake to free employees or soldiers to participate in online training during working hours.

For more info on the civilian employees SLT program, please contact Laurie Gariano at 613-971-0045 or [+SLT@ADM\(HR-CIV\)-SMA\(RH-CIV\)_DGCHROMO-DGGRHC@Ottawa-Hull](mailto:+SLT@ADM(HR-CIV)-SMA(RH-CIV)_DGCHROMO-DGGRHC@Ottawa-Hull). For more info on the CAF SLT program, please contact Maj Paul Gillies at 613-541-6000 x 8465 or Paul.Gillies@forces.gc.ca. ♦



New Official Languages Strategy for Defence: A ROADMAP TO RESPECT

A new Official Languages Strategy for the DND/CAF was approved by the Deputy Minister and the Chief of the Defence Staff in April. This long-term approach will confirm Defence's level of compliance with the *Official Languages Act*, and foster a work environment that respects the language rights of the Defence Team and the public.

The Strategy will better align with official languages requirements and allow us to reach our ultimate goal, which is to demonstrate respect for the language rights of DND employees, CAF members and Canadians we serve.

Important Strategy Principles

The Strategy is based on six important principles: respect for the individual and the law, leadership as a key enabler, acknowledgement that linguistic duality is an operational advantage, effective and efficient use of resources, continuous improvement, and focus on compliance.

These principles will help the Defence Team reach the strategy's main goals, which are to:

- achieve policy integration within DND and CAF organizations to be compliant with the *Official Languages Act*;
- establish and maintain an organizational structure that is based on the *Official Languages Act* and its

related policies;

- identify, develop and maintain a linguistic capacity that will allow the DND and the CAF to meet the linguistic demands of the organization and to facilitate the creation of a culture that truly reflects organizational values of respect and inclusion; and
- ensure that the DND and the CAF organizational culture is representative of the core values of its people including linguistic duality.

The implementation of the Strategy will be achieved over several years, with engagement of the chain of command.

Linguistic Review of Positions

One of the first elements of the Strategy that is currently ongoing is a linguistic review of all military and civilian positions within DND and the CAF. The review will ensure that we have an accurate portrait of the linguistic requirements throughout the organization.

The Strategy will be our roadmap and our guide in the years to come. It will lead to the respect of each and every one within our organization.

For more information on the Official Languages Strategy or on linguistic rights within DND and the CAF, please contact the Director Official Languages at: DOL-COMMS-DLO@forces.gc.ca. ♦

Get Ready to Function in the New Government Pay Environment!

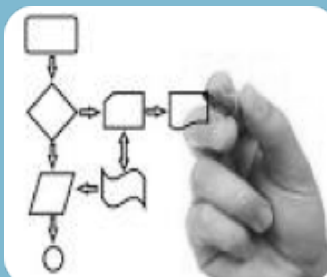
As part of the government's commitment to transform the Public Service pay system, all government departments pay services will be consolidated to the Public Service Pay Centre in Miramichi, N.B. This will replace the more than 40-year old pay system with a new commercial off-the-shelf solution that has modern business processes based on industry-standard practices.

As a department, we need to get prepared to function in this new self-service environment. Here's how.



PEOPLE

Employees, managers, finance, HR and national compensation services staff need to understand the new way of doing business, whose roles and responsibilities are changing and how. Employees and managers are also required to use the self-service features of the Compensation Web Application to access, view and update personal information and to submit extra duty pay requests like, overtime to ensure timely payment and services. Learn more at: gcintranet.tpsgc-pwgsc.gc.ca/gc/rem/awr-cwa-eng.htm



PROCESSES

Changes to business processes will change how pay requests are processed and by whom. DND compensation advisors will no longer be available to support employees following the transfer of their pay accounts to Miramichi. Instead, pay inquiries and services will be provided by the Miramichi Pay Centre staff. Notably, there are some services that will continue to be provided by the Department like foreign service support, recovery of debt due the crown, and garnishment administration. For more information on the process changes visit: www.tpsgc-pwgsc.gc.ca/remuneration-compensation/pay-centre-pay/pay-centre-pay-eng.



TECHNOLOGY

In December 2015, DND will have access to a new pay and benefits application called Phoenix. Phoenix will incorporate the compensation and web application self-services and provide some new additions. To ease the transition to Phoenix, training will be available through the Canada School of the Public Service. To ensure the privacy of employee personal information, system modifications are being implemented to allow the exchange of encrypted e-mails between the pay centre staff and DND employees. For more information about this change and the roll-out schedule, visit the Transformation of Pay Administration Initiative website: gcintranet.tpsgc-pwgsc.gc.ca/remuneration-compensation/tpai-itap/index-eng.html



DATA

Phoenix, the new pay system, will be aligned to the Human Resources Management System (PeopleSoft) meaning as information is updated in one system it will be automatically updated in the other. It is essential that data is entered correctly so there are no errors or omissions like employee overpayments. Information on the new pay system, Phoenix, and how it will impact you, is available at: gcintranet.tpsgc-pwgsc.gc.ca/remuneration-compensation/tpai-itap/index-eng.html



Ask the Expert:

How do I get started?

Q: During a recent physical my medical officer told me I was overweight and that my blood pressure and blood sugars were elevated. He explained the risks of continuing this lifestyle and recommended I become more physically active. I know this is important but I haven't got a clue how to get started.

—MWO Lost

A: Dear MWO Lost:

Many people have no idea how to safely adopt a more active lifestyle. The number one mistake people make when they decide to become more active is to do too much too soon. I regularly treat highly motivated patients who want to get fit instantly and end up doing more exercise than their body can safely handle. These people typically end up injured and discouraged.

The secret to successfully adopting a more active lifestyle is to "start out low and progress slowly". If you haven't run a step in 10 years, your first workout shouldn't be an eight km run. Taking this approach will be painful and likely result in an overuse injury. Your body tissues need time to adapt to training stresses and this takes several months not several days. We are designed this way and no amount of stretching, yoga or dietary supplements can change this.

Start by finding a time to exercise that best fits your work schedule. Begin doing low impact activities such as walking, cycling and swimming. For example: try walking 30 minutes/day/five days a week at a pace that allows you to talk. If you feel like a truck ran you over the next morning, you started too hard. Do this for at least a month and then slowly increase your walking time by two minutes a week until you get to 60 minutes a day. As you feel fitter try walking harder some days and easier on others, add some core strengthening exercises, start cross-training and do some resistance exercises. Eventually, if you really want to, you can try some running and this should be progressed the way you did your walking.

The bottom line on safely becoming more active is not to overdo it when you first get started. Give your body time to adapt to the stress and strains of easier physical activity before you take on things that are more demanding. Taking this approach will require a bit of patience, but it will keep you from becoming one of my patients.

— Dr. Darrell Menard MD Dip Sport Med



For more information on taking control of your health and well-being, visit [Strengthening the Forces](http://StrengtheningtheForces.ca).



KEEPING THE DEFENCE TEAM HEALTHY

CAF POWERLIFTER PLACES IN WORLD BENCH PRESS CHAMPIONSHIPS

Imagine an average-sized black bear. Pretty big, right? Now imagine bench pressing something that weighs that much. At the recent International Powerlifting Federation Masters World Bench Press Championships, Sergeant John Beres did just that.

Sgt Beres from the Canadian Joint Operations Command (CJOC) placed 5th at the Championships after successfully completing his three lifts. The first weighed a modest 190 kg [418.9 lbs]. From there, Sgt Beres increased the challenge to 200 kg. Knowing that he could push himself further, he broke his personal record on the third round with a lift of 210 kg.

"As I was called to the stage for my final lift I left nothing to chance and got ready. I heard the head judge say start and I lowered the bar to my chest," said Sgt Beres. "When the head judge then gave the next command of "press" I sprang into action and used every bit of strength I had left and pressed the 463 pound [210 kg] bar off my chest to a lock out position. The bar moved fast and steady and next thing I knew I had a new personal record."



Sgt John Beres bench presses 210 kg at the International Powerlifting Federation Masters World Bench Press Championships.

Sgt Beres has been powerlifting on and off for 28 years. He started when he first joined the military as a combat engineer.

"You had to be pretty strong with what we were doing. We worked with heavy equipment and bridge building, a lot of heavy stuff. It was a natural thing to go to the gym and work out," said Sgt Beres.

While the CAF powerlifting community is relatively small, it is growing in popularity. There is a well-established powerlifting network in the US military and Canadians have a standing invitation to join them for competitions. The next two Championships will be held in Denmark and Texas. ♦

Getting ready for the summer season: Nutrition tips

When it's hot outside you may feel the need to go for something cold. It may be a treat but these drinks are loaded with calories and sugar.

HOW SWEET IS IT?



IS YOUR MEAL IN A GLASS?



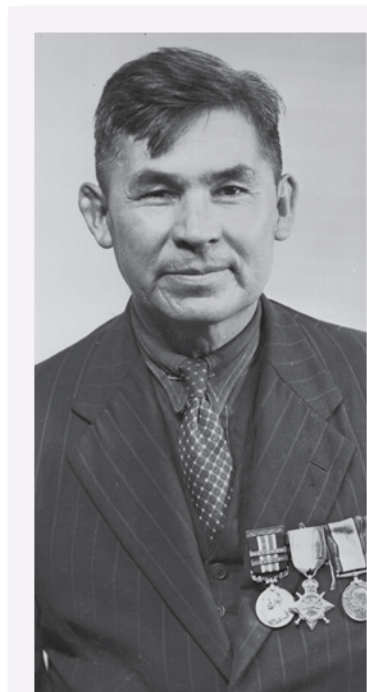
FROZEN COFFEE (LARGE)	CALORIES	GRAMS OF FAT
Made with cream	460	23
Made with 2% milk	280	2
Made with 1% milk	300	2

For more helpful tips visit www.forces.gc.ca/en/caf-community-health-services-wellness-nutrition/healthy-eating-nutrition-tips.page



HISTORIC MILESTONES

COURAGE UNDER FIRE: FIRST NATIONS WAR HERO A FIGHTER ON TWO FRONTS



A portrait of Sgt Francis Pegahmagabow is part of the display at the Canadian War Museum in Ottawa.

Whether fighting in the trenches of the First World War or fighting in the political arena for full rights for his people, First Nations soldier Sergeant Francis Pegahmagabow is a true Canadian hero.

The Ojibwe soldier from Wasauksing First Nation near Parry Sound, Ont. was not only one of the most effective snipers and scouts in the Canadian Expeditionary Force (CEF), but of the Aboriginal Peoples who participated in the First World War, he is the most decorated.

Recognized three times for bravery and devotion under fire in Belgium and France, he is one of only 38 Canadians to earn the Military Medal with two bars, each bar referring to a subsequently recognized act of bravery. The modern equivalent to the Military Medal is the Medal of Military Valour, the third highest award for military valour in the Canadian honours system.

Road to heroics

Sgt Pegahmagabow was most likely born on March 9, 1889, in what is now Shawanaga First Nation, near Parry Sound. As a young man, he turned his hand to several trades, including working as a seaman on boats in Georgian Bay. At 21, he learned to read and write English, a rare skill for a First Nations person of his generation.

Sgt Pegahmagabow's world was soon to change dramatically. When Britain declared war on Germany on August 4, 1914, Canada too was at war as a member of the British Empire. He was among the first recruits, signing up on August 13, 1914, despite an early prohibition against the

enlistment of Aboriginals. Sgt Pegahmagabow served with the 23rd Northern Pioneers Regiment, based in Parry Sound, which amalgamated into the 1st Battalion of the CEF. He would go on to fight on the Western Front during all four years of the Great War, attaining the rank of corporal on November 1, 1917.

In 1916, he was one of the first Canadians to be awarded the Military Medal. He received the first of his three commendations for facing enemy fire repeatedly while carrying vital messages along the lines during the battles at Ypres, Festubert and Givenchy.

A spiritual man, Sgt Pegahmagabow carried an Ojibwe medicine pouch which he believed would help keep him safe. This belief may have been a comfort to a man who faced constant danger, including being present at the Second Battle of Ypres, where the German Army first used chlorine gas as a weapon.

Wounded in the leg while fighting in France in September, 1916, the war hero returned to action in time to take part in the bloody assault on Passchendaele. During a battle so intense the Allies lost some 16,000 men, he earned his first bar to his Military medal.

His record as a sniper is equally impressive. Although difficult to substantiate as he worked alone, the expert marksman is credited with 378 kills.

Sgt Pegahmagabow, who married Eva Nani-bush Tronche and fathered eight children, became a political activist, serving as councillor and band chief for Wasauksing First Nation. He was elected

the Supreme Chief of the National Indian Government and was also a member of the National Indian Brotherhood, which was an early precursor to the current Assembly of First Nations.

The decorated veteran died in the community of Wasauksing on August 5, 1952 of a heart attack. He has been honoured by being entered into the Indian Hall of Fame, as well as having the 3rd Canadian Ranger Patrol Group's headquarters at CFB Borden renamed in his honour in 2006. ♦



Sgt Francis Pegahmagabow is one of only 38 Canadians to be decorated with the Military Medal with two bars, awarded for acts of bravery and devotion under fire. Each additional time a soldier won the Military Medal, he was given a silver bar to add to his existing medal ribbon. His medals include the Military Medal (left to right), with two bars, the 1914-1915 Star, the British War Medal and the Victory Medal (1914-1918).

BELGIAN SCHOOL HONOURS CANADIAN SOLDIER

A very special ceremony took place in the town of Ville-sur-Haine, Belgium recently when the town renamed their elementary school in memory of a Canadian soldier, Private George Lawrence Price.

CAF members from Formation Europe serving at the Supreme Headquarters Allied Powers Europe (SHAPE), Belgium along with the Canadian Ambassador to Belgium, Denis Robert attended the official ceremony to unveil the new name, "École George Price", above the entrance to the school.

"I am certain that George Price would be very proud to know that a school will bear his name," said Captain(N) Dave Scanlon, CAF member from SHAPE. "What better legacy for a soldier's memory than the education of young people in the enduring spirit of freedom and equality."

Pte Price was the last Canadian and final Commonwealth soldier to die during the First World War. He was killed by a sniper just two minutes before the armistice came into effect at 11 a.m. on November 11, 1918 in Ville-sur-Haine. The town decided that renaming their school was a fitting tribute to a soldier and a country that came to their aid in time of war. ♦



Teachers and students gather for a ceremony renaming their school the George Price School in honour of Private George Price, the last Canadian soldier to die during the First World War.

Belgian school children sit outside their school in front of a portrait of Pte George Price shortly before the school was renamed in his honour.



DEFENCE
ETHICS
PROGRAMMEPROGRAMME
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LA DÉFENSE

Defence Ethics Programme

Ethically, what would you do? Slippery Slope?

As a result of her recent work and a recently published academic paper, it was no surprise that Brenda, an up-and-coming DND engineer working in the aeronautical testing lab, was asked to speak at this year's annual Defence Security Conference (DSC).

DSC is organized by a Defence industry association with more than 350 different defence and security companies, pooling their resources to fund this forum for stakeholders to network and exchange ideas related to Defence contracting.

Brenda's former boss, Mike, recently accepted a position at a Defence contracting company, one of the main sponsors of the event. This jump to the private sector had a small, critical mention in a journalist's column and was then taken up in Question Period by an opposition member.

A journalist and member of parliament are suggesting that DND bureaucrats may be too cozy with the industry and this brings into question their ability to serve the country first and their own personal interests second.

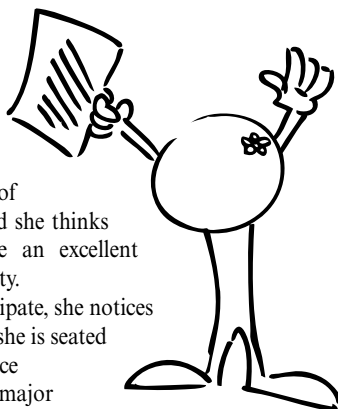
Brenda was glad that even though she would be presenting on the second day, her conference fee was waived by DSC for all three days. The budget in her group is extremely tight, so she was not sure if the registration cost would be covered for her – even though she feels the learning and networking opportunities would be more than adequately justified. In addition, her director general agrees that DND would benefit from the knowledge she would gain in these exchanges. The association did offer to pay her travel costs, but as it turns out, the conference is being held at the winter resort where Brenda and her family ski. So she was able to drive there on her own and stay at the chalet belonging to her and her husband.

During the second day, Marie-France, one of Brenda's engineer buddies, mentions that the ticket costs for the gala dinner that evening were covered by DSC for all speakers. Marie-France and Brenda were planning to retreat to her chalet for a cozy evening of pizza, wine, a movie, and lots of laughs. However, Brenda made inquiries and Marie-France's understanding was confirmed when Brenda was handed the gala dinner ticket at no charge. They also emphasized that speakers were strongly encouraged to participate at the dinner.

Brenda is feeling uncomfortable, and believes she is not allowed to accept the dinner ticket at the expense of the private sector, even if it has not been paid for by a specific company. On the other hand, this event is being attended by a considerable number of military personnel and she thinks the dinner would be an excellent networking opportunity.

Deciding to participate, she notices from the seating plan she is seated next to an executive vice president of the same major military contractor that recently hired her former boss. She is aware of a couple of bidding processes this contractor is a part of, although she is not involved as an evaluator. In any case, there is ample opportunity at the event for attendees to talk to each other informally. So it is a little difficult to see how sitting beside this contractor is really different from simply being at the same conference.

From an ethics point of view, what would you do if you were Brenda? Reader feedback is welcome at +Ethics-Ethique@CRSDEP@Ottawa-Hull.



CFHA IS TURNING MILITARY houses into homes

In 1996, a newly created Canadian Forces Housing Agency (CFHA), under the umbrella of DND, was given the responsibility to manage an aging housing portfolio constructed, for the most part, between 1948 and 1960. The agency has since worked very hard to modernize that portfolio, and tailor it to the contemporary standards and needs of CAF members and their families.

CFHA invests millions of dollars, annually, for the improvement of its portfolio comprising 12,187 residential housing units (RHUs).

In fact, during the last 10 years:

- more than 850 RHUs were completely renovated;
- approximately 150 were newly constructed, including 70 modular homes that are among the most energy-efficient houses on the market; and
- thousands more were improved.

CFHA has also been expanding the spectrum of housing solutions available to CAF members with disabilities. Over the last five years, eight Barrier Free Access homes were constructed across the country featuring widened doors, open concept floor plans, and accessible bathrooms.

CFHA supports communities

CFHA takes great pride in the role it plays in developing and supporting CAF residential communities on bases and wings across Canada. For example, several Housing Services Centres (HSCs) encourage participation in community beautification days or seasonal decoration contests which recognize civic pride, environmental responsibility and community involvement.

Local CFHA HSCs see to the preparation of each vacant house to welcome new families. Moving from one place to another is a very stressful activity for families. Every day, CFHA employees work hard to help ease the transitions of relocating families who sometimes know little about the new place they will now be calling home. They dedicate themselves to making sure new occupants find, along with a new house in a new municipality, a welcoming community and a support network tailored to their unique needs and challenges.

Being community focused, CFHA sees to the improve-



A modular home being assembled



A newly renovated DND duplex

ment of the residential housing areas, but they do so much more. Living in a DND home has many advantages for a military family.

Through its Federal Infrastructure Investment Program, the government is committed to providing additional funding to invest in military housing over the next two years. This, combined with CFHA's regular funding will result in more renovated houses and new construction.

CFHA will continue to strive to create cohesive communities that CAF members and their families are proud to call home. ♣

Let's talk Ethics! An Unlikely Adventure

Alice is feeling bored and drowsy while sitting on the riverbank, when she noticed a talking, clothed rabbit with a pocket watch run past. She followed the rabbit down a rabbit hole and suddenly she was falling a long way to a hall with many locked doors. She finds a small key to a door too small for her, but through it she sees an attractive garden. She then discovers a bottle on a table labelled "DRINK ME", the contents of which cause her to shrink too small to reach the key which she has left on the table.

Ethically was Alice wrong in drinking the bottle that didn't belong to her?

The Defence Ethics Programme (DEP)'s 2015 movie entitled "An Unlikely Adventure", which is based on the story of "Alice in Wonderland", is now available to help staff!

Whether you are organizing a staff meeting, orientation session, town hall or similar event (or know a colleague that is), the movie is an effective way to engage all civilian and CAF staff in important 'ethical dialogue'.

Used as an educational and awareness tool, the 20-minute long movie using actual DND civilian and CAF personnel, presents a series of ethically problematic situations. These situations address an issue from each of DEP's five ethical values: integrity, loyalty, courage, stewardship and excellence, as well as the Programme's first principle: to respect the dignity of all persons. Accompanying the movie is a study guide that includes specific questions related to movie situations geared at facilitating and encouraging ethical dialogue in group situations.

Want to find out more?

For more information or to obtain a copy of the movie, contact your L1 ethics coordinator or the DEP.

As always, the DEP endeavours to produce and distribute effective ethics learning tools such as ethics movies, to encourage ethics dialogue and promote the DEP, as well as DND/CAF ethics values and principles. More information on the DEP can be found on its intranet site (ethics-ethique.mil.ca/index-eng.aspx) and the official internet site for DND and the CAF (www.forces.gc.ca/en/about/defence-ethics.page).

MANAGING THE DND/CAF DESKTOP

Every Information Technology (IT) service provider within DND/CAF has been asked this question from a client at some point: “Why can’t I install this application on my work computer? There is even a free downloadable version of it off the Internet. It would be so simple!”

Sarah Dang, manager of the National Desktop Management (NDM) team, admits she used to think like that: “What’s so hard about managing a desktop? It’s a machine! Everyone has one at home, and it pretty much runs itself, so what is so complicated?”

What’s so hard about managing a desktop?

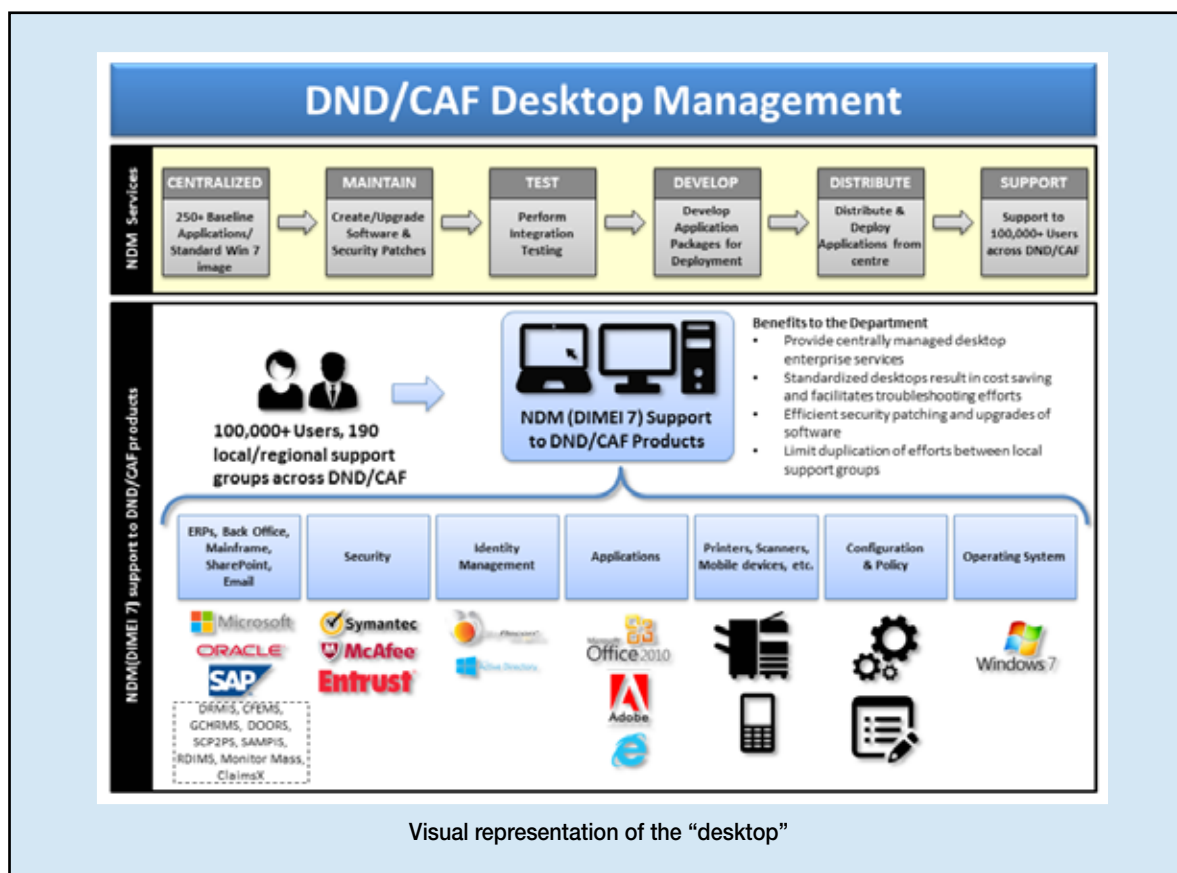
Downloading and using an application can be simple indeed, especially on a stand-alone, home computer that operates a maximum of 10 to 15 applications. But as Ms. Dang soon realized, when you are dealing with a network comprising more than 120,000 workstations located across DND/CAF establishments, in environments ranging from deployed ships to cubicles, managing the desktop becomes considerably more challenging.

requires Internet Explorer to function. However, the same Internet Explorer is also being leveraged by many other Web applications such as DRMIS [Defence Resource Management Information System], WebSCPS [Web Security Clearance Processing System], Claims-X, and Enterprise Assyst Web, to name a few. Therefore one change to Internet Explorer can have an adverse impact on many applications for many different users. We have to be aware of all that,” said Ms. Dang.

Mitigating Risk

To mitigate any risk, every application, update, or security patch is first pilot-tested for compatibility and security vulnerabilities. Once it passes the validation tests, the NDM team moves on to phased roll-outs, starting with a small sample of workstations.

Despite all these precautions, there is still the occasional hiccup. Ms. Dang recalls an instance where, despite the upgrade of Adobe Standard 11 being successfully tested, she received a frantic call only minutes after the upgrade was



Any new application – from the latest version of MS Office to a minor update on Adobe Reader – must first be tested and configured specifically for the DND/CAF network before being installed on workstations. This is required by governmental and departmental policies, but is also necessary from a security perspective.

“At home, what you do on your own computer does not affect your neighbour’s computer. At work, it’s all interconnected, therefore a security vulnerability on one computer can affect many other computers on the network,” explains Ms. Dang.

Security and protection

In an organization that has the responsibility to protect the safety and security of Canadians, any change to the desktop is carefully managed to guard the network against security vulnerabilities and by extension, protect the security of operations. This means ensuring that software and updates introduced to the network are safe, while also ensuring that all applications can work together to prevent disruptions in service or productivity.

“When configuring or updating an application, we have to ensure it does not break or override another that is leveraging the application being updated. For instance, GC HRMS [Government of Canada Human Resource Management System]

implemented: “This Adobe update has just broken all the forms managed by my team”! This scenario unfortunately exemplifies another challenge faced by our national desktop managers: learning about the existence or use of an application only after it has been impacted.

Moving forward

Looking to the future, the NDM team is continuously looking to standardize, rationalize, and optimize the DND/CAF desktop to simplify its management. Various current departmental-wide initiatives to centralize the management of IT services will help. For example, the recent national-level migration to the Windows 7 operations system, managed by the NDM, now means that departmental workstations have a standardized operating system configuration across DND/CAF networks. This will greatly simplify the roll-out of new applications or updates.

Every DND/CAF user depends on the desktop; therefore, any problem with it can have a great impact on our work and productivity. Ideally, any change to the desktop is seamless and not visible to the end user. This is one environment in which remaining under the radar is actually an indication of success! ♦



WHERE THERE’S SMOKE THERE’S FIRE: ENHANCED FORECASTING SYSTEM TO PREDICT SMOKE PATTERNS

The inhalation of wildfire smoke can have significant impacts on the health and safety of Canadians. It can aggravate pre-existing illnesses such as heart and lung disease and is particularly harmful to children and seniors. On average, Canada experiences around 8,000 wildfires a year. The resulting smoke can travel hundreds of kilometres and affect millions of people.

That’s why it’s so important to predict where smoke is heading and warn the public of the potential health risks ahead of time. Canada has a system that does just that. This system, known as BlueSky Canada, has been in operation for a few years now, but recent investments from Defence Research and Development Canada’s (DRDC) Canadian Safety and Security Program (CSSP) is contributing to important advancements.

System origins

Several years ago, Federal and provincial agencies held a workshop to discuss potential solutions. This resulted in a pilot project, originally led and funded by the British Columbia (B.C.) Ministry of Environment and the Alberta Department of Environment and Sustainable Resource Development, which aimed to adapt an existing US system called “BlueSky” for Canadian use. As more agencies got involved, an informal inter-agency partnership was formed, which led to the development of a BlueSky Canada prototype at the University of British Columbia (UBC) in 2010. The system promptly began producing smoke forecasts for Alberta and B.C. In 2012, this rolled out to include Saskatchewan, Manitoba and Northern Ontario.

BlueSky operates out of the Geophysical Disaster Computational Fluid Dynamics Centre at UBC. It involves a team of fire and meteorological experts from provincial and federal government departments, as well collaboration with the US Forest Service. BlueSky Canada tracks information on thousands of fires, processes data on the emissions, and combines weather forecast information with data on the transport and dispersion of smoke to create accurate and useful smoke predictions.

System expansion and development

In 2013, the effort received important support to further develop the system through the CSSP, a federal program led by DRDC’s Centre for Security Science, in partnership with Public Safety Canada. This led to the creation of Eastern Canada BlueSky with additional support from the Ontario Ministry of Natural Resources.

Since the CSSP joined the effort, the BlueSky Canada system has been expanded to produce smoke forecasts for most of Canada, excluding the Northern provinces and territories where the threat of wildfires is extremely low or non-existent. Forecasts are produced twice a day using the latest forest fire information. The information is available online at FireSmoke.ca, allowing Canadians to stay informed about wildfire smoke patterns and take action when necessary. Awareness of this tool is growing: in the 2014 fire season (spring to summer), it received a quarter of a million views! Upcoming system improvements, with CSSP support:

- A modeling system that will help predict how high the smoke from wildfires will rise. This is critical because wind spreads smoke as it rises.
- The integration of Forest fire emissions into the Canadian Forest Fire Danger Rating System. Fire danger signs are used in Canada’s parks and forests.
- Development of the BlueSky Canada Playground, an interactive smoke forecast tool used to predict possible smoke patterns from prescribed fire operations - fires that are intentionally set by fire experts.

The development of BlueSky Canada is ongoing. Continuous evaluation, enhancements and user experience feedback will enable partners to improve the system so it becomes an even better tool. ♦

THE VALOUR BUILDING

In honour of the recipients of the Star of Military Valour

MASTER CORPORAL J. DONOVAN BALL, SMV

On June 4, 2008, Cpl Ball exposed himself to great peril while leading a two-man team across broken terrain to secure an extraction route that allowed a fighting withdrawal, saving the lives of many Afghans and Canadians.

CORPORAL JEAN-FRANÇOIS ROGER DONALD BELZIL, SMV (RELEASED)

On April 9, 2011, Cpl Belzil and Cpl Cousineau destroyed an enemy stronghold that had pinned down a Canadian section and its Afghan counterpart. They pulled a wounded Afghan soldier to safety and saved his life, showing disregard for their own personal danger.

CAPTAIN GABRIEL CHASSÉ-JEAN, SMV

From June 8-29, 2009, Lt Chassé-Jean demonstrated valiant service under fire while leading his platoon to defeat the enemy in Afghanistan. Whether leading a frontal assault, controlling the situation while trapped in dangerous positions, or directing supporting gunfire, he showed courage and inspirational leadership.

WARRANT OFFICER SÉBASTIEN COURVILLE, SMV, CD

On May 7-8, 2011, Sgt Courville demonstrated exceptional courage and dedication while mentoring an assault element of the Provincial Response Company Kandahar. During a particularly intense exchange of fire, he pulled one of his Afghan partners to safety who had been seriously wounded, saving his life.

COLONEL WILLIAM HILTON FLETCHER, SMV, CD

From January to August 2006, Maj Fletcher repeatedly exposed himself to intense fire while leading his forces, on foot, to assault heavily defended enemy positions. His selfless courage, tactical acumen and effective command were pivotal to the success of his company in defeating a determined opponent.

CORPORAL JESS RANDALL LAROCHELLE, SMV (RELEASED)

On October 14, 2006, Pte Larochelle sustained injuries when the observation post he was manning was destroyed by an enemy rocket. Alone, injured, and under sustained enemy fire, he continued to provide covering fire over an undefended flank of his company's position, saving the lives of many.

MASTER WARRANT OFFICER (RET) WILLIAM KENNETH MACDONALD, SMV, CD

On August 3, 2006, while under intense enemy fire, Sgt Macdonald selflessly and repeatedly exposed himself to great peril in order to assist his wounded comrades and hold the ground they fought hard to secure until reinforcements could arrive.

SERGEANT JEREMY PINCHIN, SMV

MCpl Pinchin selflessly shielded a member from his sniper detachment after an enemy attack on November 16, 2008, which exposed him to great risk and ultimately saved the life of his fellow soldier.

LIEUTENANT-COLONEL (RET) DAVID NELSON QUICK, SMV, CD

From January to August 2007, Maj Quick commanded a company of soldiers who he led during numerous intense combat operations. On April 22, 2007, despite injuries incurred by the explosion of a bomb, he kept leading his soldiers and inspired them to victory.

SENIOR CHIEF PETTY OFFICER (US NAVY SEAL) THOMAS RATZLAFF, SMV (DECEASED)

During a combined operation on November 26, 2008, CPO Ratzlaff demonstrated extraordinary heroism while reinforcing an assault on a fortified enemy machine-gun nest. Without hesitation, he deliberately placed himself in harms way neutralizing the nest while facing almost point blank fire saving countless lives.

MASTER WARRANT OFFICER DAVID GEORGE SHULTZ, MMM, SMV, CD

During an ambush on May 6, 2008, WO Shultz executed a flanking manoeuvre to neutralize the insurgent position and plunged into intense enemy fire to extract casualties and execute the patrol's fighting withdrawal. His leadership and courage prevented further casualties.

CAPTAIN JONATHAN SUTHERLAND SNYDER, SMV (DECEASED)

Capt Snyder served as a mentor to an Afghan Company when his team was ambushed by Taliban insurgents on June 4, 2008. With little chance of survival, he exposed himself to great peril and retaliated against the enemy. He seized control of the situation and ensured Afghan soldiers retrieved their wounded comrades saving many Afghan and Canadian lives.

CHIEF WARRANT OFFICER RICHARD STACEY, MMM, SMV, CD

On August 4, 2009, MWO Stacey enabled his multinational combat team to fight through multiple ambushes by insurgents and led the complex recovery of multiple vehicles disabled by IEDs. He persevered through eight hours of intense combat showing gallantry and selfless dedication to his soldiers.

CORPORAL TAUMY ST-HILAIRE, SMV

During an intense battle on April 19, 2011, Pte St-Hilaire saved the lives of an Afghan father and son who were pinned down under enemy fire. He requested covering fire and bravely led the exposed individuals to shelter, saving their lives.

MAJOR DAVID SUFFOLETTA, SMV, MSC, CD

On May 7-8, 2011, Capt Suffoletta demonstrated exceptional valour while mentoring an assault element of the Provincial Response Company – Kandahar. During an attack he

led his team through a close quarter clearance operation, valiantly coordinating multiple assaults that successfully neutralized the insurgent threat demonstrating leadership, courage and self-sacrifice.

MASTER CORPORAL (RET) SEAN TEAL, SMV

On September 3, 2006, Cpl Teal's light utility vehicle was hit and destroyed by enemy fire. Despite being wounded, he provided treatment to his severely wounded comrades and evacuated all injured or killed personnel while under heavy enemy fire. His bravery saved lives and allowed the withdrawal of his platoon.

WARRANT OFFICER (RET) PATRICK MARKO TOWER, SMV, CD

After an enemy strike on August 3, 2006 resulted in numerous casualties, Sgt Tower led a three-man team across 150 metres of open terrain, under heavy enemy fire, to render assistance. Realizing the acting platoon commander had perished; he assumed command and led the successful extraction of the surviving platoon members.

Decorations have also been awarded to members of Canada's Special Operations Forces who are equally honoured, but cannot be listed here for reasons of operational security. ♦



L'ÉDIFICE DE LA BRAVOURE

En hommage aux récipiendaires de l'Étoile de la vaillance militaire

CAPORAL-CHEF J. DONOVAN BALL, ÉVM

Le 4 juin 2008, Cpl Ball s'est exposé à un grand danger alors qu'il menait une équipe de deux personnes d'un bout à l'autre d'un terrain accidenté afin de sécuriser une route de sortie qui aiderait à exécuter un retrait de combat, sauvant ainsi la vie de nombreux Afghans et Canadiens.

CAPORAL JEAN-FRANÇOIS ROGER DONALD BELZIL, ÉVM (LIBÉRÉ)

Le 9 avril 2011, Cpl Belzil et Cpl Cousineau ont détruit une place forte ennemie qui coïncait une section cana-

dienne et son homologue afghan. Ils ont entraîné un militaire afghan en sécurité et lui ont sauvé la vie, sans se soucier de leur propre sécurité.

CAPITAINE GABRIEL CHASSÉ-JEAN, ÉVM

Du 8 au 29 juin 2009, Lt Chassé-Jean a démontré sa vaillance sur le champ de bataille, lorsqu'il a vaincu l'ennemi, à la tête de son peloton, en Afghanistan. Que ce soit en menant une attaque frontale, en maîtrisant la situation lorsque son peloton était coincé dans des positions dangereuses ou en dirigeant des tirs de soutien, il a fait preuve de courage et d'un leadership inspirant.

ADJUDANT SÉBASTIEN COURVILLE, ÉVM, CD

Les 7 et 8 mai 2011, Sgt Courville a fait preuve d'un courage et d'un dévouement exceptionnels alors qu'il encadrait un élément d'assaut au sein de la Compagnie d'intervention provinciale à Kandahar. Pendant un échange de tirs particulièrement intense, il a entraîné un de ses partenaires afghans grièvement blessé en sécurité, ce qui lui a sauvé la vie.

COLONEL WILLIAM HILTON FLETCHER, ÉVM, CD

De janvier à août 2006, Maj Fletcher s'est, à plusieurs reprises, exposé à des tirs intenses alors qu'il dirigeait ses forces, à pied, à l'assaut de positions ennemies fortement défendues. Son courage sans borne, ses aptitudes tactiques et son commandement efficace ont été essentiels à la victoire de sa compagnie contre un adversaire déterminé.

CAPORAL JESS RANDALL LAROCHELLE, ÉVM (LIBÉRÉ)

Le 14 octobre 2006, Sdt Larochelle a été blessé quand le poste d'observation où il se trouvait a été détruit par une roquette ennemie. Seul, blessé et sous le feu constant de ses ennemis, il a continué d'effectuer des tirs de protection au-dessus d'un flanc non défendu de la position de sa compagnie, sauvant ainsi de nombreuses vies.

ADJUDANT-MÂÎTRE WILLIAM KENNETH MACDONALD, ÉVM, CD (RETRAITÉ)

Le 3 août 2006, alors qu'il était sous le feu nourri de l'ennemi, Sgt MacDonald s'est courageusement exposé à plusieurs reprises à de grands dangers pour venir en aide à ses camarades blessés et tenir le terrain qu'ils avaient travaillé fort pour occuper jusqu'à l'arrivée de renforts.

SERGEANT JEREMY PINCHIN, ÉVM

Cplc Pinchin a courageusement protégé un des membres de son détachement de tireurs d'élite après une attaque ennemie le 16 novembre 2008, ce qui l'a exposé à de grands risques et a permis de sauver la vie de son camarade.

LIEUTENANT-COLONEL DAVID NELSON QUICK, ÉVM, CD (RETRAITÉ)

De janvier à août 2007, Maj Quick a commandé une compagnie de militaires pendant de nombreuses opérations de combat intenses. Le 22 avril 2007, malgré des blessures subies lors de l'explosion d'une bombe, il a continué de diriger ses subalternes et son exemple les a menés à la victoire.

SENIOR CHIEF PETTY OFFICER (É.-U.) THOMAS RATZLAFF, ÉVM (DÉCÉDÉ)

Lors d'une opération multinationale le 26 novembre 2008, CPO Ratzlaff, des forces américaines, a fait preuve d'un héroïsme extraordinaire quand il a contribué à un assaut contre un nid de mitrailleuse fortifié ennemi. Sans hésitation, il s'est délibérément placé en danger pour neutraliser le nid, affrontant des tirs pratiquement à bout portant et sauvant ainsi un nombre incalculable de vies.

ADJUDANT-MÂÎTRE DAVID GEORGE SHULTZ, MMM, ÉVM, CD

Lors d'une embuscade le 6 mai 2008, Adj Shultz a effectué une attaque de flanc pour neutraliser une position d'insurgés et s'est jeté dans le feu ennemi pour extraire des pertes et permettre à la patrouille de se retirer en combattant. Son leadership et son courage ont permis d'éviter d'autres pertes.

CAPITAINE JONATHAN SUTHERLAND SNYDER, ÉVM, (DÉCÉDÉ)

Capt Snyder encadrait une compagnie afghane quand son équipe a été prise en embuscade par des Talibans le 4 juin 2008. Sans se soucier de ses minces chances de survie, il s'est exposé à de graves dangers et a répliqué à l'ennemi, saisissant le contrôle de la situation et permettant ainsi à des militaires afghans de récupérer leurs camarades blessés et de sauver de nombreuses vies afghanes et canadiennes.

ADJUDANT-CHEF RICHARD STACEY, MMM, ÉVM, CD

Le 4 août 2009, Adjum Stacey a permis à son équipe de combat multinationale de passer à travers de multiples embuscades d'insurgés et a dirigé la récupération complexe de multiples véhicules endommagés par des IED. Il a persévéré pendant huit heures de combats intenses, faisant preuve de bravoure devant l'ennemi et d'un dévouement absolu envers ses camarades.

CAPORAL TAUMY ST-HILAIRE, ÉVM

Lors d'une bataille intense le 19 avril 2011, Sdt St-Hilaire a sauvé la vie d'un Afghane et de son fils qui étaient coincés par des tirs ennemis. Il a demandé des tirs de protection et a bravement mené les personnes en danger à l'abri, ce qui leur a sauvé la vie.

MAJOR DAVID SUFFOLETTA, ÉVM, CSM, CD

Les 7 et 8 mai 2011, Capt Suffoletta a fait preuve d'une vaillance exceptionnelle alors qu'il encadrait un élément d'assaut au sein de la Compagnie d'intervention provinciale à Kandahar. Au cours d'une attaque, il a dirigé son équipe pendant une opération de dégagement à courte distance et a courageusement coordonné de multiples assauts qui ont permis de neutraliser la menace insurgée, démontrant ainsi son leadership, son courage et son abnégation.

CAPORAL-CHEF SEAN TEAL, ÉVM (RETRAITÉ)

Le 3 septembre 2006, le véhicule utilitaire léger du Cpl Teal a été détruit par des tirs ennemis. Malgré ses propres blessures, il a offert des traitements à ses camarades grièvement blessés et a évacué toutes les personnes blessées ou tuées sous le feu nourri de l'ennemi. Son courage a permis de sauver des vies et d'assurer la retraite de son peloton.

ADJUDANT PATRICK MARKO TOWER, ÉVM, CD (RETRAITÉ)

Après une attaque ennemie le 3 août 2006 qui a entraîné de nombreuses pertes, Sgt Tower a mené une équipe de trois personnes sur 150 mètres de terrain découvert, sous le feu nourri de l'ennemi, pour offrir de l'aide. Réalisant que le commandant intérimaire du peloton avait péri, il a assumé le commandement et a dirigé avec succès l'extraction des survivants du peloton.

Des décorations ont également été décernées à des membres des Forces d'opérations spéciales du Canada. Ceux-ci ne méritent pas moins d'être reconnus, mais leur nom ne peut pas figurer ici pour des raisons de sécurité opérationnelle. ♦

