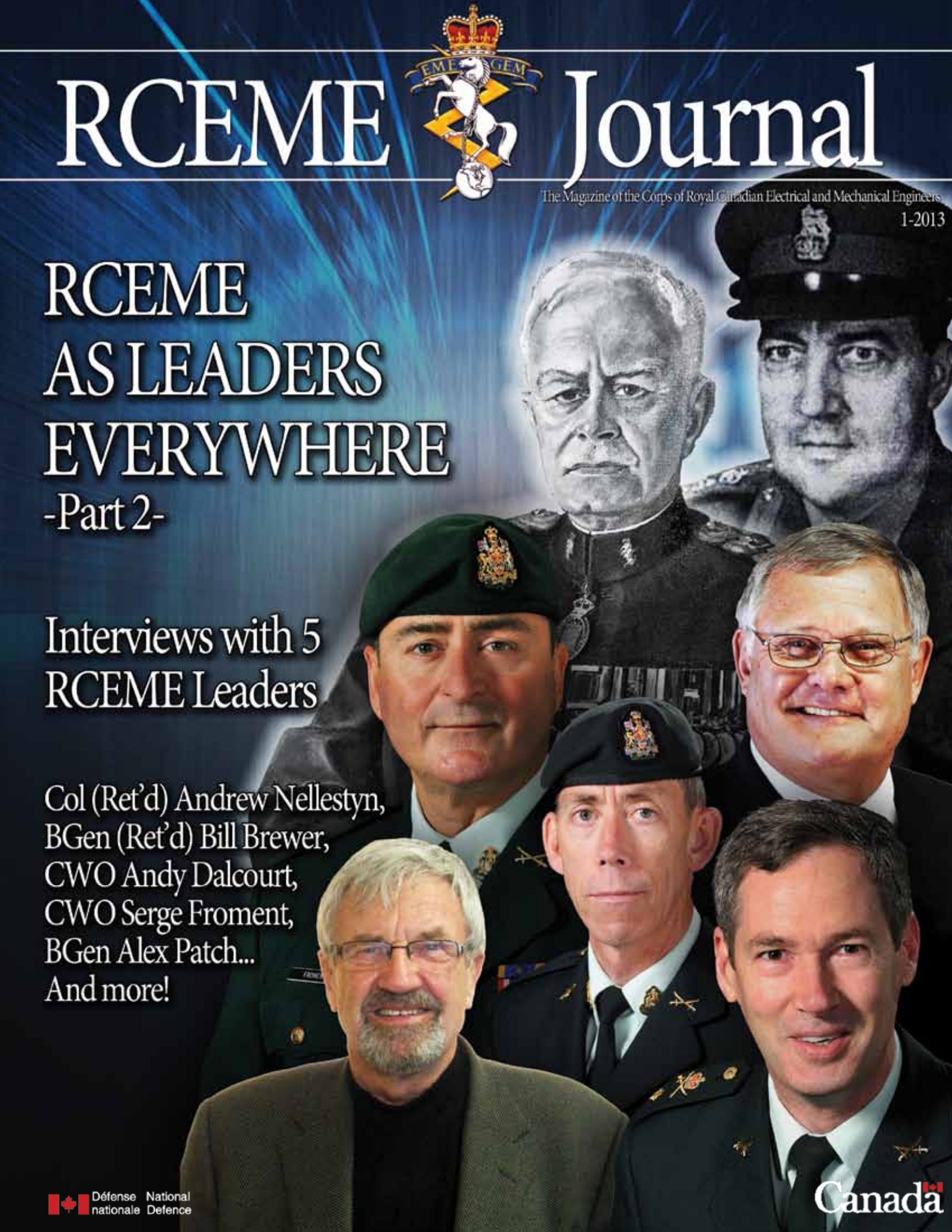
RCEME Journal

The Magazine of the Corps of Royal Canadian Electrical and Mechanical Engineers
1-2013

RCEME AS LEADERS EVERYWHERE
-Part 2-

Interviews with 5 RCEME Leaders

Col (Ret'd) Andrew Nellestyn,
BGen (Ret'd) Bill Brewer,
CWO Andy Dalcourt,
CWO Serge Froment,
BGen Alex Patch...
And more!



Défense nationale Defence
Canada

On the Cover:

For the cover of Edition 1 - 2013: RCEME as Leaders Everywhere, Part 2, the editorial staff of the RCEME Journal wanted to focus on the five EME Branch leaders showcased in the Journal (Cover foreground from left to right: Col (Ret'd) Andrew Nellestyn, CWO Serge Froment, CWO Andy Dalcourt, BGen Alex Patch, BGen (Ret'd) Bill Brewer.) You can read interviews with these five individuals beginning on page 6.

It was a challenge to select only a few leaders to interview out of the dozens of men and women who have made dramatic contributions to the EME world over the last decade. A decade is a very short time period to look at when considering the entire history of the EME Branch in Canada, even if we do restrict ourselves to the period from the founding of the EME Branch on 15 May 1944 to today.

With that in mind we decided to add two other individuals to the cover of the Journal. General Andrew McNaughton CH, CB, CMG, DSO, CD, PC, and Colonel A.L. Maclean are two of the founding members of the EME trade in the Canadian Armed Forces and no discussion on today's leadership would be complete without some mention of their contributions. These were two of the builders of the Branch and their influence is still being felt today.

General Andrew McNaughton

General McNaughton, an electrical engineer, joined the Canadian Armed Forces militia in 1909 and went overseas almost immediately following the beginning of hostilities of the First World War. By the end of the war McNaughton had risen to the rank of Brigadier General and was appointed General Officer Commanding Canadian Branch Heavy Artillery. He was wounded twice during the conflict. During the war he developed the methodology and tactics for using artillery to fire moving barrages that provided better protection to advancing infantry. He also improved the accuracy of fire by developing a system of taking gun barrel bore measurements regularly and using these to accurately calculate fall of shot throughout the life of a gun barrel. The system is still in use today.

Between the two World Wars, General McNaughton rose to become Chief of the General Staff before heading the National Research Council of Canada.

At the start of World War Two, General McNaughton went overseas as the Commander of the First Canadian Infantry Division and in 1942 was appointed Commander of the First Canadian Army. He served as Minister of National Defence from 1944 until shortly before the end of the war.

General McNaughton went on to chair the United Nations Atomic Energy Commission, become Canada's Ambassador to the UN and he chaired the Canadian Section of the International Joint Commission. He served as the first Colonel Commandant of the EME Branch from 1946 to 1964.

Colonel A.L. Maclean

Colonel Maclean served 31 years in the Canadian Armed Forces during which time he saw action in World War Two, rising to command the 1st Canadian Mobile Tire Repair Unit in NorthWest Europe.

In 1948 Colonel Maclean established and was first head of the Mechanical Engineering Department of the Royal Military College. He was a member of the Directing Staff for the Canadian Forces Staff College between 1957 and 1961.

In 1965 Colonel Maclean became Commandant of the EME school and Head of the EME Branch. He finished his CAF career as Base Commander of CFB Kingston in 1973.

After his retirement he served as Colonel Commandant of the EME Branch from 1975 to 1979.

Special thanks to Colonel Murray C. Johnson. Additional information for biographies taken from: Colonel Murray C. Johnson, Canada's Craftsmen at 50! (1995)

RCEME Journal

Regimental Command

RCEME As Leaders Everywhere

Learning and Action

What's Up?

Trade Section

History & Traditions

Awards & Recognitions

The Corps Director's Message

Every day is RCEME Day

Col N. Eldaoud, RCEME Corps Director

Every day is indeed RCEME Day. I really mean and believe this. My rationale is simple: everyday, somewhere in our country or in the world, there is at least one Canadian Army or CAF soldier that is waiting for an RCEME technician or engineer to conduct a repair, an inspection, a mod, or a redesign, so that that soldier can do his job. Whether it's in the middle of the summer, at Christmas, at New Years or on the RCEME soldier's birthday, it happens everyday.

You could therefore say back to me that "if every day is RCEME Day, then I should be entitled to a 'cold one' everyday." My answer is: yes, but like anything in life, we don't always receive what we deserve. We are too professional and too dedicated to stop our work as we realize the essential importance of what we do. We ensure land equipment readiness for the Army and the CAF, and we are very conscious that no military operation can be conducted without those highly sophisticated equipment and weapons systems for which we have been entrusted the full engineering and maintenance responsibility. So what do we do? We accumulate 365 days of RCEME Days and we hold a great party once a year on the anniversary of The Corps of RCEME and call it RCEME Day. So the next time someone asks you why RCEME has RCEME Day in May of each year, answer back that it is because we are too professional and dedicated to party every day!

We are now RCEME

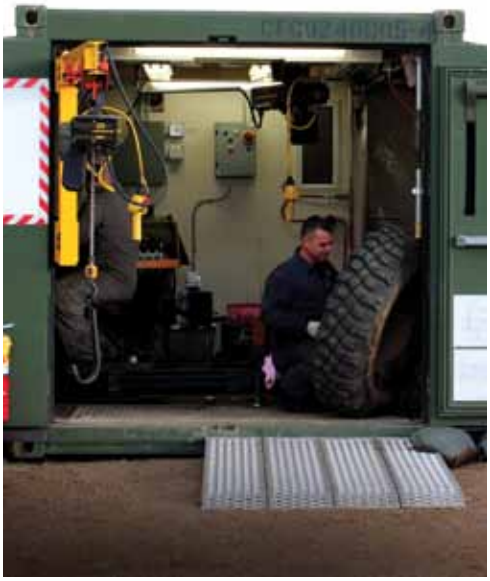
During his presentation to the Canadian Club of Toronto on 19 April 2013, the Minister of National Defence announced the change of name for the EME Branch to "The Corps of Royal Canadian Electrical and Mechanical Engineers" ("le Corps du génie électrique et mécanique royal canadien" in French). As of that day, we stopped using common, non-legally binding usage of the term "The EME Branch".

This is a pivotal moment that starts a new chapter in our history and heritage. Esprit de corps was the EME Branch's most recognized trait and it is this extraordinary characteristic that must be celebrated as we become RCEME again. Across the country, throughout all components of all the CAF and the Army, we count on all members of our Corps to make such an event one to be proud of and remember.

Goodbye

As most of you know, I will assume new functions this summer which will end my mandate as Director RCEME Corps. I would like to take this opportunity to say how rewarding and fulfilling these last two years have been for me. The Corps of RCEME is made up of men and women that are talented, full of energy and dedicated to their unit, the Army, the CAF and the Corps. In all of our travels, the Corps RSM and I have been thanked and praised for the extraordinary work that you do everyday. Leadership everywhere recognise that without their RCEME techs and officers, operations just can't happen. Always be proud of your professionalism, of a job well done and never stop reminding yourself how essential your contribution is to the Army and the CAF. I know that my two command team partners, CWO Bergeron and CWO Gilbert, think like me when I say, you are the best. I will step down as Corps Director, but will always remain RCEME. This is a great feeling as I will always be reminded that I must act by Skill and by Fighting and that Every Day is RCEME Day!

Merci. Arte et Marte.



Production Team

Editor-in-chief	Col N. Eldaoud, CD, MSC
Managing Editor	Col J.F. Prevost, CD
Editor	Lt J.F. Fournier and A. A.-Bélanger
Corps Information O	Maj J. Motl
Graphic Design	Cpl J. Schwartz
Editing Team	M. Lépine, E. Lewkowitz, and 2Lt J. Bertrand
Distribution	MCpl J. Vaillancourt

The Journal of the RCEME Corps

Corps Formation	May 15, 1944
Corps Motto	Arte et Marte
Corps Patron Saint	Saint Jean de Bréboeuf
Corps Colonel Commandant	BGen (ret'd) P.J. Holt, OMM, CD
Corps Director	Col N. Eldaoud, CD, MSC
Corps RSM	CWO J.G.R. Gilbert, CD

Corps Regimental Sergeant Major's Message

The Craftsman is Our Best Tool

CWO J.G.R Gilbert, RCEME Corps Regimental Sergeant Major

Since June, when I was honoured by being named RSM of our RCEME Corps, I have been amazed by the quality of leadership we have in the Branch. No matter where I go or who I talk to, I invariably hear the same message: "The RCEME Corps is an impressive organization."

I've also had the opportunity to visit a lot of you since I started serving here, and I can assure you that morale, team spirit, and cohesion in the RCEME Corps are very high.

We are all technicians with very different levels of knowledge and experience, but we are working towards the same goal, namely to inspect, repair and maintain all equipment, and keep it in good operating condition. For achieving this, we have the best tool in our kits, one we use every day, a tool we are asked to do more with, a tool we don't purchase but rather is developed, forged, a tool that adapts to whatever task needs to be accomplished. In a word, a highly versatile tool.

I'm talking about the craftsman. The craftsman is our best tool. They are our magicians, capable of performing miracles on a daily basis, often repairing equipment when short of parts and in very harsh conditions within Canada and abroad. We must continue to educate and, most importantly, protect this critical resource. Our craftsmen are the pillars of our Corps. We are required, at this point in history, to support highly sophisticated equipment and therefore our craftsmen must constantly be updated on new technologies so they can maintain this professional skill that is part of us and reflects so well our motto "By skill and fighting".

> *"The RCEME Corps is an impressive organization."*

We should also express our thanks to all the craftsmen who paved the way for us and left us with the glorious reputation our Corps enjoys today in the CAF. They were our pioneers and today they are our guardian angels; without them, we wouldn't be here. Never stop thanking them for their excellent work, and show them the greatest of respect.

In conclusion, I would like to praise all members of the RCEME Corps for their outstanding dedication and remarkable efforts day after day. Even after doing so much, it's not rare to hear a craftsman say: "But I was only doing my job." So let's continue investing in our main weapon, our best tool, the craftsman.

Talk to you soon.

Cpl. Justin Dempster, an advisor with the Kabul Military Training Centre (KMTC) Motor Pool, observes a KMTC mechanic practice welding.

Over 270 Canadian Armed Forces advisors and support staff serve at KMTC as part of the Canadian Armed Forces contribution to the NATO Training Mission in Afghanistan.

Photo by Master Corporal Chris Ward, Canadian Armed Forces

Call for Articles 2nd Edition 2013

Theme for next edition: RCEME As a Proud Regiment

We invite you to send your articles and photos relating to the above mentioned theme and categories (maximum of 500 words). Please send your photos in a distinct JPEG file format rather than directly in the ''MS Word'' document used for the text. The photos must be at least 300 dpi (dot per inch), and 5''x7'' of size or more to qualify for the cover page. The author of the article and people portrayed in the photos must be identified at the end of the article as follows: Rank, initials, last name, trade and unit. **Deadline for submitting your article is July 12, 2013**. We reserve the right to select articles and to modify the texts according to the space available.

Internal email
+EME Journal@202DA@Montreal

External email
EME.Journal@forces.gc.ca

Interviews with EME Leaders

The multiple points of view on leadership

In the following pages we present you our second series of interviews with EME leaders.

BGen (Ret'd) Bill Brewer

BGen (Ret'd) Brewer served as DGLEPM from 1998-2002. Retiring in 2002 after 37 years of service, he started his own consulting firm and is currently employed by DEW Engineering in Ottawa.

"Don't forget where the Branch has come from and where it is going. Never forget people are your most important resource. Make a difference. Communicate!"

In what way has the training you received as an EME Officer helped you to build your leadership skills?

EME training gave me the broad technical, leadership and decision making base to start my career and develop myself. The training was often very realistic, challenging and fundamentally important to understanding missions, objectives and the key roles that our soldiers play in operations.

What do you think a leader is able to bring to the Branch?

A good leader will bring professionalism, enthusiasm, initiative and a vision of the army and the CAF as a whole. He/she must instil the "Can Do" attitude for which our Branch is so well known in all subordinates.

After retiring from the Branch you joined DEW Engineering before beginning consulting. Did your EME background help you in these transitions?

Greatly! The EME Branch provided skills which are completely transferable to industry. More specifically, it taught me how to effectively manage people and equipment in unique and complex situations. I also learned how to use the decision making process to accomplish tasks efficiently, with a focus on getting the right equipment into the hands of soldiers as quickly as possible.

What are your greatest strengths as a leader?

I'm a people person, who likes to articulate a vision with precision, while at the same time putting in place the right team to accomplish the mission. I also like to communicate; our soldiers need to know that what they are doing is appreciated. On the same token, they need to understand the impacts of their work on the unit or institution.

What do you feel are some of your greatest EME accomplishments?

Being the CO of a Svc Bn gave me a good view and insight into the need for implicit trust in both officers' and soldiers' capabilities. Turning around entire companies of vehicles at a moment's notice and seeing it succeed in the end is something you will always remember. As DGLEPM, the implementation of the EMT concept is something I will never forget. Seeing the big machine work and knowing that you are responsible for the organization was quite a leadership experience!

CWO Serge Froment

CWO Froment joined the Forces in 1979 and has served in many command and staff positions, including 2 Svc Bn RSM, 2 ASG RSM and CANOSCOM Command CWO. Since October 2012, he has been employed as the CJOC CWO.

Can you summarize your career with some key positions where you improved your leadership skills?

At the beginning of my career, I was posted to Germany as a newly promoted Master Corporal. The fast tempo of production required me to develop strong leadership skills. When I came back, I went to CFSEME and oriented my approach to mentoring leadership. Throughout the rest of my career, not only did I develop my management skills as I was increasing my responsibility for production, but I also got involved in leading changes. My current role is entirely with the leadership side of the CAF.

In what way has the EME training you received helped you build your leadership skills?

I was very fortunate to meet strong leaders during my training. The EME training is focussed on production and I was trained to handle concurrent activities and fix problems, which enhanced my leadership abilities.

From your point of view, what is a good leader?

A good leader is one that brings credibility to the institution. Without credibility, it is extremely hard to lead personnel.

"Throughout my career, I went from leading productivity to leading the institution."

What are the most important values that can be demonstrated by a leader?

First, duty before self, while maintaining a balance where you don't forget yourself and your family. Second, loyalty to the institution, your commander and your troops. Finally, courage of your convictions.

How would you describe your basic leadership style?

I am a mission-oriented person. I lead by remaining calm and confident and always hold the belief that soldiers will want to do all they can do. They just need the chance and the guidance to get them there.

What do you feel has been your greatest work-related accomplishment?

My greatest accomplishment is seeing progress in soldiers who used to work for me, even sometimes following the same steps as I once did. It is great to see people achieving the CAF leadership levels that I have achieved.

BGen Alex Patch

BGen Patch joined the forces in 1983, and has served in many units across Canada and abroad in both command and staff positions. Since July 2009, he has served as DGLEPM under ADM(Mat).

What part of your EME training helped you to become a better leader?

EME training really helped me expand my knowledge of leadership in a technical environment. I learned how to work with tradesmen and combat arms units on technical equipment issues and how to balance the goals of each environment. For the command leadership lessons, I learned them more directly on bases during my postings.

What do you think a leader is able to bring to the Branch?

Take note of the words on an Officer's Commission or a Chief Warrant Officer's formal Warrant, and try hard to live by them.

From your point of view, what is a good leader?

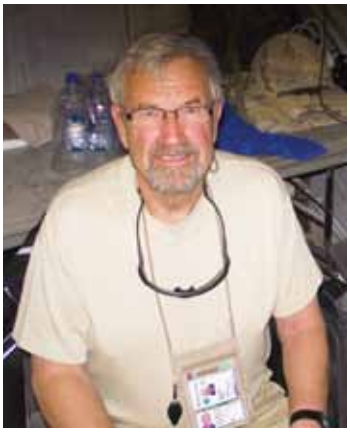
A good leader is one who embodies the ethos of loyalty, courage and integrity.

Have you ever had a mentor or someone who inspired you as a leader?
At every level of command, I have learned a great deal from my peers, and also from the RSMs of the units that I worked with over the years. They are the most valuable mentors that one can have at all levels. I have also been mentored by Company Commanders and Commanding Officers, who very patiently helped develop my leadership abilities.

What approach do you usually take to get your people to work together?
It's all about overcoming friction. There can often be a fair bit of friction in the workplace, and overcoming it efficiently is important. That takes time, compromise, and a lot of hard work.

Any advice for future EME leaders?
Look at your roots, listen to soldiers, aspire to duty with honour, and know that your development as a leader and a person is always ongoing.

"Every single position I have been in, I have been learning about leadership. I learned about how to practice it personally, how other people practise it, and how they exercise command."



Col (Ret'd) Andrew Nellestyn

Col (Ret'd) Nellestyn served for 24 years as an EME Officer, during which time he served in many critical positions in the CAF. He retired in 1985, is presently working as the Chairman and CEO of Andel Consulting Services Inc. and is the EME A Vice President.

Can you summarize your career with some key positions where you improved your leadership skills?
My career path took me in a different route than normal, dipping heavily into the education side of the military. I had a good opportunity to develop my leadership skills at RMC as both a professor and squadron commander. These jobs taught me a lot about developing individuals and educational leadership rather than command leadership. Command leadership, which I obtained as a platoon, company and battalion commander, is equally important.

"Listen constructively and look to the future but never forget the past."

What do you think a leader is able to bring to the Branch?
A leader must bring to the Branch the idea of enabling the personnel to reach their full potential. A part of mentoring and developing subordinates is to ensure that they have all of the tools they need to become what you are mentoring them to aspire and achieve. If they are missing those tools, then they can not develop. Bring a vision when you lead. A strong vision will build cohesion in your subordinates and provide direction to people's actions. It will also motivate them.

When you retired from the Branch, you had quite a career in the private sector and politics. You were a municipal politician, senior corporate executive with many companies, project manager and consultant. How did your experience with the EME Branch help you transition into the civilian world?
The unknown is always feared particularly by service personnel embarking on a second career in the private sector. There is no need for this fear. Being within the Branch and constantly being pushed out of my comfort zones, where I did not know the field or subject matter forced me to get over those fears. Service in the military is excellent preparation to manage and lead a private corporation.

Do you think mentorship can be useful for leaders?
Mentorship is extremely important for leaders and subordinates in order to grow. One must enable and empower people and lead them along the right path. Mentoring can be seen as a form of succession planning, and leaders who do not have a succession plan for their future and the future of their own troops, in my opinion, are not very strong leaders.

CWO Andy Dalcourt

CWO Dalcourt enrolled in the Forces in 1978 and was promoted to his rank of CWO in 2001. Since then he has been in many key positions such as CFSEME RSM, DGLEPM Divisional CWO and EME Branch CWO. He is currently employed as CMP Command CWO.

"Mentorship is beneficial to both yourself and others. Formal or informal leadership, both are really important."

Can you summarize your career with some key positions where you improved your leadership skills?

My leadership was being developed from day one while watching leaders, studying what they do and learning about the great leadership that the Branch has had throughout its history. I had to assess peers at a low rank level which helped hone my skills. During my time as the ETQMS at 2 CER, I led the platoon in the absence of the Maint O. As the Regt Coy CSM and School RSM at CFSEME, I learned in depth about the development of young craftsmen and officers.

What do you think a good leader is able to bring to the Branch?

Most people don't realize how well people are trained within the EME Branch. We are often put outside of our comfort zone and we always succeed. It is important not to be afraid to seek responsibilities outside of the Branch.

What are the most important values a leader should demonstrate?

Good values to have as a leader are honesty, loyalty, ethics, fairness, confidence and always looking after the military and civilian personnel under your command.

How would you describe your basic leadership style?

From my perspective, it is very important to give the people the tools they need to do their job and then let them do it. People learn more when they're the ones doing the work. Your role as a leader is to teach employees the process and encourage innovativeness.

How do you motivate a team when it faces a difficult situation?

I analyse the strengths and weaknesses of each person, then mentor them separately to find their own motivation and use it to build up my team. As mentioned earlier, I prefer innovative leadership rather than directional leadership. I want to give the team the opportunity to innovate and learn instead of giving them step-by-step directions on how to do a task.

Any advice for future EME leaders?

Trust subordinates to get the job done and ensure that they have no roadblocks to get there.

Equipment Serviceability, Technician Retention and Re-establishing the Equipment Culture within 1 CMBG: A Commander's Perspective

Col D.J. Anderson, INF, Comd 1 CMBG

Col Anderson's operational experience includes deployment to Cyprus, employment as a company commander in Bosnia with the Royal Green Jackets, and as Administration Company Commander in Bosnia with 3 PPCLI. He was the Chief of Staff Task Force Afghanistan in 2005-2006. He holds a Bachelors of Military Arts and Science from Royal Military College, and a Masters of Science in National Security Strategy from the National Defense University in Washington DC.

This past summer, I had the privilege of taking command of 1 CMBG which included welcoming back 1 Service Battalion to the Brigade, one year ahead of the rest of the Army. Many views exist on the ideal command relationship between the Service Battalions and the Brigades who are their primary customers, and I truly believe they are moving back to where they belong, supporting the main effort.

One of the major concerns that I knew I wanted to address when coming into this job was the state of the Brigade's equipment and the health of its EME trades. I was routinely being briefed on a 20% serviceability rate for the A vehicles of the Brigade, and this did not seem to be a cause for concern within the Brigade. I served back in the days when a 10% VOR rate would see COs being roundly chastised if not fired, and so it struck me as odd that no one seemed all that concerned. The importance of equipment serviceability and EME technicians who enable that within a mechanized force cannot be stressed enough, and yet clearly, this fact has been forgotten or ignored over the last decade. Considering that 2013 will see 1 CMBG generating two high readiness task forces (TF 1-13, TF 2-13), I deemed it essential to jump on the issue of equipment serviceability and quickly. The newly minted Brigade Maintenance Plan directed COs to achieve an 85% serviceability rate by April 2013, and in order to enable that, I convened a two-day Brigade Maintenance Symposium that brought together a majority of the Brigade's EME personnel and unit chain of commands to identify and build solutions for the critical issues affecting the health of our equipment and its trades both from a micro and macro perspective.

Comd 1 CMBG, Col D.J. Anderson carrying out operator maintenance on his LAV III with 1 CMBG RSM, CWO D.W. Coxall and a vehicle technician from the LdSH (RC)

The overarching issue with serviceability is the fact that our equipment has been put through a number of years of hard use. The series of deployments to Afghanistan and the fact that our support vehicles are over 20 years old is a good indication of the source of many of our serviceability problems. However, as the next few years are likely to be more financially constrained, and as replacement support vehicle fleets are not to be fielded for quite some time, we will need to care that much more for our equipment to ensure that we can continue to train to the level required for both planned and potential deployments.

A critical concern at the micro level is the fact that we no longer possess an equipment culture, a deficiency that is readily apparent by the high VOR rate being experienced within 1 CMBG. Ownership of vehicles, dedicated transport representatives at the sub-unit level, scheduled maintenance periods that actually sees combat arms soldiers alongside technicians taking care of our equipment have all been pushed to the side and ignored. This is something that I have stressed with my COs to rectify, and through my periodic assessments of unit VOR rates and visits to the lines, I have begun to see improvement.

I see the new DRMIS system as an excellent tool to facilitate a strong equipment culture within all levels of the chain of command. Having completed my own DRMIS familiarization I now independently drill down into unit VOR reports and even into specific equipment work orders, and can see that this is a user-friendly system that enables staff and commanders at all levels to generate accurate reports in minutes. Of course, this is true only if the system is being used properly, and, rest assured, 1 CMBG will fully integrate DRMIS into all levels of the chain of command to assist in re-establishing its equipment culture – if only because once the Brigade

Commander starts looking at work tickets and productivity reports, COs and 89ers do as well!

From a macro perspective, the maintenance symposium produced some initiatives to facilitate a higher serviceability rate across the Brigade. The reality of our undermanned units is that we do not have the manpower to enable proper equipment ownership; therefore, 1 CMBG is carrying out equipment rationalization across the units to relieve some of the burden. The other large initiative is to reduce equipment transfers between units and this is not only looking at transfers from an operations perspective but a maintenance one as well. The movement of equipment between first and second line workshops not only takes a fair amount of coordination but also reduces visibility of progress for the CO who actually owns the equipment. Research and working groups are ongoing in the West that could see a fundamental change in the way we split repair responsibilities between first and second line workshops with the view of increasing efficiency and equipment ownership from a maintenance perspective.

The feedback from the Maintenance Symposium unsurprisingly indicated that EME technician retention was linked to the ability to influence the serviceability of equipment. Although there were many recommended actions to increase retention, the most emphasized recommendations were tied to allowing technicians to fix kit – in other words, to let mechanics be mechanics. At the micro level, unit chains of command need to reduce the taskings that take technicians away from the shop floor. The reality is that technicians are not twisting wrenches due to general duty taskings, which increases their workload closer to exercise pre-deployment periods and burns them out before the exercise even starts.

"The importance of equipment serviceability and EME technicians who enable that within a mechanized force cannot be stressed enough."

Tied to the lack of equipment culture and education in units, is the view of operators who see all levels of maintenance as a technician's responsibility. Without the support of the unit requiring operators to assist technicians when their equipment is being serviced, the burden on technicians increases, building frustration and contributing to burn out. Similarly, it is important for technicians to see that operators actually care about their equipment. There is nothing worse than helping someone who doesn't care to help themselves. The old adage of "it's my job to break stuff and your job to fix it" just doesn't cut it anymore.

Comd 1 CMBG, Col D.J. Anderson

From a macro perspective, the manning issues have resulted in an extremely undermanned Maintenance Company within 1 Service Battalion. Thus, equipment that is transferred to the second line workshop for servicing does not have repairs carried out in a timely fashion as there are too few technicians to carry out those repairs. This led to the initiative identified above, which would not only see repair responsibilities transferred from second to first line, but perhaps additional technicians as well. As mentioned above, this specific concept is being examined at multiple levels to ensure a detailed implementation plan is developed, however the situation in the Canadian Army has most definitely changed over the past few decades with respect to manning, capability and the state of our equipment which warrants these types of initiatives for adapting our methods.

Additionally, we identified that the current QL4 Maintainer training flow is unfunded, burdensome, and requires a fulsome review. The Brigade will be undertaking a complete review of the package within the new fiscally constrained environment that we all operate in, and will, in the coming months, be making detailed recommendations on its redesign / reorientation. In the interim, we are considering decentralising the technicians themselves to the first line units, which will provide an increase in capacity that matches a revised Permissive Repair List.

The 1 CMBG Maintenance Symposium was an excellent opportunity to gather together EME personnel of all ranks to raise issues that were not complex or new, but common just with multiple perspectives. The fact that Brigade and Unit Command Teams listened and participated in some of these discussions, I think demonstrated to the Brigade's technicians that maintenance was no longer being paid lip service and that 1 CMBG was taking a step in the right direction.

Ten years of war have taught us many valuable lessons, but it has also served to undermine a true culture of equipment husbandry. Now is the time to start looking after our equipment again and more importantly to look after those who fix our equipment. However, the only way for this concept to flourish, and for a true equipment culture to exist and to be perpetuated, is for command teams at all levels to be well-educated on the limitations, capabilities and needs of their equipment and for them, in turn, to continually educate their personnel on this fundamental aspect of a mechanized force.

1 CMBG is Semper Vigilans, but only because we are Arte et Marte.

CFSEME Reorganization : Apprentice Platoon

2Lt E.C. Elgar, Regimental Coy, CFSEME

On 16 October 2009, CFSEME absorbed the responsibility of post-recruit management in between various courses at the school. Responsibility for the platoon organization of up to 250 technicians-to-be, formerly referred to as Personnel Awaiting Training (PATs), was given to Regimental Company and removed from the Basic Training List at CFB Borden.

To further build upon this transition, acknowledge the required commitment, uniqueness and speciality of training conducted, as well as uphold the respect deserving of our future technicians, the organization was officially renamed Apprentice Platoon as of 1 November 2012. No longer simply a holding platoon, the new name should rejuvenate its members and, united with a stimulating training plan, instill upon them a strong sense of EME pride, sparking the Branch's exceptional esprit de corps within them at an early stage in their career.

Upon completion of their Basic Military Qualification, soldiers arrive at CFSEME to be immediately indoctrinated through an intake process which includes in-clearances, basic introduction to the unit and commencement of their required distance learning courses. These courses include mathematics, controlled goods, Workplace Hazardous Materials Information System (WHMIS), shop safety, radiation safety and EME history. Once a member arrives at Apprentice Platoon, they must complete the Soldier Qualification, Common EME Training and Common EME Technical Training. Furthermore, in between courses, Apprentices are loaded onto driver training. Indeed with such a demanding schedule, the previous name of personnel awaiting training was terribly misleading.

The word "Apprentice" was chosen primarily due to its adequate description of the specialty involved in training the modern technician. The name bears special significance with references to EME and Army history. At the end of WWII, with inspiration from the past and an adaptation of the 1930s Boy Soldier Plan[1], a new technician training initiative was instituted, called the Soldier Apprentice Training Program of the Canadian Army[2]. The program was implemented in 1952 and its aim was to recruit young men 16 and 17 years of age who possessed good potential for a career within the Canadian Army and to allocate them a trade, transform them into good soldiers and offer them an academic education.

During this period, Regimental Company, known as Apprentice Training Company[3] was geared towards providing the educational standards which enabled these young Apprentices to rapidly become effective technicians. This training was considered as "the most dynamic and successful training program ever undertaken by the Canadian Army"[4].

The name Apprentice Platoon ties back to our roots, only to further emphasize the customs, rich traditions and distinctiveness associated with the EME Branch. It is the first EME organization a future-technician encounters as he progresses through the training system. A seemingly small change of a name and further emphasis on training will have a profound effect on this new generation of soldiers and can only lead to one thing: better technicians at the unit and in the EME family.

Footnotes: 1. Peter Worthington, Bring back Soldier Apprentice Plan (Toronto Sun, 29 Oct 2006). 2 The Royal Regiment of Canadian Artillery. Information taken from http://www.artillery.net/beta/apprentice_program. 3 Colonel Murray C. Johnson, Canada's Craftsmen at 50! (1995) 243-244. 4 Raymond S. Clowes, 30th anniversary of the RCCS Apprentices (1982). Adapted from http://www.magma.ca/~rccs5sqn/history.html.

EME Officer Development Period (ODP) 1.2 Serial 001

2Lt E.C. Elgar, Student, ODP 1.2 Serial 001

On the 27th of June 2012, 29 new officers started Electrical and Mechanical Engineering (EME) Officer Development Period (ODP) 1.2 serial 001.

This was the pilot course for the new EME officer training. Six weeks of the three month course were spent in the field, providing a significant challenge for the students. During the field exercises the students learned the skills necessary to site a Combat Service Support (CSS) organization, operate a CSS command post (CP), and move a CSS organization while functioning as the maintenance officer.

The time in the field also provided the opportunity to create lasting bonds with their fellow officers and develop relationships that will remain with them throughout their careers.

Upon completion of the field portion of the course, students learned to plan the requirements of a maintenance workshop, act as technical advisors, and execute land equipment management system processes. The students also had a brief from the career manager and many were eager to apply their new skills on the job at their new posting locations in Yellowknife.

The course concluded with a mess dinner organized by the Canadian Forces School of Electrical and Mechanical Engineering (CFSEME) which hosted the EME Branch Advisor, Colonel N. Eldaoud, as the guest of honour. This proved to be an excellent way to conclude the course and welcome the newly qualified officers into the EME Branch. ODP 1.2 successfully prepared the next group of EME officers for the challenges ahead of them and the Canadian Armed Forces in the years to come.

Students completing the field portion of ODP 1.2

Ex SPARTAN BEAR II

Lt Brent Wagner, A/2IC Maint Coy, 2 Svc Bn

2 Canadian Mechanized Brigade Group (2 CMBG) deployed to the Meaford area in May 2012 to conduct their annual Brigade Exercise. Over 2000 soldiers and 600 vehicles made the 500km road move across Central Ontario to add the time and space factor into fighting a force on force battle. Moving the majority of 2 CMBG required a great deal of support and Maintenance Company (Maint Coy) of 2 Service Battalion (2 Svc Bn) rose to the unique challenge.

The first phase of the exercise saw the Royal Canadian Dragoons (RCD) deploy a week in advance to screen the Brigade advance. To provide support to the RCD, 2 Svc Bn pushed out a Forward Support Group (FSG) based around Maint Coy with attachments from the other Coys within 2 Svc Bn. Maint Coy deployed completely in order to have a sufficiently robust organization that would be flexible enough to adapt to the evolving 2 CMBG plan as a result of the unique environment or scenario evolution. Flexibility was pivotal at this point, especially when it would take 8 hours to drive across the area of operations (AO).

The FSG moved initially to Huntsville to support RCD sub-units spread from Parry Sound to Barrie. The Supply and Transport personnel with the FSG conducted the Distribution Point cycle to keep the RCD topped up while Maintenance recovered all vehicles into FSG lines for on site repairs. Here, the need for contracting and coordination was truly emphasized. Prior to deploying, 2 Svc Bn had to put in place contracts for everything from fuel to grey water disposal to low beds for recovery. On the ground, the FSG was exploiting these contracts to their fullest to ensure the RCD had the support they needed.

When the Brigade began to move, many elements had to move independently in order to prepare for their own unique operations in support of 2 CMBG. 2 CER had river crossings in Parry Sound and Barrie, 2 RCHA prepositioned itself in Meaford and 3 RCR deployed as the Enemy Force. All of these elements required support, and with the majority of 2 Svc Bn supporting 2 CMBG during its advance, the task fell to the FSG. In order to meet the support requirements of four major units, the FSG split into three Immediate Replenishment Groups (IRGs) located hundreds of kilometres apart in Parry Sound, Huntsville and Collingwood. The IRGs not only provided support to the independent units within the AO, but also to 2 CMBG's advance and the reception, staging and onward movement (RSOM) control in the Brigade Support Area (BSA). Being the first unit in the area and coordinating the RSOM was a challenge with hundreds of personnel, dozens of tractor loads and vehicle casualties moving in and out of FSG lines.

The site in Collingwood was not a typical site you would see on a Brigade Ex. The FSG was sited in and around a vacated Goodyear plant with plenty of hardstand and workspace, a great deal different than deploying in the woods. This gave Maintenance an excellent production site when combined with the Re-locatable Temporary Camp (RTC) command post sea containers and additional workshop shelters that were requested for the Ex. The hardstand was a necessity for the low beds and heavy sea containers that were shipped in. All in all, it was a Maintainers dream field siting.

Upon 2 Svc Bn's arrival with the majority of 2 CMBG, the FSG reintegrated and stood down and now Maintenance Company free of the logistics shackle that previously restrained it as the FSG was able to exclusively focus on providing repair and recovery to 2 CMBG. Due to Maint Coys unique site and proximity to the centre of Collingwood, a large public interest was immediate, which quickly lead to a dedicated visits program with over 800 residents and visitors touring the Coy lines. Of course this was a great opportunity for maintainers to show off their equipment and capabilities. It was a fantastic morale boost to the Coy to know they are well appreciated and that what they do is important and of interest to the general public. People were constantly dropping by brining coffee and baked goods, and one local civilian even brought out an old 1945 REME Wrecker for a picture with the Company.

Overall, the time and space factor made this Ex an excellent training opportunity. With units moving hundreds of kilometres a day, it put an emphasis on prepositioning support and planning to ensure all units were properly supported. Contracting local support was also a necessity to cover any capability gaps of the Battalion. All in all, it was very different from deploying to the Petawawa training area, but what remained constant was 2 Svc Bn and its professional level of support in any situation.

Maintenance Company personnel photographed with an old 1943 pattern Wrecker.

EME at the NCO Training Brigade

WO Martin Boissonneault, RSM, TAT

Formally established on 21 November 2009, the mandate of the NATO Training Mission–Afghanistan (NTM-A) is to provide support to Afghanistan's National Security Forces (ANSF). This support is focused on developing the capacity of the ANSF through mentor and partnership programs including the recruiting, training, and fielding of Afghan units and by providing direct support to the ANSF in building an institutional training base that can sustain these forces.

Since last October, Roto 2 of Operation ATTENTION, Canada's contribution to the mission, has been hard at work mentoring the Afghan National Army at the Kabul Military Training Centre (KMTC). By coincidence three members of the EME Branch were assigned to key positions within the same Tactical Assistance Team (TAT) and are currently supporting Afghan leadership training and development at the NCO Training Brigade (NTB).

The mission of the NTB TAT is to establish the NTB as the Centre of Excellence (CoE) for junior leader training and NCO development within the ANA. Our primary task is to advise the NTB staff on how to provide non-Branch specific military education and training to Senior Non-Commissioned Officers (SNCOs). The team's responsibilities include providing oversight on day to day activities within the brigade and advising the NTB and Kandak (Unit) HQs. We also assisted in the staffing of important documents such as the NTB's training (schedules, POI's, etc.), and oversee the planning and conduct of all courses run by the Brigade.

The NTB TAT is composed of 40 personnel and includes contingents from the UK, USA, Romania, Turkey and Canada. In the Canadian contingent EME personnel account for three of the seven people assigned to the TAT and they hold some of the key command positions within the team. Capt Rioux from 35 Brigade is the TAT XO, WO Boissonneault from 5 Service Battalion, is the Sergeant Major and Sergeant C Bouchard from 5 CER is one of the Advisor Team leaders.

The general consensus among the EME crew here in NTB is that the jobs we are currently doing have taken us completely out of our comfort zones. However, it is also acknowledged that the versatility of EME training has allowed us to quickly adapt our skills to whatever the mission can throw at us in terms of workload and complexity. Major Balasevicius, an infantry officer and the Officer Commanding the NTB TAT, has stated "I am pleasantly surprised and extremely happy with the versatility of the EME skill set in the TAT. Out of the box thinking by the EME crew has gotten us out of a few difficult situations during this mission."

When it comes to adapting EME skill sets to specific mission requirements this tour has given us the confidence to know that we can work with and hold our own among some of the very best in the world. Moreover, the EME's ability to adapt and persevere in the face of difficulty and to think outside of the box has proven to be a vital skill that we have used to great effect many times during this mission.

As the TAT's Sergeant Major WO Boissonneault also mentors the NTB Sergeant Major and S1 section at Brigade HQ.

EME Up North... in Afghanistan

MCpl R. Henry, Maint Pl, NCSE, CCTM-A

Whether climbing to the top of the local Ghar at 7500ft elevation, or underneath an RG31, the maintainers of ROTO 1 have left their mark on this mission through grit and determination. Primarily from 2 RCR, Maint Pl deployed to Kabul for this eight month tour in Feb 2012 and took over from 3 PPCLI at Camp BLACKHORSE in eastern Kabul.

Here in Afghanistan, as in Canada, Maint Pl works hard but we play hard as well. This was no further evident than during our EME Day celebrations. With many of our EME friends and colleagues filling mentor roles all over Kabul, it was unexpected and refreshing to be reunited with them for our EME Day festivities. Our day was filled with activities such as washer toss and foosball. The mood was light and we were able to enjoy a relaxed day spent recounting stories old and new.

As the months rolled on, we found new ways to keep our minds off of being away from home through our extracurricular activities on our downtime. Several of us volunteered our time at the camp's fire department. We were given the training required to respond to a fire within the camp, including operating the fire engines and participating in live fire exercises.

Along with firefighting, to pass the time we created a ball hockey league for Camp BLACKHORSE. We started the league from scratch by ordering all the required gear from PSP, creating a constitution of rules and regulations and spending our spare time building hockey boards. Word spread quickly throughout the camp, and before we knew it we had a league of five Canadian teams, and we even managed to convince our US counterparts to fill a team. The league provided an instant boost of morale that gave everyone something to look forward to in the evenings, either as players or spectators.

(Continued on page 15)

All in a Day's Work… Over 8 Months

CWO Bob Thompson, RSM, KMTC TAG

On or about 7 November 2011, the 12 EME soldier/technicians converged upon 2 RCR to commence work-up training in preparation for eventual deployment to Kabul, Afghanistan as part of NATO's training mission (NTM-A).

For a period of 8 months these dedicated troops were employed as training advisors, paired off with soldier/technicians from the Afghan National Army (ANA). The majority of the advising these troops accomplished was done at and on the Kabul Military Training Center (KMTC), located 20 km from the heart of Kabul, as members of various Training Advisory Teams (TATs).

All four NCM occupations were represented in the TATs, and the team deployed with two EME officers, so the regiment of many small units was a force to be reckoned with. When the troops weren't actively engaged in their primary combat function as advisors, they very often could be found conducting occupation related tasks in support of day to day life (and operations) on Camp ALAMO. Now Camp ALAMO is actually a camp with a camp, meaning a HESCO walled position was located within the confines of KMTC. Each morning the troops would make their way over to meet with their "advisee" to conduct the days business, which in EME terms translates to every ET's favourite word…PRODUCTION!!

KMTC trains almost 50,000 soldiers a year, much the way a place like the Combat Training Center in Gagetown, or CFSTG does in Borden. As you can imagine there is a tremendous amount of EME related support required to sustain the demands of training a country's Army, and a proportional amount of frustration with things like VOR, weapons serviceability, etc. The troops rose to the occasion and in true EME spirit gave the ANA all the advising expertise they could handle. I think I can safely say that the days were long, but the weeks just flew past, and the troops have truly left a positive mark and have set their ANA counterparts up for continued success.

(L-R) CWO Bob Thompson, KMTC TAG RSM; Cpl Dempster, Mat Tech; Cpl Lyons, Wpns Tech; Cpl Burrell, Veh Tech; MCpl Follett, Veh Tech; Cpl Krob, EO Tech; Lt Benoit; Sgt Cogswell, Veh Tech; WO Collier, Veh Tech; Cpl Tarrant, Mat Tech; Cpl Wolfrom, Veh Tech; WO Seki, Wpns Tech; Lt Lefevbre; and Col Williams, Comd KMTC TAG.

A couple of the troops were recognized for their efforts and devotion to being true craftsmen. Most notably Cpl Lyons, a Wpns Tech hailing from 33 Svc Bn in Halifax, was awarded a Task Force Commander's Commendation for his work in developing training publications (which were translated into Dari) on American, M-16 simulation equipment, which will leave the ANA with an enduring small arms training capability. As well, Cpl Burrell and Cpl Wolfrom, both Veh Techs hailing from 2 Svc Bn and 2 RCHA respectively, were recognized by the TF Comd for their volunteerism, commitment and EME contribution to keeping the Camp Alamo Volunteer Fire Brigade serviceable throughout their tour.

(EME Up North - Continued from page 14)

The city of Kabul sits at almost 6000ft elevation, but many of us took advantage of an opportunity and climbed the local Ghar (a large hill in the Pol-e-Charki training area). Due to the elevation, it was a surprisingly difficult but satisfying journey to the top and gave us a once in a lifetime chance to see Afghanistan from 7500 feet in elevation.

Due to the nature of the mission, CCTM-A is spread across 12 different camps in the Kabul area, known as the Kabul Based Cluster (KBC) and due to our jobs, we were given the opportunity to explore different camps through our work schedule. This gave us a possibility to sample the unique benefits that the other camps within the Kabul based cluster had to offer. This was no more apparent than when a few of our members were able to take part in a driving course, held at a neighbouring camp.

This training was essential for our safety while conducting our own convoys, but also allowed us to see deep into the heart of Kabul. Our training incorporated how to block moving vehicles and manoeuvre through the convoy, which we practiced in the streets of downtown Kabul among thousands and thousands of pedestrians, vehicles, and livestock. It was intense and chaotic, but at the same time it was exhilarating and it allowed us to see things and places that we wouldn't have the ability to see in our daily routines.

We had the chance to let loose and explore the more appealing aspects of Afghanistan, but none of this would have been possible without the hard work produced by our shop. We dug in from day one and worked diligently to maintain a low VOR throughout the tour. We came primarily from 2 RCR Maint Pl, however, we had some great additions join us from 2 Svc Bn and even a few techs that were proud to be EME, even if only for a few months. We came together as a team and completed all challenges presented by this ever changing mission.

The Maintainers of Roto 1

Development and Implementation of Leopard Vehicle Technicians Training

Sgt Marcel H. Ouellette, Veh Coy, CFSEME

The Canadian Forces School of Electrical and Mechanical Engineering (CFSEME) was required to develop and conduct training for maintainers on the new Leopard Tank Family of Vehicles (FOV). The Leopard FOV includes the following variations of the Leopard tank: Leopard 1C2, Leopard 2A4, Leopard 2A4M, Leopard 2A6M and the Leopard 1 ARV. Commandant CFSEME mandated Vehicle Company to develop the Master Lesson Plans (MLP) and Instructor Lesson Plans (ILP) in order to run the pilot Leopard course 10 October to 6 December 2012.

With little time to spare, CFSEME Vehicle Company took on the challenge. The Subject Matter Experts assigned to this project were specialists in the field with training from Germany and combat experience in Afghanistan as Leopard tank maintainers. Although CFSEME still did not have a Leopard 2 in their lines, they began laying the foundations of the course through MLPs.

The first Leopard 2A6M arrived at CFSEME Vehicle Company in June 2012. However, none of the equipment issue scale (EIS) or required tooling arrived with the vehicle. Apparently, they had disappeared along with the back deck sling! Yes… the back deck sling! We found the grumpiest, meanest and oldest Master Warrant Officer (Master Warrant Officer Larry Clarke) in the company and made him the Senior Technical Instructor (STI) to lash onto the bureaucracy.

The newest, biggest and loudest tank also welcomed a flood of requests from the CFB Borden community for displays at parades, ceremonies and events. In good spirit and to promote the EME Branch, the Leopard training section displayed the vehicle with great pride. Occasionally, the development of the course was halted for a few days in order to attend the displays and entertain VIP visits.

Nevertheless, after much gear grinding, focus was redirected on training development and the acquisition of specialty tooling. The biggest challenge was coordination with external departments to acquire the technical manuals and speciality tools. Due to the limited number of spare parts and resources available in Canada, it frequently hindered the progression of the development team.

As always, the sweat and blood from the hard work of Vehicle Technicians made it happen. It was mission success, thanks to the efforts of the instructors, grumpy old Master Warrant Officers, and it did not hurt that our new Officer Commanding had worked on the project while in Ottawa. Finally, on 10 October 2012, the first Leopard FOV course serial 0001 commenced.

The course was structured to smoothly transition the student's knowledge of the Leopard 1 into the new Leopard 2 vehicle. Although the course MLP and ILP were fully developed, the project team did not get around to fully developing the handouts and studying guides. Therefore, students had to take notes using pen and paper - the old fashioned way. As the norm with running a pilot course, the instructors had to frequently improvise but with their diversified skill sets, some of their solutions were innovative and built on the team dynamics.

Planning and networking was critical to the success of this course. Due to the shortage in parts the instructors anticipated the most likely parts to fail and ensured they knew the person to contact if spares were required. This was evident when a check valve on a generator broke and threatened the continuation of training. However, with the support of the chain of command and the Life Cycle Material Manager (LCMM), we were able to acquire the part quickly and resume training.

On 6 December 2012, the Leopard FOV course serial 0001 graduated. The hard work and extra work hours of planning, coordination and Leopard displays was truly a challenge, but paid off, successfully accomplishing the mission.

We would like to give special recognition to our students who had to adapt to changes quickly and Master Warrant Officer Simard (CFSEME Standards) who followed the course every day taking notes on how to enhance the course for the next serial. We would like to thank the Tank Replacement Project and the Leopard equipment management team (EMT) for their hard work to help get us the special tools and test equipment (STTE) on time for the course. In addition, thanks to Master Warrant Officer Clarke and his team of misfits for their continued support throughout the development stage of the project. Lastly but not least, Cpl Bédard-Théorêt and Mr. Simon Chauvette for their outstanding dedication, hard work and commitment as the course development team and instructors of the Leopard FOV Maintainer's course.

Students on the Leopard FOV Maintainer's course

LCMM Visits Resumed

Capt G.A. Pudlowski, Directorate of Armoured Vehicles Programmes Management 10 (DAVPM 10)

This past fall the Equipment Management Team (EMT) for the Wheeled Light Armoured Vehicle (WLAV) fleet reinstituted something that had long been absent from the WLAV landscape – the LCMM visit.

For those who missed it during trades training, or are not familiar with Ottawa-speak, LCMM stands for Life Cycle Material Management. The point of the visits was to get some fresh air for some EMT members who were suffering from acute Ottawa-induced cubilceitis. Just kidding, or JK in text talk for the new generation.

There were two main goals of the visits. Firstly, it was to talk to maintainers and operators to get their feedback on the fleet – what was good, what was bad, and what needed improvement. Secondly, we also took the opportunity to pass information relating to the fleet, past, present and future, as well as dishing out a few acronyms and abbreviations, because, we are, after all, from Ottawa.

In the past LCMM visits were regular occurrences, but with the war, our focus was in Afghanistan, and consequently the visits were shelved while we concentrated our efforts on supporting theatre. From a cubicle in Ottawa it is somewhat difficult to feel the pulse of the field force, so getting out to see the units is a vital activity. It is also an opportunity to see how DRIMS is being used by different units. DRMIS, much like the LSVW is here to stay, so learn to love it. It will actually become a great tool for the EMT to mine data from to help us better manage the fleet – so make sure you enter data properly. Or else.

The visits also afford an opportunity to reinforce some LEMS (you should know what that is) procedures – like TFRs and UCRs (I'm not spelling those out). The EMT members involved were Capt Pudlowski, the WLAV Chassis Team Leader; CWO Tuepah, the Directorate Chief and LEMS Champion; MWO (Boo-boo) Boudreault, representing EO / Wpns; and Mr. Kevin Boucher, an embedded General Dynamics Land Systems engineer, who has been involved with the LAV III since its inception. Later we added a Sigs Rep as several sigs questions were asked during our first visit.

The visits started this past October in Gagetown where we visited the Combat Training Centre, Base Maintenance, and 2 RCR. But we stayed the heck out of that training area. Too many bad memories of swamps and black flies. We were unable to visit 4 ESR who were on exercise. That is what they said, but personally I think they wanted to avoid CWO Tuepah's wrath about TFRs.

The Gagetown trip was successful so we headed out west in November where we dropped in on 1 Svc Bn, 1 PPCLI, and 1 CER (where we got an earful). Since it wasn't cold enough in Edmonton, we also stopped by Shilo to call on the units lucky enough to be located there. For me personally, that was the first time I had been in Shilo, although I had always enjoyed flying over the place.

One thing we are doing is collecting feedback. Not only are we collecting, it, but we are actually acting on it. One problem that arose had to do with conflicting views. For instance some maintainers say some of the LAV III tooling is useless, so it is in the tool crib gathering dust, while other units say the kit is great. So our intent now is to increase the sample size, and then act on what the majority says.

There were a lot of points about the turret and asking about moving the TAC Nav. Sorry folks, sometimes things are placed the way they are for a reason. Even if the reason is that the engineer who designed it that way wanted to get even for EO techs getting spec pay. . .

The visits were valuable to help out units who were too shy to complain. Not to point elbows, but some, ahem... units based in Eastern Canada had lived with broken tooling for years. So a few emails later, and bang - problem solved. Speaking of shy, many units have LORITs (ok, last abbreviation – LAV Operational

Requirements Integration Task), but no parts manuals, so they weren't ordering parts - and we all know how mechanics like changing parts.

So again, a few emails later and techs were heading to supply with part numbers in hand. And yes, the manuals are coming – the priority was fielding the vehs, so the follow on support was delayed.

By the time you are breathlessly reading this, we will have hit Valcartier and Petawawa. We plan on keeping the ball rolling and touring units, but don't wait - if you have any problems, just fire us an email or call and we'll do our best to respond.

Arte et Marte

Targa Newfoundland 2011 – An EME Perspective

MCpl Chris Fleury, Veh Tech, 2 Fd Amb Maint

To an avid gearhead, working for a race team is a dream come true. This is one dream that did come true for me when I was approached by driver Cpl Andrew Knisley and navigator MCpl Mike Trauner and offered the job of chief mechanic for the Soldier On team entry into the Targa Newfoundland. I enlisted the help of MCpl JC Glandon from 3 RCR Maintenance. MCpl Steve Jolliffe from the MP Academy served as team manager.

The Targa Newfoundland is a gruelling 2200 km road race held every September and runs from St. John's to Gander and back, passing through many of the small communities along the way. It's a test of man and machine and challenges the repair crew as much as it challenges the driver, navigator and car itself. The 2010 Acura TL handled and performed remarkably well for a family sedan and presented a genuine threat to Porsches, Subarus and other race-oriented vehicles.

The Soldier On team entry in the Targa Newfoundland

The first two days went very well with the only real problem being getting the brakes to survive the extreme heat associated with stop-and-go road racing. We went through three different brake pad compounds before finding a pad that did not break down by the end of a day of racing. Despite using several 'racing pad' compounds, we found that the ceramic pads you find at your local parts store performed the best and lasted the longest.

When we weren't busy, we often helped out the other teams. In the first two days we helped recover a Porsche 911 GT3 from the harbour, welded up a leaking fuel cell on a Lamborghini Murcielago and repaired subframe damage on a classic 1981 Porsche 911. The comradery and sportsmanship I witnessed among the competitors was outstanding.

We started day three in fourth place overall but were about to face our greatest challenge when our car slid off the road and into a ditch during the morning stage. The damage to the front end and frame was catastrophic and many people thought we would not be able to complete the race. MCpl Glandon and I worked feverishly from 1200 to 0400 hrs the following morning trying to straighten the frame as well as fabricate and weld in a new lower rad support. Everyone was astonished to see us on the starting grid the following morning, ready to race!

Having missed the remaining stages on day three we fell to last place but by the end of the race and despite numerous weather-related delays and cancelations, Team Soldier On ricocheted back into 14th place from dead last. It wasn't fourth, but in lieu of the circumstances it was a phenomenal comeback. In the end we ended up winning the Spirit of Targa which is awarded to the team that has undergone the most trials and tribulations to get to or to remain in the competition.

For the uninitiated, the Soldier On program is a non-profit fund dedicated to providing resources and opportunities for serving and retired Canadian Armed Forces personnel with a permanent or chronic illness or injury to actively participate in physical, sporting, or recreational activities. These people do some incredible work and provide outstanding assistance to our fellow service men and women. It was an honour to work in support of this foundation and its benefactors.

Both MCpl Mike Trauner and Cpl Andrew Knisley are amputees from the war in Afghanistan and the Soldier On Fund was instrumental in their rehabilitation and recovery from their injuries. Their outstanding performance in the Targa is a testament to the Soldier On ethos and an inspiration to all Canadian Armed Forces members whose lives were changed as a result of serious injury. Donations are greatly appreciated and are tax deductable.

You can make a donation and read more about the Soldier On Fund by visiting :

www.soldieron.ca

CAF members can donate or set up a pay allocation through their unit OR and every dollar makes a difference and 100% of contributions go directly to supporting our injured soldiers.

Damage to the team's car following an accident on Day 3

Tire Balancing Machine

Eric Lafrance, Instr Veh Coy, CFSEME

Over the past few years, with the increase in operational tempo and the bulk of our efforts having been toward training for operations such as Afghanistan, much of our efforts were focused on maintaining the armoured vehicle fleets. With the weight and conditions through which those vehicles were used, driver comfort and tire wear was not a major source of concern in most maintenance organizations.

Here at CFSEME Vehicle Company, the main concentration was training on light passenger vehicles where the vehicle rims/tire assemblies are much lighter and smaller. The equipment required to maintain light vehicles is too small to hold and perform any kind of diagnostics and repairs on the heavy armoured fleet rim/tire assemblies.

It was clear that we had to find machines that could handle the size of rims and tires found on the HLVW and the LAV III. The research confirmed that the COATS tire mounting machine we have at the School met those requirements. The one machine we did not have was a balancer able to handle the weight and size of those assemblies.

The Hunter "Force Match" balancer acquired is able to handle assemblies up to 1320 mm (52") and 226 kg (500 lb). It gives the technician the ability to rapidly check the radial runout of the assembly while they are balancing it. The balancer is equipped with two arms that allow fast rim measurement for size and measuring lateral and radial runout on the rim alone without having to remove the tire from the rim. Having the capability to teach new technicians the importance of proper rim and tire care in a short period of time is key to our training. The balancer not only allows us to achieve these goals but it also provides clear displays that the students can see. We added a large LCD screen over the balancer which allows a large group of students to easily see the readings.

Before this balancer, if the drivers were complaining of excessive vibrations or poor driveability, the technician had to set the vehicle on jack stands and measure the assembly with a dial gauge to assess the runout. This was time consuming and often overlooked. For training, the time it took to jack and prepare a vehicle for demonstration to a group of twenty four students was making it close to impossible to accomplish within the time restrictions we have. Having access to state of the art diagnostic tools like this will allow time saving, more accurate diagnostics, and an excellent learning perspective. For our heavy commercial fleet, balancing and checking the rim/tire runout may increase tire life by tens of thousand of kilometres. For our SMP fleet, it may mean a few extra thousand kilometres when they are use in domestic operations. Also, reducing the vibrations caused by poor wheel balancing and runout will have a major impact on other drivetrain components such as steering gearboxes, tie rod ends, axle seals, suspension component bushings, etc.

If we look at the savings from all that extra mileage and reduction in technician labour time, the cost of the new balancer is well substantiated.

Ex MAPLE RESOLVE and Ex REFLEXE RAPIDE

Cpl Bordeleau, Maint Coy, 5 Svc Bn

An indispensable support element for any armed force, a maintenance company is made up of various trades that must work alongside each other to accomplish their mission: second line maintenance and towing of the many military equipment systems used by the Brigade. The maintenance company of 5 Svc Bn performed its mission for the units of 5 CMBG during Ex MAPLE RESOLVE and Ex REFLEXE RAPIDE.

During Exercise MAPLE RESOLVE 2012, the challenges for the maintenance company were considerable. Over 900 vehicles and pieces of equipment were deployed from Valcartier to Wainwright. Deployment preparations demanded considerable effort in order to meet the Brigade's priorities and the schedule for loading vehicles on the trains.

As a vital core of the team for setting up camp, the electronic-optronic (EO Tech) technicians pitched in as soon as they arrived to get the electrical systems indispensable to the smooth functioning of military installations online. For their part, the weapons technicians had to adapt quickly to changing priorities for the LAV turret elevation systems, a project begun at Valcartier which they continued at Wainwright despite terrain constraints. Making everything from scratch, the materials technician's job is never done. This time, their unparalleled ingenuity and resourcefulness were needed for the retractable aluminum steps for our good friends the cooks.

The largest group in the EME Branch, the vehicle technicians had to test several aspects of their trade, that is, heavy and light vehicles, small engines and, for the most experienced, towing. Their job was anything but cushy; the technicians having to cope with the work overload that always comes with priority calls from the units. With limited machinery and equipment during the exercises, the technicians of the maintenance company showed us yet again their ability to use alternative approaches, exhibiting imagination and creativity to achieve the expected results. We must not forget the excellent logistic support and the collaboration of various organizations to provide us with materiel, parts and services performed by the company's supply technicians.

Coyote vehicle park during Ex MAPLE RESOLVE

Call Sign CALGARY

Cpl D.A.J. O'Toole and MCpl W.J. Anderson, Maintenance Coy, 3 ASG

With the purchase of the Leopard 2 tank the need for a new more powerful support vehicle was immediately recognised. To meet this need the Canadian Armed Forces acquired the Bergepanzer BPz3 Buffel, otherwise known as the Armoured Recovery Vehicle (ARV) 3.

Developed by Rheinmetall and evolved from the chassis of the Leopard 2 Main Battle Tank, the ARV 3 is powered by a 47.6L 1500hp V-12 multi-fuel MTU turbo diesel engine. This ARV 3 is a dramatic improvement over the undersized and aging Leopard 1 ARV.

Anyone familiar with the Leopard 1 Taurus ARV will immediately identify the ARV 3 as the overall layout is generally the same though greatly improved. With a crew of 3, it has a 270 degree traverse crane on the right side powered by a single hydraulic ram with a maximum lift capability of 30 tonnes. With vehicle tilt sensors, load mass and an electronic load momentum limiter, the crew can lift and move the maximum weights safely and without overloading the system. When emergency mode is activated, the ARV 3, under battery power, can remove its own power pack for repair or replacement. Equipped with a 35 tonne constant pull main winch at the front of the hull and 180m by 33mm cable, a quick 2 to 1 pull is a constant force of 70 tonnes, from as far as 90m. By lowering the Dozer Blade, the ARV 3 is very stable when winching mired tanks or clearing obstacles.

When the ARV 3 (CFR69580) first arrived at Leopard Sect/Maint Coy/3ASG, our KMW Field Service Representative (FSR) Dirk Gruber asked, what name will we give it? We, two former B SQN Lord Strathcona's Hourse (LdSH (RC)) techs and two former 2nd line Leo techs that served on this ARV 3 from Roto 5 thru Roto 9, without hesitation said "CALGARY". You may ask why a Maint Coy in the Atlantic Provinces, would name their ARV 3 CALGARY. Let us explain.

The LdSH (RC), Canada's Tank Regiment, fielded eight consecutive tank Sqns in Afghanistan. This ARV 3 was one of two ARV 3s that served as the back bone for six of those Sqns.

While attempting to repair a Leopard that had thrown track during a heavy fire fight, ARV driver Cpl Nathan Hornburg of Calgary AB, was killed, 24 September 2007. The Crew named this ARV 3 in his honour and the call sign CALGARY remained with this vehicle for every consecutive Roto. Cpl Hornburg was of the Kings Own Calgary Regiment (KOCR) and attached to C Sqn LdSH (RC) Leo Maint.

While the curious who come to see it in our shop often comment how it is in less than stellar condition, with a few bent brackets and damaged but repaired components, each of you reading this who served on CALGARY know each bent bracket has a story, some funny and some tragic.

In summary we quote former Branch CWO J.R.D St-Jean, "For having seen it with my own eyes and heard about it from their leaders, today's EME soldiers have nothing to envy from any generation." CALGARY's history is a proud one, and an inspiration to all.

MCpl W.J Anderson and CALGARY in action in Afghanistan

The LRSS Upgrade Project

Thierno Bah, Engineer, LRSS UP C3 Engineer, DAVPM

Definition phase for the Light Armoured Vehicle - Reconnaissance: Surveillance System Upgrade Project (LRSS UP)

LRSS UP will procure sixty six surveillance systems, which will be fully integrated onto an Upgraded Light Armoured Vehicle III (LAV UP) chassis. This vehicle, which will be called the LAV UP RECCE, will replace the current Coyote fleet. The surveillance system will consist of a surveillance suite comprised of a high definition daylight imager, no-light imager, short wave infrared imager, laser pointer, global positioning system receiver, inertial navigation unit, and laser range finder, a RADAR vehicle mounted mast, operator control station (OCS), and ground (tripod) mounts with remote sensor cable. The OCS will be fitted with man-machine interface controls allowing the user to interact with the surveillance suite, the tactical battle management system and the coalition shared data compatible multi-sensor command and control planning suite of the land command support system.

In definition, General Dynamics Land Systems — Canada (GDLS-C) will perform a number of vehicle level studies and trials to assess the major risk areas associated with the LAV UP RECCE vehicle. The studies will include mobility and stability, human factor, turret upgrade, survivability, roof layout, power management, silent watch power supply, electronic equipment interface and life cycle cost model. These studies will be performed concurrently with the competitive procurement activities. A LAV UP risk reduction unit vehicle will be utilized to conduct trials and demonstrate the different surveillance suites.

GDLS-C and Canada will form an Integrated Product Team (IPT) to jointly compete, qualify and select a bidder along with a performance based in-service support contract. The IPT will develop the bid solicitation documents and the proposal evaluation plan, and conduct the technical compliance evaluation. At the end of definition, GDLS-C will provide substantive costs to produce a LAV UP RECCE vehicle, which will form the basis of the implementation phase.

Logistics in an EME world

Cpl Robert Edhouse, RMS Clerk, Regt Coy, CFSEME

This article is directed to fellow logistic personnel as proof that EME is not only committed to their own members but to anyone that works up to the EME standard, regardless of their rank.

In 2009 I was the clerk that posted personnel to CFSEME Regimental Company's Platoon Awaiting Training. I then followed them over myself with a posting to the Regt Coy OR. On my first day of work, I realized that this Branch was more than a bunch of technicians scattered throughout the CAF. Photos, memorabilia, the EME colours, and a stuffed dog(!?) lined the halls in Regt Coy and I was quickly able to get a sense of the personal pride and esprit de corps unique to EME.

CFSEME has a very high standard to ensure the results of the best trained technicians, and the demands on the staff can become very stressful at times. Hard work, long hours, and commitment towards training are just some of the attributes required to work at CFSEME.

At CFSEME I honestly felt like I was part of the family. Staff and students alike treated me with kindness and respect earned by alleviating the stress of their administrative concerns so they could focus entirely on training. My recommendations for improving administrative procedures within the companies and unit never fell on deaf ears, despite my low rank.

My work ethic and dedication was acknowledged, and to my surprise, I was nominated and awarded the Land Force Doctrine Training System Soldier of the Year. The recommendation for that was then passed up the CoC to the Chief of Defence Staff, and in turn, I was selected to represent the CAF as the Army Cpl for the CAF Recognition Program. In spite of the heavy work load, long hours, and time consuming tasks, CFSEME has set the bar when it comes to the work environment.

War of 1812 Professional Development Trip

Members of ASG Gagetown in Allan's Corner.

A group from Area Support Group (ASG) Gagetown was selected to participate in a professional development trip in order to learn about the War of 1812. The group spent time in Quebec City and also visited battle sites in places as far away as Allan's Corner Quebec, site of the Battle of Chateauguay.

Corporal Robert Edhouse contributing to the Esprit de Corps on EME Day 11 May 2012, CFSEME Borden.

Representatives for the RCEME Website

Your contacts for any subject relating to the Corps website:

- LFWA - MWO R. Waugh
- LFCA - MCpl R. Scali
- LFAA - Capt M. Hart
- NDHQ and Northern - Lt T. Hallonquist / Maj J. Motl
- Training Systems - Capt G. Dzeoba
- RCN/RCAF - Maj D. Lindbeck / CWO F. Snook
- EME A - Col (ret'd) T. Temple / Col (ret'd) G. Nappert

www.EMEBranchGEM.ca

2 Service Battalion Family Day 2012

Cpl R. S. F. Ashworth, Veh Tech, EME OJT Coy

On Sunday September 9th 2012, members of 2 Service Battalion kicked off Family Day 2012 with the EME On-job Training Company (EME OJT Coy) stealing the show with their Kiddie Commando obstacle course.

The majority of EME OJT Coy got together to build this outstanding course which took three days of labour and 3467 sandbags to build (with the help of Roads and Grounds delivering materials) and the base fire hall provided roughly 30,000 litres of water for the enjoyment of all. By the time 4 o'clock rolled around over 500 smiling faces had passed happily through 2 Service Battalion Family Day.

2 Svc Battalion's Family Day Obstacle Course

1st Annual ES Branch Beard Competition

Maj Jeff Coleman, Canadian EME Exchange Officer

As I have come to realize in my short time since arrival, the members of 1(UK) Armoured Division Equipment Support Branch are a highly competitive bunch. In the interest of not missing an opportunity to create/instigate yet another competitive event, Capt Keith Snell mentioned we could utilize the Christmas holiday break in order to challenge each other in a beard growing contest.

All in all; everyone realized that we were not all likely to wear beards upon retirement. We had a good laugh at each other, and no one got divorced over it!

11th Annual Warrant Officer J.R. Muise Memorial Hockey Tournament

Capt C.I. Matejek, 2IC, Maint Coy 5 Svc Bn

Valcartier Garrison hosted the 11th Annual Warrant Officer J.R. Muise Memorial Hockey Tournament from December 3 to 7, 2012. It was the first time the tournament had been held outside CFB Borden, with the Quebec City region playing host. The tournament featured nine teams from the United Kingdom, CFB Gagetown, CFB Petawawa, Montreal Garrison and Valcartier Garrison, and the guest of honour was Marilyn Muise.

Arte Division Champions : Valcartier
Marte Division Champions : Gagetown
Sadie Division Champions : Valcartier

The opening puck drop December 3rd

CFSEME Hosts 49th Annual EME Golf Tournament

Helene Rowen, CO's AA, CFSEME

The 49th Annual EME Golf Tournament was held at Circled Pine Golf Club, Canadian Forces Base Borden 9 - 10 August 2012. Approximately 144 golfers (EME personnel, retired EME members and corporate sponsors) were in attendance.

The Committee would like to thank Mr. Gary Corriveau and all the staff of Circled Pine Golf Course for their support of this event. As in previous years, this EME Golf Tournament was a success. Dates for next years tournament are 8 - 9 August 2013. Note that this will be the 50th National Golf Tournament and many activities will be planned to celebrate the event.

Ken Gowan practices for his winning putt

Wreaths Across Canada

Reno St-Germain, President, Veterans UN-NATO Canada

It was on a rainy Sunday in December when more then thirty members of Veterans UN-NATO Canada gathered at the Beechwood Cemetery in Ottawa to remember and honour those who served.

The organization Wreaths Across Canada has chosen to place a wreath on the headstone of every veteran buried in the National Military Cemetery, the first Sunday of every December. It is our fervent hope that this practice will spread across Canada and that eventually every Military Cemetery will be adorned with wreaths, each and every year. This simple but effective "thank you" is central to the entire program.

The wreaths symbolize our thanks to those who have served their country in the military and now lie at rest. Whether they died in battle, training accidents or years after retiring from the military, all who lie buried in these hallowed grounds deserve the thanks of a grateful nation for defending the freedoms and lifestyle we enjoy today.

Veterans UN-NATO Canada's mission is to bring our brothers and sisters in arms together, to give them a new taste for life, and to create a healthy, trustworthy environment for them. Being united by our common experiences, we collectively want to save lives. You can learn more by visiting our web page at:

www.veteransunnatohq.com

Master Warrant Officer Kevin Northorp, paying respect to Col Karen Ritchie

3 ASG Member National Vigil Guard Commander

2Lt S.M.D. Peeling, EME O, Maint Coy, Tech Svcs, CFB Gagetown

Sgt Guillaume Page of 3 ASG, Tech Svcs, Gagetown, was selected by NDHQ Ottawa to be employed as the National Vigil Guard Commander for the 2012 Remembrance Day Ceremony on Parliament Hill. In a gathering within Maint Coy lines, Maj J.G.Y. Raymond and MWO Stacey Noddin informed Sgt Page in the presence of all Maint Coy Officers and Senior NCOs that he had received the honour and that his wife would be accompanying him to the nation's capital.

Upon arrival in Ottawa Sgt Page and the members of the Sentry Program attended a meeting with NDHQ CWO Jean-Pierre Morin. Afterwards they departed for Rockcliffe Stables where they took part in an RCMP "Musical Ride" tour which showed how the RCMP maintains and employs their horses with regard to policing. The members of the Sentry Program concluded the day with a visit to the Canadian War Museum.

The next day's activities included morning meetings with the member's respective commanders. For Sgt Page this was the Commander of the Canadian Army (CCA) LGen Peter Devlin. The rest of the morning was spent visiting the Canadian National Operations Centre which proved to be a very educational experience. A walking tour of the Parliament Building was conducted afterwards.

Sgt Page, National Vigil Guard Commander, during the 2012 Remembrance Day Ceremony at Parliament Hill

On the following Saturday, Sgt Page attended the Royal Canadian Legion President's luncheon at the Chateau Laurier as well as the CFCWO Mess dinner at the NDHQ WO & Sgt's Mess for meals which will not be forgotten quickly. During the latter, CFCWO CPO1 Robert Cleroux reinforced to Sgt Page why he had been selected to take part in the 2012 Sentry Program, congratulated him and thanked him for his hard work and dedication to the Army and the Canadian Armed Forces.

Remembrance Day 2012 saw the Vigil Commander, Sgt Page, falling in the rest of the sentries at the National War Memorial where he executed a professional, meaningful and flawless Vigil. After the parade, Sgt Page travelled back to Rideau Hall once again in order to attend the CDS/GG Silver Cross Mother Luncheon. This honour included another fine meal and the CDS expressed his gratitude and appreciation to the 2012 Sentry Program members for all they do.

It was a very busy week to say the least, however, all of the activities and other items on the schedule were conducted with the highest standard of professionalism and he considered it a privilege to participate. Sgt Page recalled his meetings with the CDS and CCA as an honour as well as everyone else he met during his stay. The whole trip was a great reward and he encourages all members to strive and be selected for honours such as these.

Vehicle Technician

Ex SWAMPY TRENCH

MCpl A. T. Wadden and MCpl T. Smith, Veh Techs, Maint Pl, 4 AD Regt

The sun was high in the sky, and a slight breeze was blowing, keeping the temperature around 12˚C on this mid-October day while the 4 Air Defence Headquarters and Services Battery were deployed on Ex SWAMPY TRENCH. The Ex was a good opportunity to dust off field skills and to have a chance to show off to the other call signs (C/S) and invited OJT guests just how vehicle techs conduct their business while deployed.

As vehicle technicians, we decided to demonstrate the proper procedure for a Triple Romeo (Repair/Recovery Request, also RRR). With Sgt Dwayne Williams as the commentator for this particular lesson, he explained to a large audience how a "Triple R" was to be executed while his techs gave a demonstration of righting a rolled-over vehicle. Using equipment that they had at their disposal, they would employ the Wrecker, MTVR (Mobile Track Vehicle Recovery), and the Fitter MTVF (Mobile Track Vehicle Fitter). While Sgt Williams was giving the lecture on how to fill out the paperwork for the "Triple R" correctly, his troops set up the demo.

To start off the demo, C/S 8 received the "Triple R", and orders were subsequently passed to the Recovery Crew Chief as the rest of us started to kit-up the vehicles to deploy. Next, we would RV at the site of the rolled-over vehicle where we were halted by the Casualty Operator. The Wrecker, led by the Crew Chief, MCpl Smith, approached with caution as this had all the potential for a full tactical scenario. The Fitter crew was placed on the tree line to the far left of the casualty, providing arcs of fire to our west and north. The Wrecker came in next and went to the immediate position, commencing the righting over of the casualty. The MTVR was the last in with its Crew Commander, MCpl Crews. All EME soldiers jockeyed into position and were given two jobs that were imperative to the success of this mission; they needed to provide a controlled roll-over and extraction of the vehicle casualty, as well as providing security to the northeast to southeast via use of a RWS (Remote Weapons System).

Recovery of a flipped over vehicle

The textbook recovery was going as planned, with everything under control. The casualty was back on all fours and hooked to the stinger. Then, what should have been a completion of a routine recovery operation soon became not-so routine when we came under (simulated) enemy fire…

CONTACT!!! Receiving small arms fire and a barrage of incoming artillery rounds, the Fitter mounted with a C6 returned fire to provide cover for the rest of the recovery team, thus securing the "Triple R". With adrenaline pumping high and "lead" flying overhead, what took 15 minutes to complete seemed like it took only a few precious seconds. We spent our remaining rounds conducting suppressive fire to exit the hostile environment. The MTVR was now the last in the order of march and was still being harassed from the right, though the lone enemy gunman stood little chance against the RWS.

In the grand finale, we recovered the vehicle, escaped the attack without casualty, and showed the rest of the Battery how our job needs to be done with precision and expertise so that everyone can help fight the good fight.

A New Year with Perspective

Maj K. Watson, OA Vehicle Technicians

As we begin 2013, we must reflect on all of the great accomplishments that have occurred within the trade, Branch and the Canadian Armed Forces as a result of our fine technicians.

Moving forward into this new year, technicians must continue to provide superb maintenance of our equipment, as leaders we must take care of our soldiers, as soldiering technicians we must continue to instil a high level of Esprit de Corps in our Branch and serving unit. Above all else we must continue to maintain our families, ensuring we take the time to nurture the needs of those who have served alongside us. This is our vital ground and as 2013 begins to ramp up, we must continue to support initiatives which bring our immediate family together with our serving family.

Weapons Technician

M109/M578 Disposal

MWO J.M.A Bourgault, Weapons Technician, LCMM, DASPM 3-2-4

On 1 April 2005, the Vice Chief of Defence Staff (VCDS) ordered the cessation of all training on the M109 self-propelled howitzer.

This had a cascading effect on the status of M109 and M578 since this led to the eventual announcement by the Minister of National Defence (MND) to retire the fleet. In order to preserve this military heritage, a plan was initiated to distribute some M109s to various military museums, Units for display or as monuments. On 19 May 2006, the plan materialized through DFPPC 3-2 (Director of Force Planning and Program Coordination) to dispose of these vehicles, ending 40+ years of service in the CAF.

"Disposing vehicles is not an ordinary task. Simple procedures can turn to complex ones if not properly executed."

Disposing of vehicles is not an ordinary task. Simple procedures can turn to complex ones if not properly executed. There are lots of tasks that need to be done such as identifying NATO Stock Numbers (NSN) and extracting the Equipment Registration Number (ERN) related to it, writing procedures for all DeMilitarization Code (DMC) items that need to be retired, brief Director General Land Equipment Program Management (DGLEPM) Divestment Working Group (WG) and Directorate of Land Requirement (DLR) on its progress, and validating process with 202 Workshop Depot (202 WD) and the International Traffic in Arms Regulation (ITAR) compliance contractor.

Every single one of these processes are equally important, however mundane they are, since they have significant implications if the work is not done properly. For example, it is necessary to confirm with Director Land Equipment Program Staff (DLEPS) if any ERNs have possible environmental concerns that would significantly change the procedures for disposing of the equipment. This also highlights the importance of interagency coordination in order to effectively get the job done. The introduction of Defence Resource Management Information System (DRMIS) has significantly streamlined procedures through the use of several program capabilities such as disposal monitoring.

The DRMIS program, has been very useful throughout the project. There were also several issues that had been identified with disposal such as M109 Tri-walls that contain Equipment Issue Scale (EIS) that could be used with other gun systems such as M777. The Tri-walls are taking up precious space in 202 WD so identifying these EIS is important in order to free up valuable space. As of today, 34 x M109 have been disposed by total destruction and 42 x M109 will be donated to different agencies. For M578, 12 have been selected for total destruction and 4 have been selected for donations.

Overall, equipment divestment is a long but important process that involves many stakeholders. Strong leadership, continuity of effort, and coordination from different individuals are necessary in order to accomplish the task. The team involved in this project had been consistently outstanding in this regard. I am very grateful to all of those that work in this important project, especially those who initiated it and those who guided me with professionalism throughout this unique project.

M109 in the process of being dismantled

Cutting breech ring in pieces before being sent to foundry

Materials Technician

C4 Gas Mask & C7A Canister

Denis Mongeon, LCMM, C4 Gas Mask

With today's fast pace flow of information, it is hard to make sure that all pertinent information gets filtered down to all levels. The Life Cycle Material Manager (LCMM) for the Gas Mask has been receiving questions on many different subjects such as its shelf life, the demilitarization process and the C7A canister. Here are answers for some of these common questions.

C4 Gas Mask:

What is the shelf life of the C4 gas mask? A recent study was carried out by QETE and DRDC Suffield to extend the shelf life of the C4 mask. Results came back and we are extending the shelf life by another 10 years from the existing 19 years. Therefore, these studies validated the C4 mask as one of the best masks available and verified the new shelf life is now 29 years.

C4 Gas Mask

What is the proper procedure to depose of or demilitarize the C4 gas mask? The C4 mask is a controlled good, which means it has to be demilitarized properly. The Materials Technician trade is the only trade that can declare a mask beyond economical repair (BER). That doesn't mean they demilitarize the mask itself, they just certify that a mask is not repairable. The only authorized way to demilitarize a mask is by cutting a 2" gap between the lenses. Materials Technician shops can remove all consumable parts and keep them as spare parts, i.e. lenses if they are not damaged, head harnesses, valves, nose cups, etc. Only the main body of the mask (face piece) is considered class "D", a controlled good.

When will the C4 gas mask be replaced? The Canadian Military is in the process of replacing our C4 mask in the near future. The project is moving along and if all goes as planned, you should be seeing a new mask around 2015.

C7A Canisters:

You cannot talk about masks without talking about canisters. The current and only authorized canister to be used with the C4 mask is the C7A canister. Again, the canister is also a controlled good and must be demilitarized properly. Canisters shall be returned to supply for proper disposal. It is important that they are not being disposed of as regular garbage since they are controlled good. The contents inside the canister are what make it a controlled good. Cutting the thread off the contents inside the canister and separating the material by type is the proper way to dispose of the C7A canisters. All previous versions of canisters have hazardous material and shall be controlled and disposed of as per regulations for hazardous material.

If you have question concerning either the C4 Gas Mask or the C7A Canister please contact the LCMM by e-mail at Denis.Mongeon@forces.gc.ca, or phone 819-997-9987.

Electronics and Optronics Technician

Rejuvenation: the Cure for the FABCS

Pierre Arcand, EL-04, CEE Workshop, 202 WD

The Field Artillery Battery Communication System also known as FABCS (pronounced "fabkus") greatly needed to be brought up to date.

In 2007, the artillery demonstrated a real need for this type of equipment and it was requested that we replace the current communication system because of weak performances and the obsolescence of some electronic components.

A task request was initiated by Director Land Command Systems Program Management (DLCSPM) in order to meet this requirement. The R & D section of 202 Workshop Depot's Communication, Electric and Electronic (CEE) workshop volunteered to find a solution. A team led by Benoit Marcoux developed a newer version of the system that serves as land lines for communications between the artillery command post and its different batteries. In order to lower the cost and to simplify the training, this system uses the same case that is used by the current system. However, the new electronic architecture is a lot more reliable and demonstrates a better performance then the current system, which is about 30 years old.

After 2 and a half years of work by the the R & D section of CEE, recent tests at CFB Gagetown on the new prototypes proved their efficiency and their resistance to harsh field conditions. To this day, no civilian contractor has succeeded in presenting a comparable product.

This improved system should be available in field units before the end of the current year.

The R & D section of 202 Workshop Depot's Communication, Electric and Electronic (CEE) workshop

Ammunition Technical Officer

RMCC Program Delivers Ammunition Expertise

Capt Alex Braden, Lecturer, RMC CHM

In August 2010, the Royal Military College of Canada (RMCC) saw the first class of students graduate from its pilot program in Advanced Ammunition Engineering. This Master of Engineering program provides the Canadian Armed Forces (CAF) with an in-house capability to produce ammunition engineers to meet the needs of the defence material and equipment programs across the Assistant Deputy Minister Material (ADM(Mat)) Group.

Under the supervision of Dr. William Andrews and Dr. Kevin Jaansalu, this course-based program educates students on internal ballistics, external ballistics, the chemistry of energetic materials, explosives and explosions, ground launched munitions, air and sea launched munitions, weapons design, and ammunition management. Visits to industry and defence establishments round-out the program, and include sites such as General Dynamics Ordnance Tactical Systems (GD-OTS) Canada, GD Land Systems, Defence Research and Development Canada (DRDC) Valcartier, the National Resources Canada (NRCan) Canadian Explosive Research Laboratory (CERL), HFI Pyrotechnics, and various United States (US) Department of Defense (DoD) establishments.

From an EME point of view, the more interesting courses include explosives and explosions, ground-launched munitions, and weapons design. The first provides knowledge of the physics behind blast events, while the second develops a greater understanding of the terminal effects of land weapons against a variety of hard and soft targets. Together, the courses illustrate the importance of the survivability of army vehicles and the protection of personnel. The course in weapons design makes students aware of the complexity of modern weapons systems, including fire control systems. Collectively, these three courses foster a greater appreciation for the work done by all four EME trades to keep the army's equipment ready to survive and win the fight.

Students of the RMC program Advanced Ammunition Engineering learn how 105mm Howitzer shells are manufactured at IMT Defence in Ingersoll, ON.

This year-long program concludes with students submitting and defending a project report dealing with an ammunition-related issue. Topics covered in past years include demilitarization of M156 white phosphorous smoke warheads, effects of tungsten penetrators on ceramic armour, studying shelf-life predictions for propellants, and designing an artillery round for avalanche control. Upon completion of the program, graduates are normally employed within ADM(Mat); either within DAEME or within a Project Management Office (PMO), where they serve as a Qualified Ammunition Technical Authority (QATA).

This MEng is a very interesting way to obtain a unique specialty within the EME Branch. Graduates can serve in various ammunition and weapons related positions throughout the CAF. Officers who are interested are encouraged to apply when the annual Post-Graduate Training competition is announced in the Fall.

Soldier On Walk

Lt Dustin N Lebel, Admin O, Regimental Coy, CFSEME

In August 2012, MWO (Retired) Didier Naulleau walked the entire Bruce Trail, over 900 km, in order to raise funds for the Soldier On program. His motto: "To walk for those who can't walk anymore".

MWO Naulleau presents Capt Kevin Lee, a Soldier On representative, a cheque for $6,400 which represents the funds raised from his march.

MWO (Retired) Naulleau acknowledged the support of his wife, Sgt Barb Tracy, his support team leader Sgt Michel Roy and the Canadian Forces School of Electrical and Mechanical Engineering (CFSEME). These individuals, in addition to all the other military and public people who believed in him and donated to help such a great cause, were vital to the success of this tremendous accomplishment. This support helped him to complete approximately 30 km daily of rough trail for 30 days, but his main focus was that his task would increase awareness of the Soldier On initiative.

On the final day of his march, MWO (Retired) Naulleau was presented with the EME Branch Advisor's Coin of Excellence number 16 by Col Eldaoud at the Juno Beach Mess. Not only was there cause for celebration for the completion of his walk, or even the end of a 34+ years career, but it was also his 53rd birthday! Everyone enjoyed some cake and drinks and revelled in a job well done. MWO (Retired) Naulleau and his wife now look forward to retirement in a quiet fishing village in Labrador.

For more details on MWO (Retired) Naulleau's walk and how to donate, contact him on Facebook at Soldier On Walk –Marche Sans Limites.

Professional Engineering Licensing for Canadian Armed Forces Officers

LCol Devon Matsalla, CA G4 Ops

Every EME officer with an engineering degree has asked themselves at one point whether they should obtain their "PEng". A Professional Engineering license is, after all, a very important step in the career of a practicing engineer, a step that recognizes education, experience and knowledge of law and professional ethics.

Beyond this, it legitimizes an engineer to practise professionally and make decisions that impact the health and safety of Canadians. If one's ambition is to become an accredited engineer, and claim the privileges and responsibilities that accompany this prestigious title, then why do so many EME officers abandon this pursuit? This question is particularly pertinent in light of the Branch Advisor's vision to put land equipment "engineers" into Army units.

As a case in point, I was faced with this dilemma when I graduated from the Royal Military College in 1997. Other than the shiny new iron ring on my finger, there seemed to be no incentive to professional accreditation. My job seemed to be more administration and management than the "hard" engineering that I had learned in university. In any case, there was no legal requirement for me to hold a PEng to perform any of my duties. So why pay a bunch of dues and write a professional exam just to earn recognition by some provincial order? Like many of my peers, I abandoned the pursuit of accreditation for many years, not fully understanding what I was missing.

However, there are a number of professional reasons why the EME Officer should feel encouraged to pursue a PEng. For one, a professional engineer must demonstrate knowledge of the legal framework for engineering in Canada, including the Laws of Safety and Security in the workplace, of Professional Liability, of Contracting and of Protection of Private and Public Property. Though these subjects are not covered on phase training, a workshop manager will inevitably encounter issues that require an understanding of these subjects. The Engineering Order also offers an opportunity to network within the community of over 160,000 engineers in Canada. Monthly circulars speak to the development of new technologies, identify lessons learned from industry, and encourage participation in forums and seminars that highlight engineering issues that are often scarcely known within the Canadian Armed Forces. This ensures that as the professional community of engineers in Canada evolves with the rapid pace of technology, the PEng evolves with it.

A license also yields personal benefits to the EME officer. Not the least of which are the doors that a license opens for one's second career. Many engineering jobs both in the public service and in the private sector weight an individual's professionalism as a function of the time that an engineer has been licensed. Also, there are a plethora of deals available to the PEng through provincial Engineering Societies. One can easily make up the cost of annual inscription, and then some, by finding significant deals on everything from travel costs to car insurance to cash loans. Finally, a PEng is recognized among all circles of Canadian society as a certain level of individual experience, knowledge and professionalism, something that is not necessarily the case for many military qualifications. When dealing with other members of Canadian society, whether for professional or personal reasons, a PEng commands respect without any requirement for explanation.

For the individual with an undergraduate engineering degree, there are three simple steps to obtaining a license. First, gaining membership to a provincial order requires an application and payment, with proof of the engineering degree. Secondly, the professional exam typically requires a few weeks of self-study of a number of references available online.

Finally, one must submit a short summary of his relevant engineering experience. A number of provinces have also endorsed a mentorship program that reduces this experience requirement. In Quebec, for example, the minimum experience is reduced from three to two years if the junior engineer meets with a licensed engineer for an hour every three months. For mentorship purposes, the EME Branch has tagged regional senior EME representatives with the responsibility to match potential PEng candidates with licensed engineers. In short, with less effort required to complete an OPME, an EME officer with an engineering degree can obtain a PEng.

Although there is no legal requirement for EME officers to pursue licensing, there are significant benefits both to the member and to the Branch for those that do. The licensed engineer benefits from the network of engineers across the country and can then bring these best practises back to the CAF. When dealing with other facets of Canadian society, the member's license represents a level of professionalism and technical competence that is much more familiar than many military qualifications. Those that choose to pursue licensing will find the process relatively painless, as much of their military experience can be tied to engineering activities. Better still, the EME Branch Regional Representatives are there to assist PEng candidates by matching them to licensed engineers.

For those that have ever thought of pursuing a PEng, my advice is simple: don't wait. The advantages of licensing far outweigh the trouble of a few hours of self-study.

Arte et Marte!

CFSEME Gagetown

Sgt Don Phillips, EO Tech Instructor, CFSEME Gagetown

Transition is seldom easy but as Maintenance Training Battery (MTB) underwent a transfer of command authority from the Royal Regiment of Canadian Artillery School (RCAS) to CFSEME, the transformation imparted little change on the daily routine of training delivery.

MTB's unique existence under the RCAS was testimony enough to give credence to EME personnel thriving in a changing world. The following is a brief history of MTB and its genesis to CFSEME Gagetown.

It was an odd reality from its inception within 210 Air Defense Workshop (210 AD Wksp) when, in October of 1953, 1st Light Anti-Aircraft Regiment RCA was formed in Camp Picton, Ontario; the original home of 210 AD Wksp. The need to train EME personnel to maintain unique air defense equipment immediately became apparent. As there was no one better suited to the task than the technicians themselves, several assumed a secondary role as instructors and collected as the Instructor Cadre within the workshop.

In 1960, 1st and 2nd Surface to Surface Missile Batteries (SSM Bty) were formed in Picton which necessitated training on the new "Honest John" missile; the only nuclear capable weapon system used by the Canadian Army. These batteries disbanded in 1970 when the reorganization and relocation of CAF resources was mandated to conform to changes in Canada's commitment to NATO. As increasing aircraft speed made the usefulness of anti-aircraft guns questionable, 1975 saw missile systems begin to coexist with the anti-aircraft gun. The rotation draft for Canadian Forces Europe (CFE) included the proposal of two Airfield Air Defense Batteries (AAD Bty). In January of the following year, 128 and 129 AAD Batteries were deployed to Germany, Baden and Lahr respectively and were equipped with 40mm Boffin guns and man-portable Blowpipe missiles. 210 AD Wksp consequently took its first steps towards a more narrow focus on maintenance of air defense equipment however it would take 10 years for a singular focus to become reality.

The staff of CFSEME Gagetown

The Instructor Cadre was a recognized entity within 210 AD Wksp in 1985 when the Air Defense Artillery School stood up in Chatham, New Brunswick. Under the administration of the new school, both EME and C&E Branch Technicians were formally trained on equipment unique to the air defense role. Two years, later 4 Air Defense Regiment (4 AD Regt) formed in Lahr and was equipped with four Skyguard sections and a troop of four ADATS SHORAD missile systems.

Changes in the early 1990s saw the closure of CFE. With the repatriation of 4 AD Regt troops from Germany in 1992, the Regt was reduced to nil strength and removed from the order of battle only to be re-staffed in 1995. 119 Air Defense Battery, then located at CFB Chatham, was re-designated as 4 Air Defense Regiment. With CFB Chatham's closure, the Air Defense Artillery School moved to CFB Gagetown as a component of the newly formed Artillery School. MTB was separated from 210 AD Wksp and stood up with the school during this transition. Ironically, both 210 AD Wksp and the Artillery School's MTB were relocated to the same building.

On 1 April 2012, MTB was welcomed under the umbrella of CFSEME and has been granted the new title of CFSEME Gagetown. Other than updating signature blocks and cover pages, there appears to be little impact felt by the instructors who deliver the bulk of training. Change happens! As echoed throughout the history of EME, we adapt and improve with each change. We look forward to enhancing the skills of future EME and C&E Technicians, with more change to come.

Memorial Bike

MCpl Sid Drake, a maintainer posted to CFB Wainwright, decided to create his own homage to Canada's fallen soldiers. While on a TAV with ROTO 10 MCpl Drake bought a 2002 Harley Davidson FXST. Once he returned home the MCpl set himself the project of restoring the bike, following the theme *The Canadian Sacrifice for Freedom.*

The bike has the names of all 158 Canadian Soldiers who fell in Afghanistan painted on it in a pin-stripe pattern, each organized as closely as possible together by unit.

What Does It Mean To Be Royal?

Col (ret'd) Murray Johnston

Well you may ask, with all the discussion and rumours swirling around a Branch name change, what does it mean to have the word, Royal, added to your Branch' name? Keep in mind, however, that a corps or regiment does not add Royal to its name on its own. It can only be done if the Sovereign grants you the right to do so. It is an award that is traditionally reserved for corps or regiments which have done an exceptional job.

So, having the word Royal in the EME Branch name would mean that it has been rewarded for doing an outstanding job in keeping equipment operational. That in itself will inspire all Craftsmen to work harder and always do their best. No one wants to let the Branch down. It's as simple as that.

The need to have soldiers with added skills to keep equipment operational was recognized in 1903 with the formation of the Canadian Ordnance Stores Department (renamed soon after Canadian Ordnance Corps). A few years later, when the Battle of Vimy Ridge opened with a massive artillery barrage on April 9, 1917, all 1,100 guns of the Canadian Corps were firing and firing accurately. A special commendation from the Army Commander recognized the hard work the handful of Canada's Craftsmen had done in the gun pits all along the front. Due in part to that, the COC was renamed in 1920 by King George V, the Royal Canadian Ordnance Corps.

By the Second World War the need for front line soldiers to keep equipment operational had vastly increased. Hence it was decided to take Canada's Craftsmen out of the RCOC and form them into a separate corps of their own. However, when King George VI was asked to approve the formation of the Canadian Electrical and Mechanical Engineers on May 15, 1944, he agreed but noted that they were to be Royal. And so we became the Corps of Royal Canadian Electrical and Mechanical Engineers. The King had recognized that Canada's Craftsmen were continuing to do an outstanding job in keeping equipment operational and trusted that they would continue to do so.

It was a trust that was well justified. For example, a few days earlier on May 12th the 1st Canadian Armoured Brigade was part of the assault across the Liri River. That morning Sergeant F.L. Carson (in whose honour the Vehicle Company building at CFSEME is named) and Captain G.L. Patton of 59 LAD (RCOC(E)) recovered 28 of their regiment's tanks in the face of intense enemy fire thereby greatly helping their Regiment attain its objective.

Today that sort of support continues to be the hallmark of Canada's Craftsmen as demonstrated by their outstanding performance in Afghanistan. Examples include Corporal Erik Poelzer recovering a tank under fire and Master Corporal William Hoggarth designing and implementing armour packages to increase survivability of soldiers in a forward operating base. The EME Branch today continues to inspire its soldiers to always do their best to keep equipment operational.

So whether or not we add the word "Royal" to our name, we can take pride in the fact that we have always done and will always continue to do our best to keep equipment operational no matter what.

Arte et Marte

EME Branch Fund Bursary

We have the pleasure of announcing this year's EME Branch Fund Bursary Winners. This year's winners are:

Zachary Edward Coleman; Scott Wallace; Alexandra Dencsak; Caitlin Beaumont; Kirsten Jonina Paige Leblanc; Adrian Battiston; Suzanne McMullin; and Sabrina Pudlowski.

OCdt Zachary Coleman

Kirsten Leblanc

Suzanne McMullin

Order of Military Merit

Appointed as Officers

Maj P. Heebner, O.M.M, CD

Appointed as Members

CWO J.R.M. Tremblay, M.M.M, CD
MWO M.D. Stein, M.M.M., CD
WO C.G. Hanrahan, MMM, CD

Meritorious Service Medal

Col S. Bouchard
Maj E. Gauthier

EME Branch Advisor's Coin of Excellence

Coin #17, MCpl D. Carpenter

MCpl Carpenter's efforts in preserving and promoting EME heritage are the personification of immense pride and dedication to the EME Branch. He provided outstanding support to showcase era period EME uniforms at CAF and Legion parades across Canada. On his own time and initiative, he maintained the EME clothing collection by ensuring dry cleaning, procurement, repair and inventory, as well as setting up a number of display cases of EME historical items within the school.

Coin #18, MCpl J. Pellerin

MCpl J.B. Pellerin is receiving the EME Branch Advisor's Coin of Excellence for his devotion to the 3 ASG Auto Hobby Club. His efforts ensure that the whole military community can benefit from this service in Gagetown.

Coin #19, MCpl G. Diotte

MCpl G. Diotte is receiving the EME Branch Advisor's Coin of Excellence for outstanding initiative, leadership and professionalism as the 3 ASG Maintenance Company On-job Training Platoon Lead Instructor and also in recognition of his exceptional dedication to the EME Branch as 2IC of the Jiffy Jeep team where he ensured the success of many high profile events.

Coin #20, Sgt T. Bursey

Sgt T. Bursey is receiving the EME Branch Advisor's Coin of Excellence due to his outstanding initiative, leadership, and professionalism as the 3 ASG Maintenance Company On Job Training Supervisor since May 2012.

Coin #21, MCpl J. Doiron

MCpl Doiron is presented with the EME Branch Advisor's Coin of Excellence for the outstanding leadership and trade skills shown during his time in Maint Tp, LdSH (RC). An extremely well rounded soldier, he leads from the front and shows his pride for the Branch through dedication to restoring Regimental assets. He demonstrated exceptional professional skills, as seen when he enabled the Leopard 1 Tactical mobility Implements Trail by effecting repairs on extensively damaged mine ploughs.

Coin #22, MCpl D. Hillier

MCpl Hillier is awarded the EME Branch Advisor's Coin of Excellence for the outstanding efforts he made towards revitalizing the way historical memorabilia was displayed in Maintenance Company, 2 Service Battalion. Showing incredible pride and dedication, MCpl Hillier researched and sequenced plaques, donated gifts and displays, flags and uniforms as well as identifed and archived nearly 8000 photos.

Apprentice of the Month

In the wake of the restructuring of the Regimental Company at Canadian Forces School of Electrical and Mechanical Engineering (CFSEME), we have begun naming an "Apprentice of the Month". This program was started as a way of acknowledging a member who distinguishes himself or herself according to the following criteria: dress, discipline, conduct, overall performance, leadership, initiative and devotion to duty.

In the future all recepients of this award will have their names recorded at CFSEME.

For the month of January 2013, the title of Apprentice of the Month is awarded to Corporal Daniel Richard Grégoire. He volunteered as a member of the Quarter Guard and suggested a detailed cleaning schedule for the three floors. During inspections, his performance was always exemplary and he demonstrated exceptional devotion to duty by volunteering, including writing an article for the EME Journal, as well as through his involvement with 329 Medical Cadet Branch and 1944 EME Cadet Branch.

Cpl Daniel Richard Grégoire received his certificate on 6 February 2013. From left to right: MWO Éric Beaumier, Cpl Daniel Richard Grégoire and Maj Stéphane Bélanger. The photo was taken by Capt Mathieu St-Maurice.

U.S. Army Achievement Medal

Master Corporal Richard M. Taggart was presented the United States Army Achievement Medal for his service as the Ceremonial Honour Guard at the United Nations Command in the Republic of Korea from 17 March 2011 to 28 April 2011. The medal was presented to him by his Commanding Officer, Lieutenant-Colonel James Bower and his Regimental Sergeant-Major, Chief Warrant Officer Luc Moreau, on behalf of the Department of the Army, United States. He was presented this award for his commitment to excellence in keeping with the finest traditions of military service. The Army Achievement Medal reflects great credit upon him, the United Nations Command Honour Guard Company and the EME Branch.

Volunteer Service Medal

On 28 November 2012 what was to be just a normal Christmas party at the Perley Rideau Veteran's Health Center turned out to be something a little more exciting for an EME Officer. Maj (ret'd) Lane received the Canadian Volunteer Service Medal for Korea, presented by Director General of the Canada Remembers Division of Veterans Affairs Canada, Mr. Derek Sullivan and His Excellency, Ambassador Cho of Korea for his outstanding efforts and dedication to Canada and the EME Branch during his tour in Korea from December 1951 to April 1952. Congratulations to our oldest EME Officer to date!

ADM (Mat) Merit Award

This award is given to individuals who performed at an unusually high level over an extended period of time.

It was awarded to (left) Mr. Kenneth Whitnall, Directorate Armament Sustainment Programme Management 3 (DASPM 3), C1/C3 Life Cycle Materiel Manager (LCMM), for his outstanding work and dedication during the investigation of C1/C3 cracked cradles. (right) The LAV Operational Requirements Integration Task (LORIT) Team, including Major S. Smith for its outstanding management of the LORIT program in support of Op ATHENA.

Last Call

Banks, Colin R. (WO)	31-Oct-2012
Boyd, Bruce H. (LCol)	18-Jul-2012
Boyles, Clifford 'Red'	06-Jun-2012
Cosman, Joseph M.	26-Nov-2012
Desson, Carmen	19-Apr-2012
Dickson, Robert (WO)	03-Nov-2012
Faykes, Rev. Robert 'Bob'	21-Sep-2012
French, William 'Bill' (MCpl)	14-Jan-2013
Hudson, Percy S. (MWO)	07-Aug-2012
Johnson, Gordon T. (Capt)	12-Jul-2012
McWilliam, T. Dawson	18-Apr-2012
Murphy W.E. 'Ed' (MWO)	12-Dec-2012
Noble, Robert G. 'Bob'	27-Oct-2012
Oslanski, Steve	6-Sep-2012
Poytress, Stanley N. (CWO)	28-Dec-2012
Reid, Alexander 'Bud' (BGen)	25-Jul-2012
Rhindress, Claude E. 'Al'	02-Aug-2012
Ronan, James M. (CWO)	04-Jul-2012
Scriver, Ernest George 'Bud'	01-Dec-2012
Switzer, Ronald O. (Capt)	15-Jun-2012
Teakles, Donald A. (WO)	10-Nov-2012
Thomson, Scott A.	19-Jun-2012