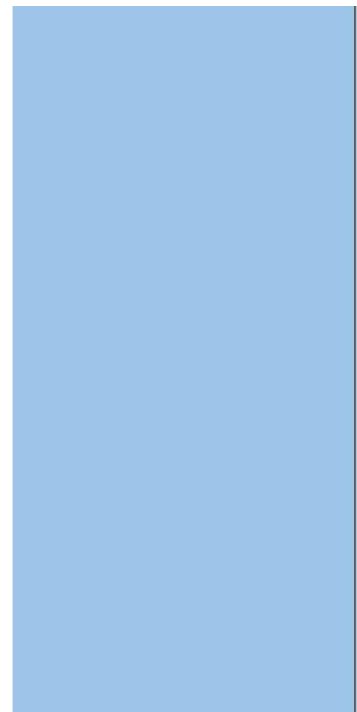


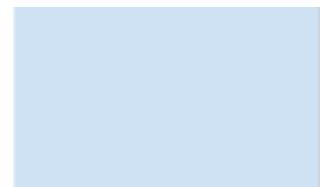
# THE LOGISTICIAN

Volume 11, Issue 2

06 April 2021



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## Contact us

### [Secretariat email](#)

Postal Address:

Royal Canadian Logistics Service Secretariat

National Defense Headquarters (Carling Campus)

101 Colonel By Drive

Ottawa, ON

K1A 0K2

## Optimizing Canadian Armed Forces Logistics



### By RCLSI Team

For far too long, a prevailing narrow focus on novel platforms, equipment, and technology has overshadowed the wide ranging changes necessary to realize a 21st century sustainment capability. While platforms, equipment, and technology are certainly vital to the future capabilities of the Canadian Armed Forces (CAF), they are, alone, insufficient to propel the CAF into the future. A deliberate, enduring focus on both sustainment as a capability and the development of our logistics personnel is necessary. As logisticians, we ourselves exhibit some of these biases, making statements that minimize our role as core enablers of operations, such as, “but I am just a... [occupation/specialty].” We must dispel these individual and collective biases that distort the way we think about sustainment as a capability and, instead, recognize sustainment as a *critical element of operational outcomes*.

CAF sustainment remains a seminal operational capability that underpins everything that the CAF does at home and abroad, yet as a service, we have failed to articulate ourselves and our fundamental purpose in a way that directly reinforces this operational nexus. This operational nexus is not restricted to those physically deployed on operations, but also extends to our personnel employed at bases across Canada and across the globe, at our training establishment, and at our depots. Regardless of trade, each and every CAF logistician is critical to mission success. As mentioned in previous articles, as logisticians, we Enhance and Extend Operational Reach (E2OR). E2OR is our gravitational core; it is our purpose that unites us as a community and will foster the emergence of a common understanding of what logisticians bring to the fight.

To elaborate further on the E2OR concept, as logisticians, we enable commanders to both initiate and sustain operations over time, and are instrumental to extending their operational reach. Operational reach is the distance over which military power can be employed decisively. If operations extend beyond a commander's operational reach, a culminating point, at which the advantage over a competing force is lost, is reached. As such, logisticians must have sharpened abilities to understand intent, assess risk, and to advise on the option space concerning interrelated factors, including scope of support, distribution networks, sources of support, and availability of materiel.

#### *The need to evolve...*

We must evolve into an agile 21st century, fit for purpose, integrated logistics service if we are to continue to be successful in the conflicts of the future. We can no longer rely on antiquated, pre-Cold War concepts or paradigms in this future battle space. This means that we must adapt the way in which we train, develop, promote, and manage our personnel. We must ensure that logisticians are equipped with the right competencies and skillsets to achieve excellence *by design*. We can no longer accept a one-size fits all approach; in doing so we constrain the potential of our personnel by defining them along narrow skillsets, and a rigid knowledge base. Through this realignment, we will incentivize excellence, improve operational reach, increase flexibility, and optimize strategic and corporate credibility.

Under the leadership of Brigadier-General Zimmer and Brigadier-General Harding, supported by Brigadier-General Osmond, the "CAF Sustain Get-Well" initiative will concurrently address four lines of effort, including: people, processes, technology, and governance/structure. These lines of effort have been devolved to various senior RCLS leaders, primarily within the Strategic Joint Staff, Strategic J4 personnel. As part of this initiative, the Royal Canadian Logistics Service Integrator has been charged with the people line of effort, working in conjunction with the ongoing Logistics Officer Occupational Analysis.

#### *The time for change is now...*

Change will not be without tribulations and will need to be continually debated as we evaluate technologies to shape current and emergent operational environments. The mutually supporting Logistics Officer Occupational Analysis to this initiative will ensure that the changes proposed are both in the best interest of the service and sustainable long term. We are extremely fortunate to have the support of our CAF leaders at the highest echelons; as you will note from the enclosed letter, the Vice Chief of Defence Staff, himself, has identified improving CAF operational sustainment as one of four key priorities. Change is inevitable. The evolution of this change mandate will ultimately also see the requirement for updating the Non-commissioned member training model within this new paradigm.

Ultimately, the intent of this initiative is to optimize the potential value of each and every logistician and to enhance the operational effects of each of the services and the greater CAF. In order to ensure the success of this endeavor, we acknowledge that we must harness the talent and feedback of all of our logisticians within the RCLS. We encourage each of you to provide feedback and to actively participate in the focus groups being coordinated by each of the environments. The prospect of a virtual conference to relay further information on this initiative is currently being explored, with details to follow in the coming months. In the meantime, we thank all who have contributed to this endeavor and hope to create a modern, integrated sustainment capability, of which each of you can be extremely proud.

From Lieutenant-General Mike Rouleau, CMM MSC CD

16 February, 2021

Vice Chief of the Defence Staff  Vice Chief of the Major de la Défense

Open letter to all Logistics and Sustainment Function Leaders

National Defence Headquarters Ottawa, Ontario K1A 0K2 Quartier général de la Défense nationale Ottawa (Ontario) K1A 0K2

It is not news to you that I have a personal stake in wanting us to modernize and re-energize the fundamentally critical sustainment function that underpins every thing that our force both at home and abroad. You are all at the core of our operational success, you have huge multifunctional and risk ties to the Defence Service Program and the AFC-X leaders, from the COS down to all three stars holding this.

So, Supply Chain/Sustain is one of only four VCS capability priorities necessary to undertake successful SSE implementation and we are, this year, concretizing the funding model for MI, MISC, AIT and Demine. These are all vital to the core mission you all have which is to re-create all elements of the Logistics/Sustain enterprise as a 21<sup>st</sup> century, fit-for-purpose, connected (holistically integrated) combat and institutional enabler.

To that end, this requires leadership, courage and trust. Will it be easy or perfect? Heck, no. Is it necessary? You bet it is if we want to 'win' in tomorrow's conflicts. Some people will resist the change we need and that cannot be tolerated unless it's in the spirit of cogitately debating what change, not if change. You all need to re-imagine processes, legacy work flows and see holistically technology to re-imagine how we do Logistics/Sustain. There will be NO work-for adjustment talk in this DAF work. None. Focus on the upside possibilities and be creative and imaginative in developing options-space that Gen Zimmmer will well up the CoC.

Your function has toiled in the shadows for decades now and this is no longer the case. Go and create your future; a future you will own as senior leaders in the out years.

  
LGen

cc: LGen(xef) Michel Lussier

1 - A handwritten letter addressed to Logistics Leadership from the Vice Chief of Defence Staff, LGen M.N. Rouleau.



2 - Royal Canadian Air Force (RCAF) Traffic Technicians unload a CC-177 Globemaster aircraft shortly after it arrives at Panamá Pacífico International Airport in Panama City, during Operation GLOBE on July 21, 2020.

*Photo credit: Cpl Jerome Lessard*

## A Milestone for Canadian Materiel Support Group (CMSG) - Celebrating 15 years





3 - Trudy Mombourquette performs maintenance on the RIM-162C ESSM at the CFAD Bedford Missile Maintenance Facility.  
Photo Credit: CMSG archives



**By Lieutenant C.J. Bell**

On January 20th, 2021, Canadian Materiel Support Group (CMSG) celebrated its 15th anniversary! Comprised of seven units, with a headquarters in Ottawa, CMSG consists of two Canadian Forces Supply Depots (CFSD), located in Montreal and Edmonton, and four Canadian Forces Ammo Depots (CFAD), situated in Rocky Point, BC, Dundurn, SK, Angus, ON, and Bedford, NS. Prior to its establishment as a sub-formation to the Canadian Operational Support Command (CANOSCOM) and later Canadian Joint Operations Command (CJOC), these units fell under the command and control of ADM(Mat) with J4 Mat/DG Log/DMMD (yes, that's quite a mouthful).

Here are some fun facts about how CMSG supports the Defence Supply Chain (DSC):

- Combined, the two Supply Depots comprise 350,000 square meters (or 50 football fields) of space for inventory, holding a value of \$6 billion and over 120 million items.
- All of this is managed by 314 military personnel and civilian employees. The four Ammo Depots combined comprise 35 million square meters of space (or 2,400 football fields), holding a value of \$2.4 billion in ammunition and explosives.
- The Ammo Depots hold a total of 4 million Net Explosive Quantity (NEQ) that is managed by 196 military and civilian personnel.

The vast majority of day-to-day items that CAF members use (from operational clothing, vehicle parts, weapons and ammunition – both at home and abroad) originates from CMSG's warehouses and magazines. Once defence materiel is procured, it is warehoused at the Supply and Ammunition depots located from coast to coast and then distributed to bases, wings and units via a "distribution network." This network is managed by "J4 Distribution" staff at CMSG HQ, with this transportation system ensuring that the materiel and ammunition needs of DND and the CAF are met so that training, exercises and operational tasks can be supported in Canada and abroad.

CMSG also plays a unique role in assisting our international allies. On missions and exercises being held in Canada or in foreign countries, the J4 Distribution Customs Section links our Traffic Technicians to their peers across the globe. In these cases, the CMSG Customs Section processes all import and export documentation with the Canadian Border Services Agency (CBSA). Through the efforts of the Customs Team, this cell of experts helps ensure that lines of communication and liaison are open to assure a smooth transition of personnel and equipment back in and out of Canada to ensure mission success.

Most recently, CMSG also played a key role in assisting the Public Health Agency of Canada (PHAC) manage their response to the COVID-19 pandemic. While PHAC commenced with procuring millions of dollars of medical equipment and personal protective equipment (PPE) from overseas to meet federal, provincial, and territorial needs, CMSG helped by sending PHAC liaison officers and logisticians to address the complex international and domestic supply chain tasks that arose on short notice. Succeeding in the material handling, distribution and warehousing tasks was critical, and CMSG personnel helped PHAC with the reception, storage and transportation of items across the country. The CMSG National Payload Co-ordination Center (NPCC) also helped set up transportation contracts for the Federal Government, which also helped in the whole of government approach to manage the COVID-19 global pandemic. At each step, CMSG military personnel and civilian employees were ready to help, and help they did.



Looking into the future, CMSG is actively pursuing ways to improve the levels of service provided to not only DND and the CAF, but to Canada as a whole. From exploring improvements to the National Distribution System via the “Distribution and Material Inventory Network Optimization” (DMINO) project or through improved uses of technology via the “Modernization and Integration of Sustainment and Logistics” (MISL) project, CMSG is learning from the best practices of the civilian private sector, to be utilized in a military setting. Efforts on these projects will take time, but these investments will definitely optimize and improve the efficiency of the means in which we store and distribute material across the country, and across the globe.

## Air Force Expeditionary Capability (AFEC)... What?



**By Captain McDonald, AFEC Deputy Project Manager (Ottawa) and Major MacHardy, 2 Wing AFEC Project Coordinator (Bagotville)**

AFEC, what? If this is what you were thinking, you are not alone. For some, AFEC is a well-known topic, for others, not so much.

For the Royal Canadian Air Force, AFEC stands for the Air Force Expeditionary Capability. With some similarities to the United States Air Force's transformation of the 1990s into an Expeditionary Air Force, the RCAF's AFEC is also an ideology or an 'aspired-to' state of being. From this ideological transformation, which is well underway, follows a more tangible transformational initiative, the AFEC

program. The intent of this article is to briefly describe the AFEC program, providing those familiar with AFEC with a quick update, and those unfamiliar with a quick overview. The AFEC program facilitates the greater idea which is the development of a comprehensive and agile air power capability, supporting RCAF expeditionary operations. It is important to understand that in the RCAF's lexicon, expeditionary means operations being conducted away from its Main Operating Bases (MOB). Considering Canada's geography and sparsely populated isolated regions, RCAF expeditionary operations could be international and domestic in nature.



4 - Photo credit: Combat Camera

The AFEC Concept of Operations is based on supporting two simultaneous Lines of Operation (LoO), LoO 1 Deliberate and LoO 2 Contingency. LoO 1 would normally be a planned operation, while LoO 2 would be a response to a contingency operation whether domestic or international. Each LoO comes with its own Deployed Operating Base (DOB) requirement, either well-found or austere. An example of a well-found DOB could be a functional airport. An austere DOB could be a damaged airport or a patch of useable terrain requiring significant engineering and logistical support to operate. The AFEC program provides each LoO and DOB with a specific capability.



5 - Photo credit: Combat Camera

The \$400 million AFEC Program started in 2008, with the majority of its inherent projects moving from the definition phase to implementation phase in 2016. Projects are closely monitored and decisions made via the AFEC Working Group, moving from Concept Development to Operational Implementation

in 2021. Working Groups closely monitor project development and requirements, identifying issues and gaining feedback from stakeholders.

There are three main categories of the AFEC Program: Infrastructure projects, leveraged projects, and materiel projects. Of these, materiel is the most influential to the AFEC Program, consisting of five major and three minor capital projects. Sub-division of projects provides better project management and oversight.

Infrastructure projects include construction of the 2 Wing main facility in CFB Bagotville and a storage facility in CFB Cold Lake. The Cold Lake storage facility is under construction, while the Bagotville project although still in definition has been approved by the MND. Together, these two projects account for \$182 million. Any left-over funds will be used to improve commonly-used support infrastructure in CFB Bagotville.



6 - Photo credit: Combat Camera

Leveraged projects include Headquarters Shelter System (HQSS), Advanced Sub-Unit Water Purification System (ASUWP), Enhanced Recovery Capability (ERC), Common Heavy Equipment Replacement (CHER), and Logistic Vehicle Modernization (MLV). Of these, the HQSS is the highest priority of leveraged projects, being eighty percent delivered. Together, these projects account for \$109 million.

Major capital projects include Air Expeditionary Wing (AEW) Set-up, High Readiness Personnel Equipment (HRPE), Medium Logistics Vehicles (MLV), Fly Away Kits (FAK), and Beddown. The AEW Set-up project provides C2 equipment to facilitate rapid airfield activation that comes complete with storage and materiel handling capability. The HRPE project provides a high readiness scale of issue for up to 3800 RCAF personnel, including personal protective equipment, clothing, and personal kit. The FAK project provides three FAKs to facilitate rapid airfield activation. The Beddown project includes operational and training suites of equipment and vehicles sufficient for working in a wide range of

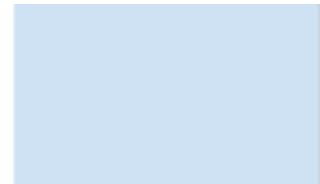
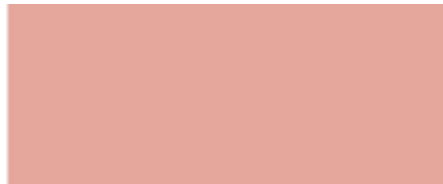
deployed environments. Of these, the AEW Set-up, HRPE and MLV projects are on the verge of closing in 2021. Together, these projects account for \$103 million.

Minor capital projects include Satellite Rear Link, Pistol Replacement, and Aircraft Rescue and Fire Fighting Vehicles (ARFFVs). Of these, the Satellite rear link project has been delivered and closed. Together, these projects account for \$11 million.

Once a project reaches full operational capability (FOC), it gets rolled into 2 Wing's Rapid Reaction Package (RRP) capability. The RRP concept includes the Table of Organization and Equipment (TO&E) necessary to achieve the operational objectives for each LoO, by operation type. The RRP's are listed in DRMIS as Handling Units (HU), making it easy to transfer material in DRMIS for operational requirements. As such, the AFEC program and its sub-projects deliver on 2 Wing's ability to be Ready, Responsive, Relevant and Agile. This dynamic has been rolled into the Wing's 3R+A concept truly making this niche capability the Spearhead of the expeditionary RCAF.

If you like this article, look for more to come in the future linking the AFEC program to ongoing logistical efforts to provide the RCAF with a robust rapidly deployable capability able to respond to both deliberate and contingency operations, whether domestic or international. So, the next time you hear AFEC, you won't need to say – what?

## Logisticians in the Sinai





7 - As of 1 February 2021, members deployed to the Multinational Force and Observers - South Camp, Egypt, are operating in a controlled COVID-19 environment.

Left to Right: Capt F. Simard, Lt(N) J. Day, MWO R. Gonsalves, Sgt J. Gratz, MCpl M. Abrahams, LCdr R. Arnold, MCpl M. -C. Bédard, Cpl J D'astous, Capt Y. Gagnon, MCpl A. Johnston, Cpl. L Lajoie, MWO S. Chiasson, Cpl M. Thi bault-Bedard, Sgt M. Laverdure. Absent from photo: Sgt D. Tays

**By Captain F. Simard, CJ34 Logistics Officer, and Master Warrant Officer S. Chiasson, Task Force El Gorah Sergeant Major, Op CALUMET**

Greetings from the Sinai!

Here, members of Task Force El Gorah (TFEG), deployed as part of Op CALUMET, do an outstanding job in support of the Multinational Force and Observers (MFO). The MFO mission, Observe, Verify, Report and Facilitate, is accomplished in the Sinai Peninsula on behalf of the Treaty Partners: Egypt and Israel. The MFO was established in 1982 and is now comprised of 13 Troop Contributing Nations, with Canadian participation since 1985. Over the last 36 years, more than 450 Canadian logisticians have passed through these gates and, like any mission, logistics plays a key role in the MFO's success.

There are currently 15 Logisticians on Op CALUMET, in support of either the MFO or TFEG. Our own National Support Element is comprised of the TF Orderly Room and Quartermaster Section. Together, Human Resource Administrators, Financial Services Administrators, and Materiel Management Technicians are supporting our Canadian Armed Forces' members and safeguarding their readiness whilst overseas. Other Logisticians are employed directly with the MFO and occupy wide -ranging roles: from our Human Resources Administrators' taking part in Recreation, Athletics & Entertainment planning, Honours and Awards processing, and Passport/Visa administration for all contingents, to our Mobile Support Equipment Operators employed as Liaison Branch drivers, Fleet Managers, and Safety Officers. Finally, our Logistics Officers play equally important roles within the National Support Element in dynamic and challenging roles including Adjutant, MFO within the Recreation, Athletics & Entertainment department, Fleet Management, or Operations Branch.

Our newest TFEGLoggie (honorary) plays a vital role for our Morale and Welfare: Maple, the Canadian contingent dog. She hasn't earned her rank yet but I'm sure she'll be sailing through them quickly, with her witty bark-talk, dancing and prancing that's sure to put a smile on anyone's face.

From all the proud logisticians deployed to the Sinai, we wish you all a very Happy 53rd birthday!!!!

## Bottom-up Planning: Becoming the Quiet Professional



**By Master Corporal Matthew Walsh, 427 Special Operations Aviation Squadron**

Top down management seems to be the style of leadership typically adopted by planning staff within Canadian Armed Forces (CAF) operational units; we are told what we are doing, when we are going to do it and ultimately how we will accomplish the task. Where this style shines is when timely decisions must be made to solve “fast ball” issues. While this style of planning will certainly get the job done, I would argue that it should not be the catch all style of management that it seems to have become. Enter stage right: bottom-up planning.

Bottom-up planning is a management style that allows information, ideas and ultimately plans to flow in the opposite direction we are familiar to within the CAF; from the junior non-commissioned members (Jr NCMs) up. The conversation sounds a lot like “this is what I want to do and how I want to do it.” It’s

important not to confuse this with – “why don’t we run a [enter appealing training here] course?” That’s a bottom-up idea, not a bottom-up plan.

Bottom-up planning can be humbling. It will take you out of your comfort zone as a Jr NCM, as it will force you to understand things outside of your current position. It requires you do some critical thinking, understand potential restrictions that will affect your idea and most importantly force you to clearly organize and communicate your thoughts and ideas to people; people often outside your occupation. For instance, your Officer Commanding may already know their troops want a light over-snow vehicle (LOSV) course. Building a plan to run that course must consider important factors such as the impact on institutional tasks, operational output, manning requirements, timelines, costs, etc. This planning process forces you to evaluate the larger picture and make sound recommendations to the commander. Back briefing the commander on solutions to problems they potentially didn’t know existed establishes you as the quiet professional, and empowers young soldiers to lead positive change.

Allowing your subordinates to practice bottom-up planning is an excellent way to apply your team's perspective to the decision-making process. Additionally, a section that feels included in the decisions and planning process for things that directly impact their week/month/year will unquestionably foster an environment rich in morale and teamwork. Bottom-up planning is a fantastic way to give *quality* professional development projects to your section that will benefit the organization, with the by-product being increased understanding of the strengths and passions of the personnel within your section.

## 17 Mission Support Squadron Enables Operation LASER Operations in Northern Manitoba First Nations Communities



**By Lieutenant Philippe Tremblay**

*“Since the beginning of the COVID-19 pandemic, 17 Mission Support Squadron (MSS) has been ready to enable and support Op LASER operations,” said Lieutenant Colonel Amanda Aldous, Commanding Officer of 17 MSS. “I am proud that 17 MSS has been able to help our Northern neighbours dealing with COVID-19 outbreaks in their communities.”*

Since the middle of December 2020, 17 Wing Mission Support Squadron has been showcasing how the multifaceted world of logistics enables operations. As COVID-19 spread into First Nations communities across northern Manitoba, Requests for Assistance (RFAs) were submitted to the Government of Manitoba to request military support. Under the command of Joint Task Force -West, and led by 2 Princess Patricia's Canadian Light Infantry (PPCLI), 17 MSS, in partnership with 435 Squadron, has enabled the deployment, sustainment, and redeployment of 2 PPCLI's Op LASER operations in various First Nations communities, specifically Shamattawa, Red Sucker Lake, Garden Hill, Pauingassi, and Cross Lake and anticipate continuing to do so into the spring.



All sections of 17 MSS were engaged to ensure mission success of this critical domestic operation. The Air Movements Section has processed a total of 122,000 pounds and approximately 80 passengers; during the holiday season, they supported Op LASER concurrently to the Holiday Flight Program where they supported 21 flights. A skid steer was also deployed to Shamattawa, and Transport has enabled the movement of passengers and VIPs while supporting meal delivery for all members in accommodations. The Kitchen has produced over 1,700 meals and Supply has provided rations, fuel, pallets of bottled water, and oxygen tanks. Captain Renée-Anne Paquet, Officer Commanding (OC) Construction Engineering Flight, was also deployed to Shamattawa on Christmas Eve to conduct a runway assessment. Our headquarters, whether the CO or the DCO, and Ops were in daily meetings and maintained continuous coordination efforts with all units involved. Since Red Sucker Lake, Captain Sao Miguel and Sergeant Lobo from 2 PPCLI have been embedded within 17 MSS to serve as liaison, which has immensely improved the identification and planning of sustainment priorities for this joint operation.

Challenges in these operations are ever-present, however, dedication, flexibility and ingenuity have prevailed. It has been a challenge for our members to continue conforming to preventative health measures in a pandemic environment while finding creative and efficient ways to meet both Op LASER Northern Manitoba mission demands and 17 Wing's air operations and training mandate, as well as providing ongoing logistics support to the greater area of responsibility. Additional challenges have originated from the remote locations in which the operations have taken place, their lack of airport infrastructure, a lack of Material Handling Equipment on site, the majority of freight has been loose-loaded, increasing load and offload times. The overall poor weather in northern Manitoba also caused regular delays and cancellations for flights which in turn trickled down to affect food services, transport, and accommodations.

What was initially projected to be a quiet period for both the 2020 holiday leave and first few months of 2021 in a pandemic environment, has turned out to be a high tempo period for 17 MSS personnel. As Op LASER operations continue to occur in Manitoba, 17 MSS will be ready to sustain them and provide 17 MSS members the opportunity to proudly enable domestic operations and support fellow Canadians close to home.



*8 - Personnel unload a CC-130H Hercules from 435 Sqn after landing at Shamattawa First Nation on 9 December 2020.*

Photo Credit: Cpl Tanner S. Musseau-Seaward, 17 Wing Imaging

## Operation PROTEUS Jerusalem



9 - Canadian OP PROTEUS commander BGen Jeannot Boucher and his Logistics team along with members of local industry delivering three (3) IVECO refrigerated trucks to the Palestinian Authority Security Forces, Logistics Commission.

Photo Credit: United States Security Coordinator (USSC) Photo -Library

### ***By Lieutenant-Colonel R. Palfrey***

On 4 March 2021, Brigadier-General Jeannot Boucher, Commander OPERATION PROTEUS, participated in a donation ceremony to the Palestinian Authority Security Forces (PASF) in Ramallah, West Bank by providing three (3) refrigerated food delivery trucks and a warehouse forklift to the Logistics Commission (LC). On the occasion, he reminded the attendees of the importance and benefits of developing a self-sustaining Palestinian Security Sector (PSS). He underlined that Canada's contribution was a step in enabling greater security sector reforms that would one day see an enhanced PASF logistical system. The delivery of three (3) new IVECO refrigerated food delivery trucks to the LC was made possible by the provision of Canadian Joint Operations Command (CJOC) funds for low cost, high impact projects.

The LC provides various logistic support services to the security establishment including food distribution. As such, it is responsible to provide and distribute foods of all types (fresh and dry) to all members of the PASF using a centrally managed and decentralized delivery process through its various warehouses in the West Bank (WB). This donation will improve current supply chain gaps and ensure

adequate food safety delivery to the 30,000 plus security sector personnel the LC supports every day. This investment supports Canada's broader strategic objectives by enabling security to prepare the ground for a resumption of peace negotiations and further reinforce the relationship with the Palestinian Authority Security Forces.

The PASF Logistic planners have developed a concept of support while assisted by Canadian logistics staff from the United States Security Coordinator (USSC). This support framework calls for the purchase of a total of seven (7) refrigerated trucks in their PASF business plan to provide safe and reliable food delivery to over 30,000 personnel day-to-day throughout all the West Bank.



10 - Major Keith McCharles , Supply Program Manager OP PROTEUS for United States Security Coordinator (USSC) test drives a Canadian funded forklift purchased from local industry for the Palestinian Authority Security Forces, Logistics Commission. Photo Credit: United States Security Coordinator (USSC) Photo -Library



11 - from Left to Right: Colonel Hugo Delisle, Lieutenant Colonel Rick Palfrey, OP PROTEUS for United States Security Coordinator (USSC) completing delivery of three (3) Canadian funded refrigerated trucks to better support Palestinian Authority Security Forces food distribution throughout the West Bank.

Photo credit: United States Security Coordinator (USSC) Photo -Library

## Operational Support Hub -Latin America and the Caribbean (OSH-LAC) Activation 2021



**By Captain Eric Turgeon, OSH-LAC Ops O**

The Canadian Forces Joint Operational Support Group (CFJOSG) recently returned from Kingston, Jamaica where the Formation successfully completed the activation of the Operational Support Hub - Latin America and the Caribbean (OSH-LAC). The OSH-LAC facility is a key location that enables the Canadian Armed Forces (CAF) to project and sustain forces in the Caribbean region in support of potential Humanitarian Aid and Disaster Relief (HADR) or other types of operations.

From 29 January to 26 February 2021, a task-tailored team deployed to OSH-LAC with the goal of achieving three key objectives: completing the yearly Hub activation, executing multiple infrastructure maintenance and upgrade projects, and conducting partnership training with the Jamaica Defence Force (JDF). The multifunctional team was comprised of 55 deployed members at its peak, which included Engineers, Communication and Information Systems, Infantry, Health Services, Military Police and various Logistics specialties such as Material Management and Traffic Technicians as well as Human Resources and Financial Administrators.

The first objective was to carry out the OSH-LAC activation for which CFJOSG is mandated to conduct at least once a year in order to confirm its operational readiness in support of HADR operations in the Caribbean region. While respecting social distancing due to COVID-19 limitations, accommodations and office spaces were set-up to ensure the safety of all members, hence limiting the facility capabilities to host up to 147 persons including the Hub Activation Team. The real life support requirements for food, vehicles and other services were delivered through the support of the Deployed Logistics Support Services (DLSS) standing offer. As part of the activation, the leadership of all lead functional areas were also tasked to review and update their respective Standard Operating Procedures (SOP) in order to adapt to evolving best practices and better position the Hub to support future movement of military forces into a potential theatre of operations.

The tropical environment and the constant exposure to humidity as well as salty air called for a robust maintenance plan. To support the secondary effort of the activation, a series of ambitious maintenance and upgrade projects were conducted. Engineers completed the construction of a new storage area in order to provide better drainage, increased air flow and protection from infestation for 19 newly arrived sea containers to be used for camp equipment storage. Furthermore, multiple electrical upgrades, installation of hurricane anchors and gates replacement were successfully accomplished. Equally important, a Material Management Team conducted the inspection and 100% stocktaking of all the material, in the process completing a much needed material adjustment.

The final objective of the operation was to plan and deliver a three-day partnership training with the JDF. Numerous presentations, table top exercises (TTXs) and hands on training sessions evolved around respective Disaster Assistance Response Team (DART) capabilities, related Contingency Plans, Logistics support, Preventive Medicine and Camp build in COVID-19 environment. Basic air movement such as Aircraft Pallets (ACPs) build, loading and unloading procedures as well as load planning were discussed as well as demonstrated. Throughout the training, the target audience varied from JDF DART and logistics leadership, JDF engineers, medical, as well as personnel support services. The overarching goal of this partnership training was not to deliver a one way monologue, but rather, aimed at fostering exchange on mutual knowledge and experiences. The training also included a panel discussion aimed at capturing insights on the possibility of evolving the partnership with the anticipation to identify opportunities to further develop the bi-lateral military cooperation.

Despite compressed scheduling timelines and the usual challenges experienced when operating abroad, the activation as well as maintenance and project upgrades were utmost successful. All key objectives were completed, thus confirming OSH-LAC capability to support future operations in the Caribbean region.



*12 - The new Sea Containers were placed on concrete blocks after completion of the TEU Pad.*

Photo credit: Maj Pierre-Alexandre Goulet



*13 - Group Photo of All OSH-LAC personnel deployed in February 2021.*

Photo credit: Maj Pierre-Alexandre Goulet



*14 - The Partnership Training with the Jamaica Defence Force also included a panel discussion aimed at capturing insights on the possibility of evolving the partnership with the anticipation to identify opportunities to further develop the bi-lateral military cooperation.*

Photo credit: Maj Pierre-Alexandre Goulet

## **HMCS TORONTO Galley Staff Awarded Task Force Commander's Commendation**



**By Chief Petty Officer 1st Class Keith Bown, D NAV Log, Food Services**

The Galley staff onboard *HMCS TORONTO* received a Task Force Commander's Commendation on 14 December 2020 for their outstanding performance during OP Reassurance. Chief Cook PO1 Morgan stated that, "I could not be prouder of the cooks and their overall performance during this deployment".

The Galley Staff were commended for their exemplary performance while deployed with HMCS TORONTO during Op REASSURANCE Roto 13 between July and December 2020. The initiative and exceptional professionalism of the Galley Staff were pivotal in ensuring quality meals were consistently served to TORONTO's crew, maintaining the overall morale on a daily basis. They prepared and catered a wide variety of meals and specialty items for the ship's company, and provided outstanding support to the Task Force Commander. The Galley Staff's positive spirit and team focus were noteworthy, bringing great credit to themselves, HMCS TORONTO, the Royal Canadian Navy, and the mission.

## Announcement of the 2021 Royal Canadian Logistics Service Bursary Program



On behalf of the Royal Canadian Logistics Service (RCLS), it is with great pleasure that Captain Navy Francis Turcotte, the RCLS Integrator/Advisor, and Chief Warrant Officer Patrick Dufour, formally announce the commencement of the 2021 Bursary Award program. This year's Royal Canadian Logistics Service Bursary program will award six bursaries, of \$1000.00 each. Five of the bursaries are funded through the RCLS Fund, with the sixth sponsored by the generous support of the Canadian Forces Logistics Association.

Applicant selection is based on several factors, beyond academic performance alone, and thus eligible dependents are encouraged to apply.

Eligibility criteria is as follows:

1. The RCLS Bursary program is open to the dependents registered in the MPRR (children/spouse) of serving Reg F Logisticians and PRes Logisticians who are current RCLS and contributing RCLS Fund members (Primary Reserves must have continuously served for the last two years as a minimum, CO endorsed);



2. Applicants must be in or have completed their final year of secondary schooling and are preparing to attend or currently attending an institute of higher learning;
3. Only candidates undertaking studies up to and including university undergraduate programs and have not previously received a bursary may apply. Students undertaking a Graduate program or accepted as part of any CAF subsidized program are not eligible.; and
4. Students entering a diploma or certificate program, usually of a shorter duration with reduced tuition, may be granted assistance at a lower bursary level as determined by the RCLS Bursary Review Board.

The RCLS bursary application form, essay requirements, and all other required documentation for submission is available on the [RCLS intranet site](#).

Complete applications are due no later than close of business on **4 June 2021**. The RCLS reserves the right to authenticate all information pertaining to the application prior to rendering any decision.

For additional information, please contact the secretariat:

Via Intranet: ++RCLS Secretariat - Secrétariat du SRLC@SJS RCLS@Ottawa-Hull

Internet: [RCLSSecretariat-SecretariatduSRLC@forces.gc.ca](mailto:RCLSSecretariat-SecretariatduSRLC@forces.gc.ca)



*15 - MWO Ladyka, the 38 CBG HQ Sergeant Major, presents his daughter Beth Ladyka, with a \$1000 bursary from the RCLS. Beth is attending the University of Winnipeg, majoring in Political Science. Congratulations Beth and we wish you all the best in your studies!*

Photo Credit: Joseph Ladyka



*16 - Colonel Spott and Chief Warrant Officer King present the mother of RCLS Bursary winner Émilie Wagner with one a cheque for \$1,000 courtesy of the RCLS fund. Congratulations Émilie!*

Photo Credit: Major Warren Hruska

For additional information please contact the RCLSI Secretariat

Via Intranet: ++RCLS Secretariat - Secrétariat du SRLC@SJS RCLS@Ottawa-Hull.

Internet: [RCLSSecretariat-SecretariatduSRLC@forces.gc.ca](mailto:RCLSSecretariat-SecretariatduSRLC@forces.gc.ca) .

## Royal Canadian Logistics Service Flag joins many others at Veterans Association Food Bank in Edmonton



**By John Page, Canadian Forces Logistics Association President**

Capt (Ret'd) Mitch MacLeod presenting an RCLS Flag on behalf of Canadian Forces Logistics Association, to Bruce Givens, the Operations Manager of the Veterans Association Food Bank in Edmonton, on 10 Feb 2021. The Food Bank supports veterans in the Edmonton area and has a sister organization in Calgary. It is a great opportunity for current and former serving members to help others in need, by donating your time, money or foodstuffs – every bit helps.



17 - Military flags at Veterans Association Food Bank in Edmonton, prior to receiving RCLS flag.

Photo credit: Mitch Mcleod



18 - RCLS Flag displayed in a place of honour at Veterans Association Food Bank in Edmonton.

Photo credit: Mitch Mcleod



19 - RCLS Flag displayed in a place of honour at Veterans Association Food Bank in Edmonton.

Photo credit: Mitch Mcleod

## Transition to the Corps of Commissionaires – One Veteran's Experience



**By Lieutenant-Colonel (Ret'd) Brook G. Bangsboll, Director of Corporate Services National Office of the Corps of Commissionaires**

I retired from the Canadian Armed Forces in Ottawa during the COVID summer of 2020, after 30+ years of service. I'd had a very fulfilling and challenging career as a Transportation officer / Logistician but felt I still had service to give and sought a new career opportunity outside the Public Service in several potential fields that interested me: aerospace, supply chain management, or the security industry.

Late in August 2020, I was approached by my former boss, Commodore (now retired) Mark Watson, who had become the Chief of Staff for the Canadian Corps of Commissionaires. He asked me if I had considered the Commissionaires as a second career. Up to that point, I had not considered the Commissionaires as a potential second career, as I assumed, incorrectly, that the job opportunities were limited to guarding and access control. When I arrived for my interview at the Gloucester Street office in early September, I fully expected that it would resemble something out of the 1960s – furnished with well-worn, massive wooden office desks and bulky wooden swivel chairs, stacks of dusty-old files piled high on desks, rotary telephones, all surrounded by old, grey metal four-draw filing cabinets. The imagined scenario was further detailed with the burnt smell of coffee which had been brewed many hours earlier, conveniently displayed next to the five-gallon jug water cooler. Of course, there had to be an old, grey-haired Commissionaire at the access control point by the elevator to waive me through to complete this flashback visit.

To my surprise and delight, my preconceptions about the Commissionaires could not have been further from the truth. When the elevator door opened, and the entrance to the National Office of the Corps of Commissionaires appeared before me, I was presented with a modern, energy-efficient-bright, clean and recently renovated spacious office. I was greeted by a friendly staff, most of whom were military veterans. After the introductions, I was escorted to a large, modern conference room which was outfitted with a large video screen and three large glass whiteboards listing ongoing projects and initiatives. This was clearly not the Commissionaires office I had imagined!

During the course of my interview with the Director of Corporate Services and the Chief of Staff, I learned that the Corps of Commissionaires is a vibrant, not-for-profit Federation composed of 15 Divisions with 22,000 employees, 5,000 of whom are military or RCMP veterans working in 1,200 communities across Canada. Founded in 1925 specifically to hire World War I veterans, the current Corps of Commissionaires retains the right of first refusal for Canadian Government contracts, established in 1945 to help veterans' transition to full or part-time employment. I learned that Commissionaires had expanded its role far beyond the stereotypic access control guard and mobile patrols. Commissionaires provides a wide variety of security services that include, criminal record checks, fingerprinting, pre-employment and tenant screening, risk assessments, investigations and security consulting, U.S. entry waivers, oaths and affidavits, cybersecurity services and training.

I was pleased to learn that the Corps' modernized social mandate is to provide meaningful employment that meets the needs of veterans of the Canadian Armed Forces, the Royal Canadian Mounted Police, as well as their families, and others who wish to contribute to the security and well-being of Canadians. Commissionaires has developed strong working relations with the Canadian Armed Forces, and in particular with the Transition Group as well as the Military Family Services / Morale and Welfare Service, the RCMP Association and the Legion. It is an organization with strong philanthropic values, supporting many worthy community endeavors such as the Army Run, Navy Ball, and Soldier On. The

Ottawa Division has donated over \$1M to the Multifaith Housing Initiative's Veterans' House, a combination shelter and program facility.

During my first few weeks on the job, I saw our guards on duty at various venues and facilities in and around Ottawa, often proudly wearing their service ribbons and, in some cases, the Commissionaires Long Service Medal, a medal recognized by Canada's honours and awards system earned for 12 years of service with the Corps. I was also reacquainted with former military colleagues, all now retired, during virtual / on-line meetings: Captain(N) George Forward, now the Chief Executive Officer for Newfoundland; Chief Petty Officer 1 Geoff McTigue, the National Contract Coordination; Lieutenant Darren Hill, Strategic Coordinator; and a plethora of other senior leaders such as Captain(N) Harry Harsch, Acting National Board Chair for the Corps of Commissionaires; Captain(N) Gary Paulson, CEO of the Victoria, the Island and the Yukon Division; Captain(N) Paul Guindon, CEO of the Ottawa Division; Lieutenant-Colonel Mike Voith, CEO of the Kingston and Region Division; Lieutenant-Colonel John Slater, CEO of the Northern Alberta Division; and Lieutenant-Colonel Bill Turner, outgoing Director of Corporate Services for the National Office (whom I will succeed)...and the list goes on.

I am proud to say that I have now been a member of the National Office team for three months and I'm enjoying every minute of it! The transition from the Canadian Armed Forces into this civvy street not-for-profit security service which continues to support and promote veterans and their military ethos has been most rewarding.

I strongly encourage any member of the Canadian Armed Forces and in-particular, any releasing / retiring member of the Royal Canadian Logistics Services to consider Commissionaires as a second career opportunity, for either full or part-time employment. It's a great way to transition from the Canadian Armed Forces.

## **“Red Bag” Goes Downrange for the Last Time: Start of Contracted Ammunition and Explosives Disposal**



**By Captain M.A. Muir, Canadian Materiel Support Group J4 Ammo 3-2**

The first of approximately ninety truckloads (over 3000 pallet spaces) containing the 155mm Howitzer M119 series artillery propelling charge (“Red Bag”) departed Canadian Forces Ammunition Depot (CFAD) Dundurn on January 25, 2021. The shipment marks the launch of the Canadian Armed Forces' contracted disposal of “Red Bags” using a safe and environmentally responsible process. Stocks from CFAD locations in Rocky Point and Dundurn are being consolidated in Dundurn prior to heading to General Dynamics Ordnance and Tactical Systems demilitarization Facility in Missouri, USA for destruction and disposal.

This is just one part of a larger initiative designed to reduce the backlog of Ammunition and Explosives awaiting disposal or destruction across the country. This contract and several others currently under development supplement new internal Department of National Defence capabilities being established at CFAD Dundurn. These new capabilities are the result of four DAEME minor capital projects - metal and plastics shredders, sorters and a flashing furnace – that are nearing completion at CFAD Dundurn and, after testing and training of staff, will start to come on-line in late summer of 2021. These will help



create a balanced solution for the ammunition community, which has been without effective large scale domestic logistics disposal capabilities since the 1990s due to increasing environmental regulations.

The Canadian Materiel Support Group would like to thank all those that have been pivotal to making this exciting milestone a reality. Special thanks to Ms. Betty Kan and the rest of the Directorate of Ammunition and Explosives Management and Engineering (DAEME) team; the Directorate of Land Procurement (DLP); Public Services & Procurement Canada (PSPC); and the leadership and workers at CFADs Rocky Point and Dundurn.



20 - The first shipment from CFAD Dundurn to GD-OTS in the USA.

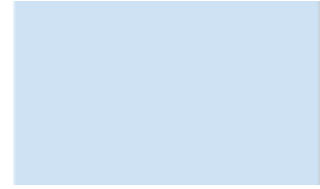
Photo credit: DAEME



21 - Red Bag being loaded for shipment from CFAD Rocky Point to CFAD Dundurn

Photo Credit: Mr. David Ramalho, CFAD Rocky Point MCO

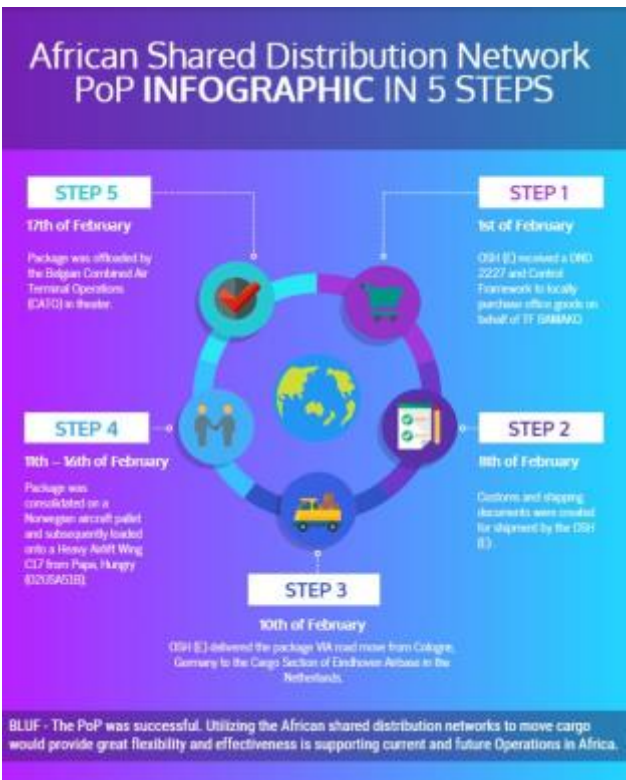
## African Shared Distribution Network PoP



**By Captain Dominic Valade, Operational Support Hub Europe**

The key challenge to logistical support in Africa is the absence of a framework organization, such as NATO or the UN, which has forced nations to develop national logistics chains in lieu of shared distribution networks. The crux of the issue is that the nature of operations in Africa are such that they are small and distributed, which is counter to the design of Western logistics systems. While there are airframes flying to the same locations, the major gap in the distribution system is the consolidation and in-transit visibility function. As such, innovative solutions were explored which focused around the use of equivalent flying hours (EFH) in the Air Transport Air-to-Air Refueling Exchange of Services (ATARES) program to airlift CAF and allied resources into Africa. This agreement is managed by the Movements Control Centre Europe (MCCE), of which Canada is a partner nation.

One of these solutions included the shipment of requested goods to a multinational freight consolidation location in Europe for onward movement into Africa via allied airlift, with the providing nation reimbursed in ATARES Equivalent Flying Hours (EFH) credits or other existing agreements. To test the feasibility of this solution, the Operational Support Hub Europe (OSH (E)) and Joint Interoperability Movements Cell (JIMC) conducted a Proof of Principle (PoP) from the 1st – 17th of February 2021.



22 - MCpl Vaillancourt-Poulin delivers goods to Dutch soldier at Eindhoven Airbase, Netherlands. Photo credit: Capt Dominic Valade.



23 - A United States Air Force peer ensuring safe travel of goods.

Photo Credit: USAF



24 - Offload by Belgian CATO.

Photo credit: Belgian CATO Staff



25 - Offload by Belgian CATO. Photo credit: Belgian CATO Staff

## Future Canadian Armed Forces Forklift Operators



26 - Cpl Castillo completes a Driver Inspection during a week-long forklift training course.

*Photo credit: MCpl Munroe*



*27 - Avr Ripley prepares to lift a bin during the forklift training course.*

*Photo Credit: MCpl Munroe*



*28 - Cpl Castillo parks a forklift.*

*Photo Credit: MCpl Munroe*

### **By Corporal Z.T. Ross, 3 Canadian Division Services Base**

Members of Tech Svc Br, Det Wainwright conducted forklift training from 23-27 Nov 2020. 15 members Log Sp Coy, Maint Coy and 77 Line Regt successfully completed the week long forklift course and attained an F5 qualification.

During the course students were taught and completed various tasks such as;

- Driver Inspection (DI);
- Operating the vehicle through an obstacle course, with and without a load;
- Proper position of the forks and raise/lower a load;
- Stacking/unstacking loads; and

Students were instructed by Master Corporal Sirelpuu, Master Corporal Bourassa and Master Corporal Munroe, from Logistics Support Company. Under the constant supervision of an instructor, all students performed practical tasks daily to achieve proficiency in safely operating a forklift.

Each day commenced with a thorough driver inspection on each forklift by students. Students were then required to maneuver a challenging obstacle course created by the instructors. This was followed by fork positioning task, and a requirement to raise and lower various loads. Each sequential task entailed a increased level of difficulty to gradually increase the students' confidence and skillsets. We started with stacking pallets and moved to tri walls, once student were demonstrating excellent skills, we challenged them with moving through the obstacle course with a load and stacking the load on a shelf at the end. Each lesson ended with the proper parking and storage of the forklift, students also completed a check of the vehicle for any damage, fuel/battery life, tires etc.

We are please to report that all candidates were successful in obtaining their forklift (F5) qualification, resulting in 15 additional qualified personnel from Logistics Support Company, Maintenance Company and 77 Line Regiment. These members are now fully equipped to assist with daily tasks and operations. Congratulations to each of the successful candidates and thank-you to their instructional staff, who were instrumental to the success of this course.

## Canadian Forces Base Wainwright conducts All-terrain vehicle driving course



**By Second Lieutenant L. Kemei**

From the 1-5 March, 3 CDSG Tech Service's Log Support Company ran an all-terrain vehicle (ATV) Course in the Wainwright training area. 15 candidates began the course learning theory and the characteristics of both the ATV and UTV. Following completion, they headed off to the trails to complete the practical portion of the course.

The first practical exercise began with learning how to navigate hills. This included inclines, declines and how to shift one's body weight when dealing with both the ATV and the UTV. The next lesson covered was on self-recovery using the winch system when driving alone or with a group. Other subjects touched on were on when to use all-wheel-drive as opposed to 2-wheel on the ATV and low vs high gear on the UTV. This was put into practice both on the hills and when traversing through the mud and snow.



Throughout the course students maneuvered their ATVs and UTVs through the different types of terrain varying from sand, pavement, gravel roads, snow and mud as well as in wooded areas. This was conducted during both day and night driving sessions. The trails took students throughout the Wainwright training area. En route they witnessed prominent sites such as the Commander's Cabin which sits atop a hill, they also saw Fort Reece deep within the training area and lastly, among other sites, Airfield 21 which was closer to the training area entrance.

Throughout the four days of practical development, students were rotated between both ATVs and UTVs so that all of the candidates were qualified on both types of off-road vehicles. In the end, all of the student operators gained the knowledge and confidence to safely and efficiently operate the ATVs and UTVs both domestically and abroad.

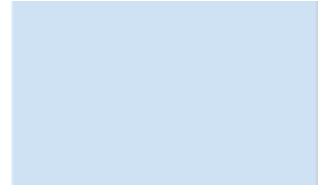


29 - Students fueling up prior to the day's drive. Photo credit: Photo by 2Lt Len Kemei



30 - ATV course conducts the night drive. Photo credit: Photo by 2Lt Len Kemei

## Op NANU gives Wainwright soldiers a taste of north of 60



31 - Soldiers of 3 CDSG being brought to a Chinook to practice their loading and unloading drills. Photo credit: Cpl Arie Chubak

### **Corporal Arie Chubak, 3rd Canadian Division Support Group Technical Services**

From Feb 5 to March 10, Corporal Arie Chubak and Cpl Jason Fulton of 3rd Canadian Division Support Group Technical Services' Logistics Support Company were tasked to drive two buses up to Yellowknife, N.W.T. from Wainwright, Alta. The drive up to Yellowknife was a two-day trip involving one stop in High Level, Alta, on the first night. When we arrived to Yellowknife we conducted our self-isolation before starting Operation NANU. Prior to the operation, we received the opportunity to participate in a light over snow vehicle (LOSV) course. On the course, Cpl Fulton helped out as an instructor and Cpl Chubak was loaded on the course as a student. It was an insightful course in which the instructors were very knowledgeable on not only the LOSV but survival in the frozen North. As the operation started to ramp up, we got to experience and see many different locations north of the 60th parallel. Some of the places we moved troops to included Aurora Village, which was a camp site full of teepees. Another location was the dive site on a frozen lake. One of our favourite moments was driving the bus onto and across a frozen lake. As Op NANU came to an end, we started to transport people to the airport. Some of the aircraft that arrived to deploy and pick up troops were the C-17, Hercules, Aurora and Chinook. As the last day rolled around, we dropped the last troops off at the airport and started our return trip back down to Wainwright. It took us two days to drive back down, stopping first in High Level again for the night, followed by an early morning departure the next day to get back home to Wainwright.

## Canadian Forces Base Shilo Dining Hall Staff Adapt to Pandemic Environment



**By Tyler Clarke, The Brandon Sun**

During a time in which dining establishments all around them were closing, Flatlands Dining Hall kept its doors open. It was no simple task, but staff at the Canadian Forces Base Shilo mess hall have continued feeding approximately 150 live in personnel throughout the pandemic.



*32 - Canadian Forces Base Shilo Commander Lieutenant Colonel Lyttle, centre, reads the citation of a Base Commander's Team Commendation praising staff of the Flatlands Dining Hall for their standard-setting work during the pandemic. Master Warrant Officer Osztian is pictured left, and Lieutenant Cory Smith is pictured right. At far back right is civilian supervisor Shauna Primmer.*

*Photo credit: The Brandon Sun*



*33 - Corporal Yannick Gagnon prepares food at the CFB Shilo Flatlands Dining Hall with personal PPE (gloves and masks) now required.*

*Photo Credit: Kimberley Kielley*

"A lot of the base personnel were returned home and our people were providing continuity on base," said Lieutenant Corey Smith. "They gave their 100 percent, all the time, and they never took time off from work. They were proactive, they were loyal to the job, they worked hard and took it upon themselves to implement the changes they designed."

Their efforts recently earned them the prestigious Base Commander's Team Commendation, and the actions they took were highlighted in an updated Canadian Forces Food Services Manual, which is used nationally.

It all started on March 13, when the base commander met with department heads to develop a continuity plan in response to the COVID 19 pandemic. "Our mandate at this point was to keep the dining room open, but only for our resident staff," says CFB Shilo Assistant Food Services Officer Warrant Officer Sean Osztian. He adds, "We have people who pay to have a room at the base, and they also pay to be provided with a meal, so they don't have another place to go." Lieutenant Smith noted that, "Base restaurants closed around this time, which severely limited the dining options for the military, many of them felt isolated at the base and they did not have the capacity to eat. keep food

fresh in their dormitory-style accommodations. We are the ones responsible for feeding them, and if they take food out of the kitchen, we have no control over how they store it - we have no control over its safety. In the end, they didn't have that much choice: the Flatlands Dining Room had to stay open."

Three days after the initial meeting, staff were operating the mess in a simplified and sanitized version compared to the way it had been previously. The 40 staff, including 15 civilians, quickly adopted various measures, several of which had been suggested to management: increased washing and disinfection of frequently touched surfaces, physical distancing of diners, limited meal time were imposed to prevent congestion at the entrance. Common use areas, such as condiment and milk stations have been replaced with single-use versions. At the toaster station, staff started handing out two slices of bread in a Ziploc bag rather than letting people choose them for themselves.

"In the Canadian Forces, we have a very strict food safety program that we use, so I think with all our years of experience in food services and using Food Safe as our guideline it was actually really easy to implement," says Warrant Officer Osztian, adding that they have simply taken these efforts to the next level. Considering the masks, gloves and various other measures, he says staff members feel safer on the job than when they go into town.

Similar safety measures have been employed throughout the base, which has yet to record a single COVID-19 case — a significant achievement given the community context in which they operate. That's why, the Warrant Officer said, the staff earned the Base Commander's Team Commendation. "This recognizes the hard work of our staff," he said.

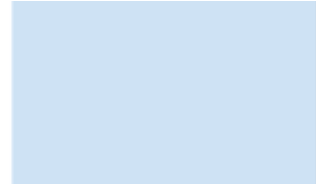
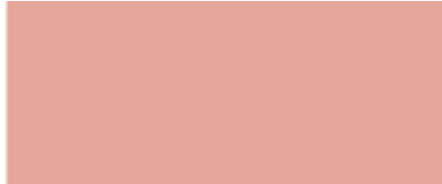
"When this all started, the rest of the base was sent home ... until they were told to come back, and for us that was never an option. The biggest key here is that, yes, we came up with some ideas, but had we not had our people and they hadn't been persevering during such a stressful time for them - if they hadn't kept showing up to work and trying, the whole system could have collapsed," said Lieutenant Smith.

The food service manual update that followed came in recognition that a pandemic could very well happen again and that they'd best be prepared. A chapter was added to highlight pandemic safety measures, which Warrant Officer Osztian weighed in on using examples from Shilo, including their efforts to separate staff in unique shift schedules and their creation of a COVID meal policy on washing hands, using gloves, masks and other safety measures.

Although these are a couple significant feathers in their collective cap, he said they're not resting on their laurels. Staff still meet once per week to talk about health and safety. "Yes, we understand that this has been on going for six, seven months, but we can't get complacent," Warrant Officer Osztian said.

“For now, the plan is to move forward and continue with the precautionary measures that we’ve put in place. That is, until they’re told otherwise by those in command.

## What's new?



### Lieutenant-General Bill Leach Memorial Essay Competition Results

Congratulations to the winners of this year’s LGen Bill Leach Memorial Essay Competition! This was a record year for the competition, with 129 officers and 6 NCMs submitting essays.

The competition invited entrants to write an essay on any topic that pertains to the Royal Canadian Logistics Service, such as history, doctrine, training, leadership, lessons learned, exercises and operations. Each submission was to be 1,000 – 3,000 words in length, written specifically for the competition in an academic style, and could be in either official language. The submissions were read and scored by a panel selected by the Royal Canadian Logistics Service Integrator/Advisor (RCLSI/A).

The winners of this year’s competition are as follows:

In the NCM category:

- 1st Place (\$500): Private Jeana Buikema
- 2nd Place (\$300): Corporal James Hartnett
- 3rd Place (\$200): Corporal Henry Guzman-Diaz

In the Officer category:

- 1st Place (\$500): Lieutenant Krystle Sloan
- 2nd Place (\$300): Second Lieutenant Pablo Cardona
- 3rd Place (\$200): Sub-lieutenant Anastasiya Karakoy

All of the winning essays will be posted to the [RCLSI web site](#) for your reading pleasure.

Once again, congratulations to all of the winners, and thank-you to all of those who took the time and effort to write and submit an essay. Thanks also go out to the competition judges who scored the essays. We look forward to another great competition next year!

## Canadian Forces Training Centre Recognizes Excellence of Sergeant Tony Harris, MMV, CD



*34 - On December 13th 2011, Tony Rodney Vance Harris was presented the Medal of Military Valour (MMV), the third highest award for Military Valour. He was presented this award by the Governor General, the Right Honourable David Johnston. Military Valour Decorations are national honours awarded to recognize acts of valour, self-sacrifice, or devotion to duty in the presence of an enemy.*



*35 - The Canadian Forces Logistics Training Centre (CFLT), Commandant, LCol Bennett and Regimental Sergeant Major, CWO St-Laurent, prominently display a shadow-box, dedicated to Sergeant Harris' heroism, within the Transport Training Cadre. The shadowbox serves as a constant reminder to staff and students of Sergeant Harris' dedicated service to the Royal Canadian Logistics Service, the Canadian Armed Forces, and Canada's allies.*

### **By Sergeant S. Duyck, Canadian Forces Logistics Training Centre, Transport Training Cadre**

On December 13th 2011, Tony Rodney Vance Harris was presented with the Medal of Military Valour (MMV), the third highest award for Military Valour. He was presented this award by the Governor General, the Right Honourable David Johnston. Military Valour Decorations are national honours awarded to recognize acts of valour, self-sacrifice, or devotion to duty in the presence of an enemy.

As the **first** logistician to be awarded the MMV, The CFLTC, along with other senior members of the Mobile Support Equipment Operator (MSE Op) trade, sought to display this act of heroism within the Transport Cadre lines. His selfless actions will forever be embedded in the MSE Op's history. This will also serve a reminder to students of all ranks who enter the school's theatre of what logisticians are capable of accomplishing while in a Combat Service Support (CSS) role.

The official citation reads:

*"On 23 November 2009, Private Harris was at Forward Operating Base Wilson, in Afghanistan, when insurgents unleashed a mortar attack. Without regard for his own safety, he ran to the scene of the impact and provided first aid to American soldiers. Noticing another soldier trapped inside a burning sea container, Private Harris went to his aid, single-handedly pulled him to safety and rendered life-saving first-aid as rounds continued to fall. Private Harris' courageous and decisive actions under fire that day saved several lives and brought great credit to Canada."*

***Servitium Nulli Secundus.***

### Change of Regimental Sergeant-Major at 38 Service Battalion



*36 - MWO Andrew Hotrum (right) places the Company Sargent Major Drill Cane on the 38 Service Battalion Flag turning over the appointment to WO Andre Carignan (left).*

*Photo credit: 38 Signal Regiment, 3 Squadron*

### **By Corporal Wesley Ramage, 38 Service Battalion**

Thunder Bay, Ontario – February 22nd marked a happy yet somber day for 38 Service Battalion with key leadership changing positions and being promoted. At 12:30 pm Master Warrant Officer (MWO) Andrew Hotrum was promoted to the rank of Chief Warrant Officer (CWO) and to the position of Regimental Sargent Major (RSM) for 38 Service Battalion. This position was previously held by the late CWO Mario Amyot. This event, which is usually a great celebration was also forced to downsize due to COVID-19 restrictions and was held in the office of the Commanding Officer (CO), Lieutenant Colonel (LCol) Darla Oja.



The afternoon started with MWO Andrew Hotrum turning over responsibility of Company Sargent Major (CSM) of 18 Service Company to Warrant Officer Andre Carignan. Shortly after that he received a promotion to the rank of CWO and was then established in the position of RSM for 38 Service Battalion. In a somber act of symbolism, the RSM's Pace Stick was folded in a 38 Service Battalion flag to represent the deceased CWO Mario Amyot, who lost his fight with cancer in October 2020. During the ceremony LCol Darla Oja said "It is not my place, as your CO, to hand you this stick. As such I will wrap it in the Battalion flag knowing that CWO Amyot's heart was there. It is your responsibility to take it up and bear true to the ethics and values it holds."

The RSM is primarily responsible for assisting and working with their CO and for maintaining standards and discipline amongst the non-commissioned members. They also act as a parental figure to their subordinates to assist with their development in the Canadian Forces. CWO Hotrum said it was a great opportunity that he was looking forward to. "I'm honoured to be in this position and look forward to working with the CO. I am also thankful for having had the opportunity to learn from and work with former RSM's, CWO Shelley Bellisle and CWO Mario Amyot" He continued to look onward by saying "I'm humbled and excited to mentor and assist in the development of our non-commissioned members as the Battalion moves forward".



*37 - LCol Darla Oja (left) talks to MWO Andrew Hotrum (right) before being promoted to CWO.*

*Photo credit: 38 Signal Regiment, 3 Squadron*



38 - CWO Andrew Hotrum unwraps the RSM's Pace Stick from the 38 Service Battalion Flag where it was placed to represent the late CWO Mario Amyot.

*Photo credit: 38 Signal Regiment, 3 Squadron*



39 - RSM Andrew Hotrum grasps his pace stick as he receives instructions on the significance and importance of his new appointment.

*Photo credit: 38 Signal Regiment, 3 Squadron*

## Celebrating the Royal Canadian Logistics Service 53rd Anniversary Across the Nation and Beyond



### The Logistics Support Company in Wainwright Celebrates the 53rd Anniversary of the Royal Canadian Logistics Service



40 - Cake made by Corporal Yoeomans, at Base Kitchen and presented at Logistics Support Company  
in Wainwright AB.

**By Major T.M. Malik**

On 01 February 2021 the Logisticians of Base Wainwright celebrated the 53th Anniversary of the Royal Canadian Logistics Service (RCLS). While COVID-19 has made assemblies challenging, the members of Logistics Support Company rose to the challenge and made adjustments to acknowledge a great day in the history of the CAF. *SERVITIUM NULLI SECUNDUS*.



41 - Log Sp Coy, Tn Pl. Right to Left: MWO Denkowycz (CSM Log Sp Coy), Maj Malik (OC Log Sp Coy), Capt Guay (BTnO), Sgt Theriault (MSE Ops), WO Whittaker (PI WO)



42 - Log Sp Coy, Sup Pl. Right to Left: MWO Denkowycz (CSM Log Sp Coy), Maj Malik (OC Log Sp Coy), Capt Fubini Barabé (BSupO), MWO McKay (Snr MM Tech), WO Schell (SCO WO).



43 - Ca ke cutting by Maj Tahir Malik, OC Log Sp Coy.



44 - Right to Left: Capt Adams (Foods O), Cpl Yoeomans, MWO Denkowycz (CSM Log Sp Coy).

Photo Credit for all images: Cpl Vuong-De Ramos, Imagery Technician, 3 CDSG Grn Wainwright Imaging

## 1 Service Battalion Commemorates the Royal Canadian Logistics Service 53rd Anniversary



45 - Photo Credit: R. Schwartz, 3 CDSG Image Tech



Although COVID-19 protocols have prevented gatherings to celebrate the 53rd Anniversary of the Royal Canadian Logistics Service, 1 Service Battalion marks the occasion with Aviator Hulan, a Human Resources Administrator, representing all of the trades of the RCLS by cutting the birthday cake flanked

by the RCLS (West) representatives Lieutenant Colonel Grenier-Lachance and Chief Warrant Officer Runge. Happy 53rd Birthday Logisticians!

## Canadian Forces Support Unit Europe Celebrates Royal Canadian Logistics Service 53rd Anniversary



*By Major E. Dubé*

Although this group of logistics professionals is across the pond, away from their RCLS brethren, in different time zones throughout Europe, they were brought together by their very enterprising leadership team. Yes, Canadian Forces Support Unit Europe (CFSU(E)) held an event that marked the 53rd Logistics Birthday, kicked off by a cake cutting ceremony by Lieutenant Colonel H.L. Staal and Chief Warrant Officer H. Asselin followed by a very challenging round of Logistics Trivia. This virtual event was attended by most of CFSU(E)'s members and Operational Support Hub Cologne via Microsoft Teams, whereby each detachment and the Hub provided answers to questions that made us ponder, deliberate and realize some of the things we just don't think of everyday, but are part of our heritage nonetheless. We were all victors in this challenge as our depth of Branch knowledge was increased, while also providing a forum for friendly camaraderie through competition.





Coming Soon - Royal Canadian Logistics Service Non-medical Masks!





In partnership with the Canex, Royal Canadian Logistics Service (RCLS) non-medical face masks will soon be available for purchase at [Canex.ca](https://www.canex.ca) and in larger retail stores (Ottawa, Borden, Halifax, Valcartier, Winnipeg, Edmonton, Trenton, and Petawawa).

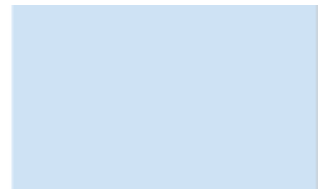
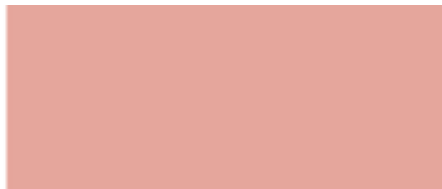
Visit the [Canex](https://www.canex.ca) today to find more RCLS merchandise, including clothes, hats, accessories, trade badges, coins and more. In addition to demonstrating pride in and promoting the RCLS, 10% of all sales go right back to the RCLS fund to support you and the RCLS community. This year alone, sales from the Canex contributed **\$8,000** to the fund.







## The Royal Canadian Logistics Service Newsletter - Staying Connected



We would like to thank everyone who contributed to the RCLS Newsletter. As we continue to support you, we would love to hear from you. Your text of no more than 400 words must be submitted to us in both official languages before the submission deadline. Although we encourage the writing of individual articles at the lowest level, agreement and verification of the chain of command should be obtained in order to ensure that the message conveyed is in line with the latter's expectations. Be sure to include high-resolution photos with the names of the people in the photo(s) as well as those who took them. If

you have any questions or comments, please contact us at [RCLSsecretariat-SecretariatduSRLC@forces.gc.ca](mailto:RCLSsecretariat-secretariatduSRLC@forces.gc.ca).

**Deadline : 01 June 2021**

**Next Publication : 11 June 2021**