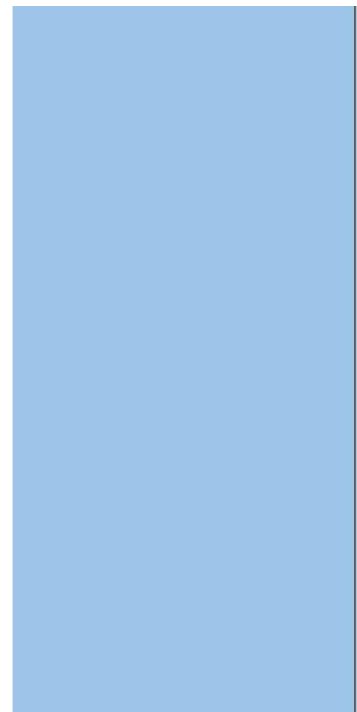


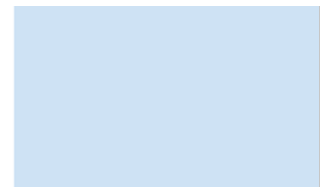
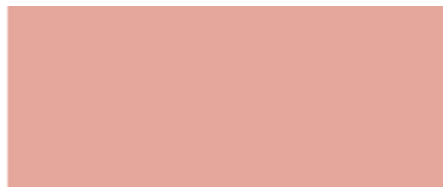
THE LOGISTICIAN

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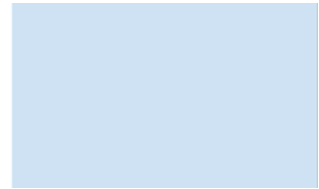
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2022 Logistician/Logistics Officer of the Year



By RCLSI Staff



1 - Capt David Guertin, 2022 Logistics Officer of the Year.



2 - Cpl Christine Green, 2022 Logistician of the Year.

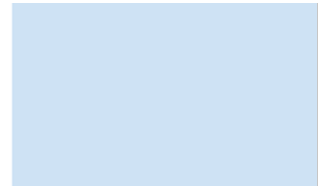
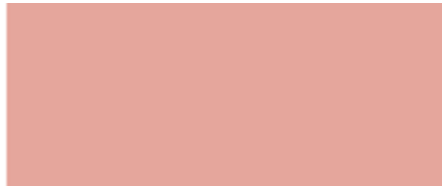
We are pleased to announce the recipients of the 2022 Logistics Officer / Logistician of the Year. This year saw many exceptional applicants both at the Officer and NCM level and the final decisions were not easy ones. It was an honour to read the applicant files and see the consistent levels of excellence our RCLS personnel provide on a daily basis. Your RCLSI is so proud of the work all Logisticians do as some of the finest personnel in the CAF. Our sincere congratulations to all the applicants for their efforts and dedication. The 2022 recipients are as follows:

Logistician of the Year: Cpl Christine Green, 4 CDSB Petawawa Tech Svcs

Logistics Officer of the Year: Capt David Guertin, 2 Air Mov Sqn

Our sincere thanks to the members of the Officer and NCM boards for their work to determine the 2022 recipients. The Logistician of the Year / Logistics Officer of the Year competition is a yearly event and we encourage you to begin thinking ahead for next year! Call letters for next year's program will be promulgated in fall 2023.

Making a Difference - CFLTC Food Services Cadre



By Chief Petty Officer 1st Class Keith Bown



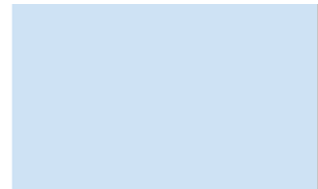
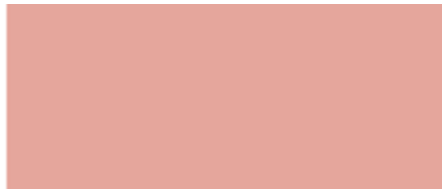
3 - From Left to Right: LCol Godin, Mr. D'Souza, MCpl Chan-Hine, Mr. Cahill, Capt Lanthier, MS Parent, MS Lye, MWO Winters, MCpl Tuckett, PO1 Williamson, MCpl Hutchinson, CPO2 Denman, CPO1 Bown, Maj Bowser. Missing from photo: MWO O'Leary, WO Lane, Sgt Griffey, Sgt Ashmead, PO2 Thornhill, Sgt Williams, MCpl Haerinck, MCpl Turcotte, MCpl Girouard, MCpl Grizhanov, MCpl Miller, MCpl Holmes, Mr. Mercer. Photo Credit: Pte Everett.

CFLTC Food Service Cadre and CFLTC Cook Standards were recognized during a visit from STRAT J4 Food Services for their outstanding efforts in recruiting initiatives in support of the cook occupation. The team

has taken it upon themselves to promote the trade by visiting local culinary colleges and job fairs, speaking with culinary students of what the CAF and our occupation has to offer them.

During these visits, the team has made connections with civilian colleges and is committed to revolutionizing the way training is delivered at CFLTC to fall in line with industry. One such initiative is to procure monitoring IT assets which will enhance students' learning, which enables the reduction in staff to student ratios. This initiative will have immense impacts across the CAF, greatly reducing the need for Incremental Staff across all elements and improving the work/life balance within the occupation. It is evident that the team is committed to instilling inclusive behaviors to promote a safe and positive environment for all students and staff. As the institutional focal point of the trade, their credibility and influence have been noticed at all levels of the Chain of Command as they consistently set the example of leadership, teamwork, and military ethos for our current and future generations of Cooks.

CFLTC PAT PI Initiatives



By Lieutenant Wes Zawyrucha

The intent of the Commandant Canadian Forces Logistic Training Centre (CFLTC) is to create a Personnel Awaiting Training Platoon (PAT PI) that is relevant and engaging for the newest non-commissioned members (NCMs) of the Royal Canadian Logistics Service (RCLS). As personnel transition from Basic Military Qualification (BMQ) students to logisticians, we wanted to break the stigma that PAT PI is an irrelevant phase of one's military career and just used for general duties. We wanted to create a PAT PI where our members receive training and job experiences, as well as positive memories that will last a lifetime.

CFLTC will have up to 250 PAT PI members per quarter, depending on BMQ end date and occupational training start date. The typical journey of a PAT PI member includes reception at Canadian Forces Base Borden, one week in-clearance and indoctrination (INDOC) briefings at CFLTC, training, on the job experience (OJE) placement and then transition to their occupational training cadre.

- INDOC has been revamped to include one-on-one interviews between PAT PI staff and member to address questions, concerns, and learn their background and OJE preference. Briefs and practical exercises on the CAF Offer, Trusted to Serve, Conversation on Defence Ethics and Sentinel training have been added to INDOC.
- Following INDOC, members move to our training platoon where they do physical fitness training like rock wall climbing, military skills training like map and compass, and receive health promotions and SISIP briefs.
- In addition to the daily training plan, we coordinate morale and welfare events for members every few weeks as a break from their regular schedule. As our PAT members come from across

our country, they may have never experienced the beauty of Ontario; and these events provide for many opportunities to create meaningful memories with their peers. Some events over the last year included hiking challenges in areas around Borden, Blue Jays game at the Rogers Centre, day trip to Niagara Falls, seeing history at the Royal Ontario Museum in Toronto and visiting historical locations around Ontario.

- Concurrent to members being on training, our PAT PI team coordinates occupationally relevant OJEs across CAF. Coordination typically takes one to two weeks. The aim is to return members to their dependants, household, goods, and effects where possible.
- Finally, members return to CFLTC one week before their occupational training to prepare for course.



4 - Niagara Falls 9 Sep 22. Photo Credit: Avr Laureta



5 - Biking In Borden 29 Aug 22. Photo Credit: Sgt McCaffrey

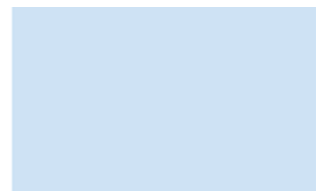
Another initiative was the creation of a PAT PI Manual. We want our PATs to have direction and guidance available to them to learn from and refer to – information they wouldn't have known otherwise or refrained from asking. The manual includes policies/procedures on personnel administration like requesting an element change or occupational transfer, interesting facts on why we salute, march, and

wear a uniform, and important contact numbers. The manual helps our members get answers to questions they didn't know they had!

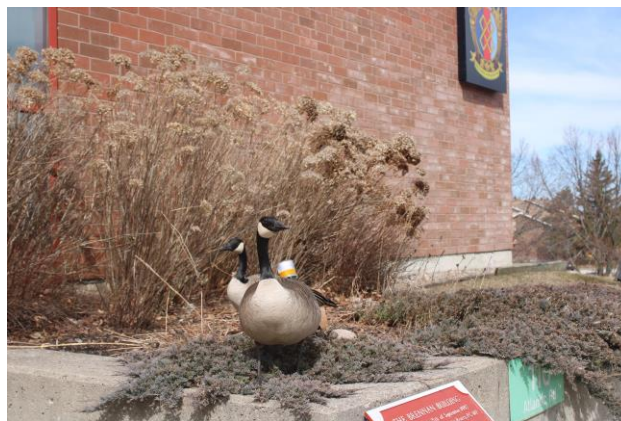
As you can see, our team of dedicated professionals in PAT PI work tirelessly to ensure the morale, welfare, and discipline of our newest logisticians. Our team is always looking for relevant OJEs for our members. If you are interested in employing and mentoring the next generation of logisticians or would like more information, you can contact us through our positional mailbox at +CFLTC PAT PL@CFLTC-CILFC@Borden.

Servitium Nulli Secundus!

CFLTC Distinguished for Innovations in Training Delivery



By Master Warrant Officer Brian Driscoll



6 - CFLTC's Resident Canada Geese. Photo Credit: MWO Brian Driscoll.

The Canadian Forces Logistics Training Centre finds itself joining a select group of units to be singularly recognized by the Chief of the Defence Staff for exemplary service.

The training establishment, located in CFB Borden, has been cited for being a leader in alternate training delivery, innovation and problem solving during the period of 2019 to 2021, and having a direct and positive impact on the Canadian Armed Forces as a whole.

Though the period of recognition predates the COVID-19 lockdowns, the majority of training innovation occurred during the period of restrictions. The Leadership, HRA, and FSA Cadres of the school initiated distance learning programs to continue training delivery and produce trained graduates months in

advance of projections. Additionally, Music Cadre instituted a comprehensive suite of online courses that proved to be so successful that it has been continued even after restrictions have been lifted and now comprises a full third of its total training. Further innovations resulted in an overall streamlining of staff requirements, improvement of training resources, and an acceleration of training for those personnel awaiting trades training post-BMQ. Overall, CFLTC employed 30 large scale initiative and six smaller ones to modernise its training delivery approach, with a further result of a cumulative monetary savings of over 1.05 M dollars. Moreover, CFLTC's meticulous and creative approach to innovating alternate training delivery methods is now serving as model for other CAF training establishments looking to bring about similar successes within their organisations.

Formed in 1967 as a result of the Canadian Forces restructuring and integration, CFLTC provides considerable support to all organisations within the CAF. Often under the radar and behind the scenes, CFLTC's professional and esprit de corps can be felt everywhere that its admin clerks, finance clerks, postal clerks, supply techs, traffic techs, ammo techs, cooks, musicians and drivers serve.

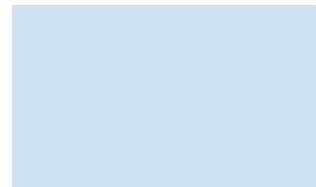
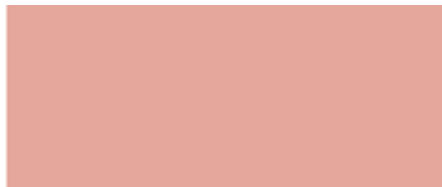
Speaking at the commemoration ceremony held in front of CFLTC Headquarters at CFB Borden on 06 Apr 23, unit Commandant LCol Shawn Courty praised the members of the school. 'This isn't just for the unit. This is for all of your hard work over the past 2 years! You should feel proud of what has been accomplished!'

The flag that commemorates the unit commendation will fly in front of the headquarters building for 365 days, where staff and students will have a daily reminder of this honour. They can also rest easy knowing that the flag will be very well defended by the pair of Canadian geese that have taken up residence in the flower beds beneath the flagpole. While many would view their hisses and aggressive lunges as efforts to protect their nest, Logisticians know what is truly being said: 'Bravo Zulu, CFLTC!'



7 - Raising the flag: MS Samuel Parent. Photo Credit: Pte Karah Bowser

Diversity within the RCLS



By Major Andrea Wookey

“In diversity there is beauty and there is strength” – Maya Angelou. Diversity, Equity and Inclusion (DEI) has been a hot button topic in business, culture and the CAF recently, as it should be, but initiatives to bring a more inclusive and diverse workforce have been around in the CAF for longer than some folks are aware. That doesn’t mean the work is done – there is still so much work to do, those of us within the Logistics Branch would be well served to help do the heavy lifting.

Just looking at the demographics within the Logistics Trade, you will see that we are already more diverse than some of our partners in arms. We have a smaller gender gap than many services, and in fact, some of our trades have a higher percentage of female than males. MCS has not yet updated its stats to include non-binary members, but members identifying as female currently make up 19% of the CAF structure. In the HRA trade, 65% identify as female, for logistics officers, it’s 35%. In the Log branch as a whole, 38% is accounted for as female identified.

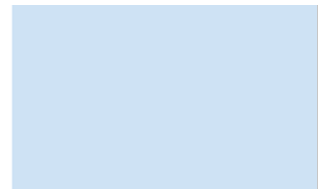
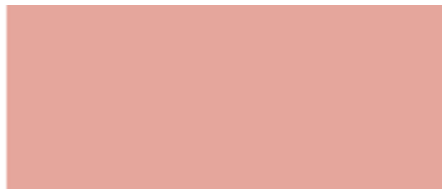
Diversity obviously does not only look at gender identification. It just happens to be the only element we can retrieve off the MCS Dashboard. When we start talking about diversity, we start talking about key elements such as cultural diversity, age, racial, gender, sexual orientation, disability and religious diversity.

There are hundreds of reasons we need a more inclusive and diverse CAF, but I wanted to touch base on one key reason I think the Royal Canadian Logistics Service needs to concentrate on diversity, and that is because we are a friendly face. We are the faces that our recruits see. They see us at CFLRS when they first DAG, when they get kitted out with their gear for the first time. They interact with our FSA's and our HRA's when they get to their first base, and they often get managed during their training on a BTL by an HRA. They see us during their OJE, and they see us during transport to and from their courses. So what better way to convince the new generation of Canadian's that are joining our ranks, then to show them folks who they can relate to? That had the similar lived experiences growing up, that face similar challenges in their day.

We hope to see this as the first column in the "Diversity Corner" a regular occurrence. We want to hear from our diverse members stories of their service, of how they have impacted the CAF and RCLS with their knowledge and lived experience. We also want to hear the negative, if it's a story you can tell, because it's through these courageous stories that we can grow empathy, education and hopefully, healing.

If you want to get involved at a local level, reach out to your local Defence advisory groups and see if there is an overarching group at your location that works on DEI initiatives. We are always looking for good folks who want to keep moving the yardstick forward. I can be reached at andrea.wookey@forces.gc.ca for questions, queries and contacts if you want to get involved but don't know where to start, or you want to start a grassroots organizations with your area of RCLS.

EX MR 23



By Captain Kaylee Carlisle

During planning phases of Ex Maple Resolve 23, the team decided to not proceed with the typically fuel bladder system, the Fuel Storage Delivery System (FSDS) and train more members on the High-Pressure Aircraft Refueller (HPAR) system. The HPAR that had just returned from maintenance in the depot, was delivered to the Fuel Farm in Wainwright, Alberta. Once, in location and doing the initial set-up the Camp Build team flushed fuel in a unidirectional fashion, from fuel bowser through HPAR back into bowser for filtration. Following the flushing the fuel was sent to the Quality Engineering Test

Establishment (QETE) for testing, however it failed on multiple of the tests. The HPAR system was deemed unserviceable and that left the Aviation Battalion with no plan in place to receive, operate and refuel the aircraft.

Therefore the 1 Wing Logistic team developed a Fuel Transfer Site which consists of 2 x R-11s, 2 x HLVW Bowsers, 1 x Interim Refueller and 1 x TFAR. The Fuel Transfer Site works by fueling from the B-Train, through the R-11, into Forward Refuellers due to QETE regulations of the double filtration. This process took 7.5 hours from B-Train arrival to last drop in the final forward refueller, due to multiple testing required. Hence, it was not the most practical set-up and there were additional limiting factors in place. There was originally a 48-hour turn around time from request to arrival of B-train. This was increased when the Alberta Fires caused delivery delay and the company was not able to deliver the full loads requested. It was also a time-consuming staffing procedure with minimal communication or flexibility from outside stakeholders.



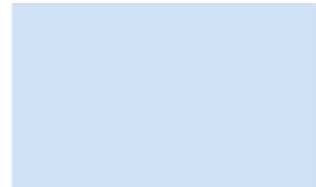
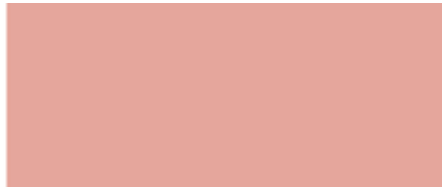
8 - MR refuelling. Photo Credit – Cpl Guillermo Bonilla.

Additionally, it strains personnel resources of MSE Ops to drive the vehicles, AIUI qualified personnel to do the testing and mbrs required to operate the fuel pumps from one source to the next. Another added layer was without the bladders or HPAR there was no holding tanks, therefore calculations to ensure quantities ordered are within the available capacity of the bowsers. If the calculations were over the capacity, there were fines that would be incurred for fuel not accepted. To put another limiting factor into the equation, the only fuel testing refractometer at the testing site broke on the first day. This item was a critical for testing for the Fuel System Icing Inhibitor (FSii) (an AvPOL additive), the team was therefore required to drive to Cold Lake, Alberta to borrow one of theirs.

Log flight successfully enabled all flying operations/air medical evacuation in support of MAPLE RESOLVE. The team was adaptable and flexible, coming up with creative solutions in line with policy. First ensuring that the fuel was filtered in a dual filtration set-up, that was accomplished from passing it through multiple trucks systems. The staff created an excel to calculate forecasted burn rates based off

flying schedules and typical hourly burn rates. Staff were balanced to ensure there were members available to move the trucks, test the fuel, and refuel concurrently as required.

Logistics Victory Tour – 78th Anniversary of the Liberation of the Netherlands – Op FAUST 23



By Major (Retired) John Page, National President RCLS Association



9 - The Op FAUST Marching Contingent at Wageningen on Liberation Day, 05 May 2023. Photo Credit: RCLSA.

It has taken over five years to come to fruition, and when it finally did on 29 April 2023, it was a very proud and happy group of organizers and our band of 53 people, Regular, Reserve, Retired, Navy, Army and Airforce with most RCLS Trades represented, as well as RCEME and a few RCE and our token Gunner – BGen Ernie Beno, our patron and key organizer.

Our first day was to fly to Amsterdam from two Air Ports of Embarkation – Toronto Pearson via Air Canada and Vancouver YVR via KLM. We arrived Saturday morning and our Admin Team of Helene Tanguay and Roch Carrier were there to shepherd us onto the waiting bus, provide our bagged lunch and introduce our Historians – John Conrad and Gary Campbell. We had all met during the previous two months on our bi-weekly Zoom calls where we went over the background of all of the battles we will be visiting, so that most were familiar with the main concepts of what we would be seeing.

That afternoon, we visited the Royal Netherlands Technical Museum (RCEME Equivalent) and their Logistics Museum and collection. A real eye opener, since the Netherlands has been supporting military operations on land and sea since the 1600s. We were joined by some members of Keep Them Rolling

and their private collection of WWII Military vehicles, which they gave rides around the Camp to everyone who was interested.

The next day was Operation MARKET GARDEN, A Bridge Too Far where we explored the exploits of 1st British Airborne Division with the Independent Polish Parachute Brigade in Arnhem. Key points of interest were the John Frost Bridge, The Airborne Museum and the Divisional Administrative Area. We also viewed the crossing place for the remnants of the Division evacuated on the last night 25 September 1944. A very moving and poignant day.



10 - Holten Commonwealth Cemetery on 04 May 2023 for National Remembrance Day Ceremony. Photo Credit: RCLSA.

Monday 01 May 2023 was a full day, reviewing Op VERITABLE the attack into the Rhineland and that afternoon was at Groesbeek Commonwealth War Cemetery, where we held a small ceremony to remember the Canadians who gave the supreme sacrifice. The Commanding Officer, Lieutenant-Colonel Marie-Josée Beaulieu and RSM, CWO Michael Morrison demonstrated their leadership and ability to think and react, by organizing and practicing our parade skills, in preparation for the ceremony at Holten Commonwealth War Cemetery that will be held on 04 May 2023, in front of the public.

Tuesday 02 May 2023 was a full day reviewing Op BLOCKBUSTER and the capture of the Hochwald. This was particularly interesting for the use of Kangaroos and massed armoured formations to transport troops into battle, the choking dust and requirement to provide navigational aids to keep them moving in the right direction. That afternoon we visited Xanten, a Roman Town that has been partially recreated as an Open Air Museum; the differences yet similarities in Technology, Tactics and Procedures between Roman Legions and WWII were starkly apparent.

Wednesday 03 May 2023 was the last day on the battlefields as we reviewed the successful Airborne Operations of Op VARSITY in securing Rhine Crossings, crossing between the Netherlands and Germany several times during the day.

Thursday 04 May is Remembrance Day in the Netherlands. We provided a contingent at Holten Cemetery along with our sister group from the Communications and Electronics Branch, lining the route for one of the last WWII Veterans, Mr Jim Park who was welcomed as the guest of honour! That evening, our team was invited to participate in the National Remembrance Day Service with Princess Margriet as the Royal Guest of Honour. LCol (Retd) Will Watkins and CWO (Retd) John Halderson accompanied me in the laying of our flowers, as part of the official ceremony.



11 - RCLS Association Flowers at Groesbeek Commonwealth Cemetery on 01 May 2023. Photo Credit: RCLSA.

Friday 05 May is Liberation Day and it is celebrated by a large National level parade in Wangeningen. Both the Logistics Party and the Signals Party had a marching contingent in the parade following the RCMP Pipes & Drums at the head of the parade. A reception was held at Hotel de Wereld where Canadian LGen Charles Foulkes accepted the surrender of all German forces in the Netherlands from Gen Blaskowitz.

Saturday 06 May was our last full day in the Netherlands. We were joined by Keep Them Rolling at our Hotel in Ede, and they provided rides out to the school house where Op FAUST was planned and coordinated with the German Army.

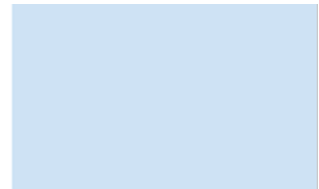
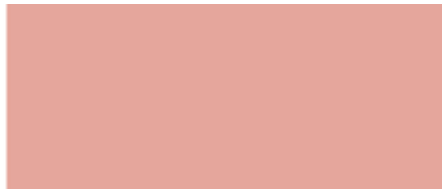
Finally, I would like to thank everyone who participated in the Tour, especially the team that stuck it out for planning and coordinating everything including Will Watkins from 39 Svc Bn and Ernie Beno who brought the idea to the Association; Dave Patterson and Team from Field of Fire Tours; Leah and Trina from Merit Travel who had to pick up the ball once again, and this time see us through the event.

There is potential for us to revisit this event in 2025 for the 80th Anniversary. Let me know if there is any interest



12 - Kyiv Display outside The Peace Museum; T-72 and Ambulance. Photo Credit: RCLSA.

Lessons Learnt and insights gained from Op FAUST Logistics Battlefield Tour



By 2nd Lieutenant Veronica Christopher

An extraordinary opportunity was given to a select number of military personnel in Spring 2023; over the course of 28 April to 07 May 2023, some 40 plus members (Regular Force, Reservists and retired members) visited some pivotal battlefield sites in the Netherlands. In preparation of this trip, participants reviewed major operations in the Netherlands and discussed the logistical considerations of each operation: Op Blockbuster, Op Market Garden, Op Veritable, Op Faust. Once in the Netherlands, they visited Commonwealth cemeteries and memorials. They reviewed Canadian Logistical challenges and considerations for major WWII operations in the Netherlands. They stood on parade for Dutch Remembrance Day and marched in a parade to celebrate Liberation Day.

While the above description is a tidy summary, it completely fails to capture the deep impact this battlefield tour had on participants. We stood on ground where hundred of soldiers struggled in their last moments of life; in pain, in fear, in defiance of the enemy. We gazed on the personal items of civilians that had been torn from their lives and sent to concentration camps... something as small as a shoe, or as heartbreaking as a hastily scribbled note to loved ones as someone was marched away. We read military graves inscribed with *daddy, our dearest boy, my darling*... We read the documents detailing the starvation of the Dutch civilian population. We travelled from battlefield to museum to memorial to cemetery, and all the while we absorbed the continuous discourse from our knowledgeable tour leaders. This is where John Frost held the bridge. *Do you see how the Germans applied the pincer movement encircling the area?* This windmill acted as the recce high ground observation post. *Can you imagine*

what the Allied leaders must have felt when they viewed the Siegfried Line from that vantage? This was the route the Canadians drove to deliver food stores to the Dutch civilians. What do you think it must have been like to drive a convoy with German military police flanking your vehicles? This Commonwealth cemetery is laid out in the same format as all other Commonwealth cemeteries. Do you see how the space is meant to express a sense of commemoration and permanence through materials that will last a thousand years? This is the route we'll march for the Wageningen Liberation Day parade. Shoulders back and heads up- you represent the legacy of Canadian soldiers that fought and died to drive out the Nazis from this country.

To stand in the shadows of WWII and gaze into the past was alternately inspiring and overwhelming for many of us on the battlefield tour. At all the sites we visited there were accounts of bravery, of sacrifice, of loss and starvation and honor and horror that both soldiers and civilians faced during the Hunger Winter in the Netherlands. As we recounted the major operations and events, a common theme became prevalent: learn from this. Learn, and move forward. There are important lessons in hindsight, and those who ignore the past face the dangers of repeating it.

Here are some of the lessons I've either learnt or gained new insight on from my participation in the Op Faust Battlefield tour. Although there was enough information to fill a notebook, these points were recurring themes throughout our tour:

1. We are all soldiers, first and last. You can issue stores, maintain equipment, deliver goods and people... but your first and last job is to fight. The Nazis targeted supply chains because they knew that a disruption of goods would be catastrophic. Logistics soldiers needed to be prepared to defend and attack at any point. This is every CSS soldier's secondary role – fight as infantry if needed.
2. Op mission success or failure can depend on perspective. Lt-Colonel John Frost's mission was to hold the Arnhem bridge for 2 days for the rest of the division to link up and cross the Rhine river. His forces were cut off from resupply and under constant attack by German SS-Panzerkorps, and complications elsewhere caused the rest of the division's link up to be delayed. Frost's soldiers held the bridge longer than expected, under an intense pincer attack, before retreating over the Rhine River. As we stood on the recreated John Frost bridge and gazed down to the Rhine and the Airborne at Arnhem Museum, we faced these questions: was Op Market Garden a complete mission failure? Did it matter that John Frost held the bridge longer than expected? Does the historical lens of hindsight- the ability to see the big picture and know the story's end- change how we perceive mission success?
3. Salvage is more important than you think. In 1945, salvage wasn't an afterthought; it was a serious tactical and logistical consideration. Battlefield reclaim had significant logistical asset impact: empty cases were valuable metal, rubber from blown tires could be reutilized, vehicles and parachutes were significant assets to be reclaimed. Material and equipment shortages abounded during WWII (at one point the Germans were producing zinc coins to save brass), both in civilian and military life. To reclaim salvage was to supplement your own supplies and deny the enemy at the same time. If the military didn't send forces out to collect salvage directly after an engagement, the local civilian population would

claim debris and utilize for their own purposes (parachutes were attractive for household linen and fine clothes such as a particularly beautiful wedding dress in Osterbeek's Freedom Museum).

4. NEVER treat Battle Procedure like a checklist. The words that are chosen and the COA that's promoted will play out in situations with possible life-or-death consequences. To use *destroy* as a mission verb is to send soldiers into a victor-takes-all engagement that will never allow the enemy to rise again. Was that the best mission verb when Allied leadership observed the span of the German Siegfried Line from the De Zuidmolen four mill, the area's highest vantage point? Understanding Command's Intent is critical; otherwise, a lack of comprehension will create plan flaws all the way down Battle Procedure. On the banks of the Rhine River, we learned how the Commanders' staff had already planned & executed a few previous major operations; the staff had become proficient at discerning their leaders' intent. They leveraged lessons learnt from experience and were faster at Battle Procedure as a consequence, with the knowledge to disperse concentration of routes and assets up and down the river for crossing.

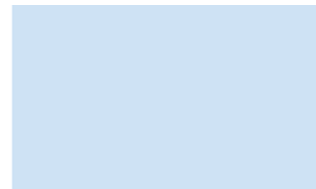
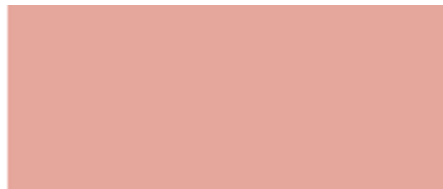
5. Nothing replaces an eyes-on-the-ground recce. Being told that the Moyland Wood is a densely packed tall growth forest cannot compare to standing in the tree canopy underbrush and assessing the grounds to clear the areas of German troops using WASP flamethrowers (our group had the added touch of realism as a nearby tractor spread a load of manure). Recceing the drop zone sights for Op Varsity would have involved looking at flat, open farmlands: ideal ground to land paratroopers and gliders. Those fields look very much the same from WWII to when the battlefield tour members stood on the field roadside and imagined what it must have been like to plummet from the sky with a hard landing, stand ready within ten minutes and traverse 8 km *before* engaging in combat. The fullest picture and the best understanding can only be obtained by looking at the ground.

The final point is especially resonant for our experience in the Op Faust Battlefield tour. Participants spent weeks researching and presenting on the major operations in virtual meetings. Members from across Canada, and in some instances outside Canada, listened as leadership outlined the logistical factors involved in transporting food stores to starving Netherlanders during Op Faust. We discussed, we listened, we read, and we wrote on our findings... but it didn't compare to walking through the Reichswald Forest War Cemetery, where peaceful birdsong and beautiful landscaping stood in contrast to the pain and grief in endless gravestone epitaphs. To know that the Netherlands embrace Liberation Day celebrations is not the same as actually marching in a parade down the streets of Wageningen where the crowds applauded nonstop on both sides and cheered from building windows. To read about the hotel where the Canadians accepted Germany's capitulation pales in description when actually *standing* in that hotel room, watching Netherlanders dance to a live band and celebrate the anniversary of their liberation. We have seen the Dutch memorialize and honor their past, both the hardships of occupation and joy of liberation. Their commemoration is a strong lesson to learn from the past and strive to be better.

The Op Faust Battlefield tour was an unforgettable experience, and while it affected members differently there is no question that it left an indelible stamp on us all. We all know more now than when we started this journey; I believe my participation has made me more keenly aware of the current conflicts and challenges our world faces today. It will take us all a while to process and internalize all the information that the Op Faust Battlefield tour provided, and some of those lessons may not be applicable for years to come. But for all battlefields traversed, for all the memorials visited and names on gravestones read, for all the sacrifice and gratitude displayed, I have one conclusion: I will remember.



4 CFMCU – 30 Years of Everything, Everywhere, Everyway



By Captain Roshan Prasad

BACKGROUND

On 9 June 2023, 4 Canadian Forces Movement Control Unit (4 CFMCU), celebrated their 30th anniversary. The unit was established in 1993, from the existing Canadian Forces Foreign Traffic Unit. 4 CFMCU is the only unit in the CAF that specializes in Movement Control (Mov Con), for all modes of transport.

UNIT ORGANIZATION

4 CFMCU is divided into two dets, lead by a Command Team and supported by an Operations and Administration Cell. Each det has positions for four Master Corporal (Cpl)/Cpls, four Sergeants, and four

Capt/Lts(N). The Capt/Lts(N) occasionally rotate through IC, Admin and 2IC positions. The unit falls under the Canadian Forces Joint Operational Support Group (CFJOSG) in Kingston. CFJOSG in turn reports to the Canadian Joint Operations Command (CJOC).

COMMAND TEAM

Maj Juan Carlos (JC) Godoy Garcia enrolled in the CAF in 2009 as a Logistics Officer. He has deployed to Portugal and Jamaica. Maj Godoy Garcia is a graduate of the Army Operations Course and assumed command of the unit in APS 2022.

MWO Jonathan Gilbert enrolled in the CAF as an Infantryman. After a short stint in the RCN as a Naval Communicator, he answered his true calling as a Tfc Tech in 2008. MWO Gilbert has deployed on multiple operations, including Ops DRIFTNET and IMPACT. He has also served as a CH-147 Loadmaster. MWO Gilbert assumed his present role in APS 2022.

NOTEWORTHY DEPLOYMENTS

Op RENNAISSANCE, Nepal. In April 2015, Nepal was struck by an earthquake that killed almost 9,000 people. The Government of Canada deployed the Disaster Assistance Response Team, which also consisted of members from 4 CFMCU.

OSH-LAC, Jamaica. Members from 4 CFMCU deploy each year for receiving of new sea containers, clean up of Air Transport System and Key Leader Engagement with the Jamaican Defence Force.

HMCS Fredericton – Recovery of CH-146. Following the tragic crash, in April 2020, 4 CFMCU deployed a Mov Con Det to assist in the recovery and repatriation of the wreckage and human remains.

Op AEGIS, Afghanistan. 4 CFMCU deployed a Mov Con Det for assisting in the bringing back of Canadians when Afghanistan fell to the Taliban.

Op LONDON BRIDGE. 4 CFMCU was part of the contingent that deployed for the funeral service of the late Queen Elizabeth II.

Op SAVANNE, Sudan. The unit deployed a Det which helped in the evacuation of 530 people in April 2023.

Op GOLDEN ORB. CJOC deployed a Mov Con Det to London, England for the Coronation of Their Majesties. This included a Tfc Tech from 4 CFMCU.

WORKING AT 4 CFMCU

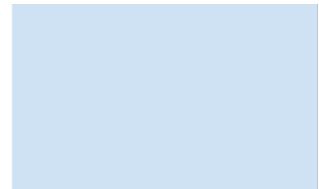
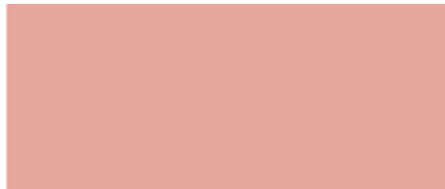
A posting at 4 CFMCU is an incomparable experience. The unique mandate and lateral structure make for an extra-ordinary work environment. Anyone posted at the unit can expect to deploy on short fuse taskings and a host of OUTCAN courses.



13 - The Honourable PM Justin Trudeau with the Mov Con Det, Op LONDON BRIDGE.

Photo credit: Combat Camera

Gold Medal for the Competitive Team of S3 Trevail



By Christine Geoffrion



Cheerleading. A sport? Absolutely! Sailor Third Class Justin Trevail, from Canadian Forces Leadership and Recruit School (CFLRS), has been practising cheerleading for 13 years and is a member of the Notorious team at the Flyers Allstarz gym in Montreal, which won first place in its level at the World Cheerleading Competition held in Orlando from April 20 to 26.

Challenge

S3 Trevail was looking for a sport that would allow him to surpass himself. After playing baseball, soccer and football in high school, a friend challenged him to try out for the school cheerleading team. He has been practising this sport since, "it's the sport that really challenges me," he tells us.

Competition

While in Halifax, he joined the ranks of a local competitive team where he remained for four years. In 2014, he moved to the Montreal region, because he wanted to compete with a renowned and elite level cheerleading team: Notorious. The team also has an excellent history in world competition having won the gold medal three years in a row, a fourth with the one won this year. In 2021, he enlisted in the

Armed Forces and was posted the CFLRS following his basic military qualification which gave him the opportunity to continue the competition.

Constant Training

S3 Trevail trains twice a week with his team in addition to having been selected for the cheerleading team of the Montreal Alouettes, the Montreal CFL football team. "It's different from competitions," he explains to us, "it's more of a show, the movements are simpler, and the goal is to engage the public in a festive atmosphere." On the other hand, a competition choreography lasts 2 and a half minutes, is much more elaborate and physically intense.

And Next

As if he wasn't busy enough with his work in human resource logistics at the CFLRS, he is studying for a Bachelor of Business Administration degree from Concordia University with the intent to apply on the university training program for non-commissioned members to study full time. His goal? Commission as officer upon graduation. He plans to practise his sport for a few more years, but at 30, he already has more behind him than ahead.

FOR MORE INFORMATION

Christine Geoffrion

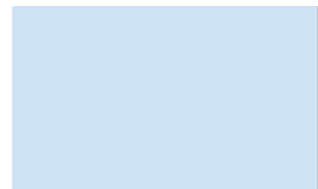
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CFLTC Recent Courses and Top Candidates



By CFLTC Staff



14 - Road and Vehicle Safety Supervisor Course Session 0013E from 02 – 30 May 2023. Photo Credit: MCpl Brown JMR, Tech Svcs Borden.

This course is a Mobile Support Equipment Operator trade specialty course. The students learn everything related to Road and Vehicle Safety, including how to provide technical advice, administer the CAF Drivers' Licencing Program, Conduct and Analyze a vehicle collision investigation, and promote Road and Vehicle Safety Programs. The course has a hybrid method of delivery of one week distance learning and four weeks taught at the CFLTC school in CFB Borden



15 - Top Candidate, Pte Hackett R from 4 CDSB Petawawa, Mobile Support Equipment Operator QL3 Session 0078E from 18 Jan to 31 Mar 2023. Photo Credit: MCpl Brochu A, CFLTC.



The MPTG and CFB Borden Comd, Col Michaud, accompanied by CPO1 Wilcox, presented the Commander's coin to S1 Zhang for their outstanding work developing social media content, in collaboration with CFB Esquimalt's PAO, presented through the Navy's online platforms and via their personal account on Tik Tok. While attending their RQ Cpl/S1 Trade Course, they managed their time and resources effectively to create video snapshots to display and promote significant moments in the lives of the students and staff within the Cadre. S1 Zhang's posts highlighted and celebrated the cook's involvement in CAF operations, as well as the quality of training that occurs at CFLTC. This fresh and innovative perspective has the potential to reach out to future generations of service members as it reaches them through a new and more common stage, therefore directly contributing to the CAF recruitment priority. S1 Zhang was also recognized with the Camaraderie Award for their dedication to their teammates while on course.



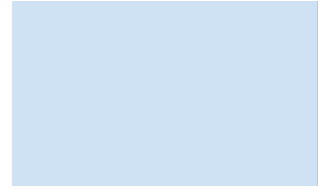
16 - Cook RQ Sgt / PO2 007F (4 Apr – 5 May 2023) / QG Sgt / M 2 007F (4 avr – 5 mai 2023). Photo Credit: MS Lye.

The aim of this course is to prepare Cook personnel to perform the duties of a supervisor within CAF kitchens, including maintaining Food Services equipment and facilities; supervising Food Services military and civilian personnel; managing the production of food; managing food and non-food inventory; supervising Food Serviced administration; and providing operational food services support. The course runs for a total of 25 training days at CFLTC, CFB Borden, and 10 candidates successfully gained the qualification on the last serial. MS Fontaine (second row, centre) was recognized as the Outstanding Graduate on their course.

CFLTC Food Services Cadre Team has been instrumental in contributing to CAF priorities of recruitment and retention through recruiting initiatives, commitment to revolutionizing training to fall in line with industry practices and by instilling inclusive behaviors to promote a positive work environment for all students and staff. As the institutional focal point of the trade, their credibility and influence has been noticed at all levels of the Chain of Command as they consistently set the example of leadership, teamwork, and military ethos for our current and future generations of Cooks.



Message from Strategic J4/Director General Support



By Brigadier General Luc Girouard



17 - Brigadier General Luc Girouard

Last January, I sent you a brief update on the main strategic initiatives residing within, or with a nexus to, the SJS-Strategic J4/DGS role. ***These initiatives are ongoing in order to modernize how we deliver Logistics support and optimize strategic interchangeability / interoperability with other DND / CAF Operational Sustainment Enabling Capabilities, as well as with Allies and key partners.***

I would also like to thank all of those who contributed to the “Ask Me Anything” session on the ***DiaLOGue Café*** platform in early April. Your questions and comments were heard, and I hope that my team and I were successful in answering them. ***More importantly, I hope that frank and constructive conversations will continue as opportunities present themselves.***

In addition, I recognize the many challenges you face on a daily basis, from information systems that are sometimes not very user-friendly, to tactical and operational issues related to difficulties in procurement, acquisition and contracting at a time when the operational tempo is high and staff shortages are often glaring. Each level (tactical/operational/strategic) has its own challenges, and I believe they are all

interconnected. Therefore, I would like to share with you some of the ideas my team and I are developing to improve the working environment, tools and processes of Logisticians through the optimization of the Defense Supply Chain (DSC).

It has been approximately ten months since I assumed the role of Strategic J4/DGS and considering the rapidly evolving geostrategic landscape, it is appropriate to conduct an assessment to bring increased awareness. This assessment translated into questions and these can be broken down into **five structuring principles that will guide efforts in the coming months. Of importance, these questions are also being addressed by our Allies (NATO, FVEY), Industry and Defence partners.**

First, **how can we improve Readiness in the CAF? More specifically, given my mandate, I am less concerned with Responsiveness (as this aspect pertains to other stakeholders), but rather I will focus more on Preparedness and Logistics Resiliency (inclusive conceptualization of the Defence Supply Chain).** For example, how can we better collaborate upstream, as a Department, with other Government Departments (OGDs), Industry, our Allies and partners to send clear, accurate and timely Demand signals that will increase the efficiency and effectiveness of Logistics support? Given the global context of great power competition and a more permanent state of disruption and contest in the application of our Capabilities, how can we better assess our vulnerabilities and reduce risks?

Next, **how do we modernize the way we conduct the Business of Defence?** Many technological projects are ongoing but successful implementation must be ensured upon delivery and we need to remain abreast of new opportunities. The digitalization era is here, and technological modernization is required, read “crucial”. That said, our processes, governance, systems, authorities and workforce must evolve in synchronization with this technological evolution as this evolution is key to fully leverage its potential. Following the successful implementation of DRMIS 2.0 in recent years, the [Modernization and Integration of Sustainment and Logistics \(MISL\)](#) project is currently in the Realize Phase, with roll out scheduled for 2024. MISL is an important milestone in the transfer of SAP to the cloud through the implementation of SAP S4/HANA, a transition called Defence X. These advances will enable us to implement a more effective and efficient enterprise system at all levels.

Then, **how do we professionalize our workforce?** How can we better prepare our Team at all levels to embrace this digital era and face tomorrow’s challenges in a way that we are able to deliver the required effects and remain interoperable (even interchangeable) with our Allies. CFLTC, RCLS, and other CAF Academic and Professional Institutions play critical roles in that ecosystem but there are certainly other external levers that we can (should) action to increase our professional skillset. In collaboration with CFLTC, the RCLS has finalized the curriculum update for the Advanced Logistics Officer Course (ALOC), which will focus on critical thinking for complex support issues and integrated support in a multinational deployed environment, with the first iteration taking place in the fall of 2023. Strategic discussions are also underway to determine ways in which our Logisticians could complete professional development within civilian academic institutions to be more in tune with Industry.

Reinforcing other structuring principles, **how do we evolve our culture within the RCLS?** More precisely, it is the responsibility of every member to ‘be’ Trusted to Serve and contribute to a safe, inclusive and respectful work environment, as outlined in my Letter on Culture from Fall 2022. Although RCLS-I advances this theme in lock step with CPCC, MPGTG and CFLTC, to become true leaders within this institution and a cultural evolution laboratory, we must pursue many other objectives. In that sense, we

must work towards establishing a CAF-wide Logistics network that will connect different levels (strategic and tactical) and grassroots movements while complementing strategies put forward by the Level 1s.

Finally, ***from a strategic point of view, how can we enable these Joint Logistics structuring principles?***

The Strat J4 Spiral 2 initiative, endorsed by the Armed Forces Management Board in December 2022 and closely aligned with the Operational Sustainment Modernization (OSM) Strategy, seeks to clarify and formalize the Authorities, Responsibilities and Accountabilities (ARAs) for all CAF Joint Logistics activities, and will serve to enable and cohere all structuring efforts mentioned above. The Joint Logistics campaign plan, nested under the OSM Strategy mentioned above will also help in cohering our collective efforts.

These five structuring principles will continue to orient efforts in the coming months to make the RCLS more resilient, integrated, interoperable and better prepared to face emerging threats. They will also have a significant positive impact on challenges at all levels. I urge you to keep them in mind and apply them in your respective areas of responsibilities so that we may collectively weave a better optimized and laser-focused Logistics community towards common objectives.

Lastly, no matter where you work as Logisticians, I want to thank you all once again for your dedication and professionalism.

Sincerely yours,

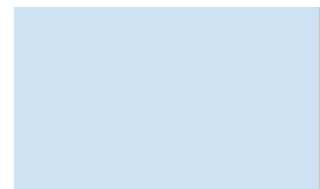
Luc Girouard

Brigadier General

Strat J4 / Director General Support

Strategic Joint Staff

RCLS Golf Day June 16, 2023





18 - Wack and Plop



19 - Get Schooled



20 - 21 EW



21 - Our Sponsors: Lauren Graham from Bank of Montreal and Tristan Pelletier from Remax.



22 - Closest to the pin: Susan Chiasson



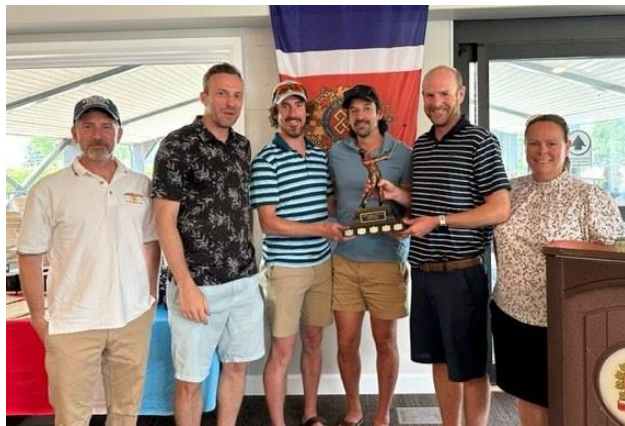
23 - Closest to the pin: Steve Downey



24 - Longest drive: Ruth Dagenais and Dean Gallant.



25 - Most honest team is 21 EW.



26 - Top team is the Mulligans.

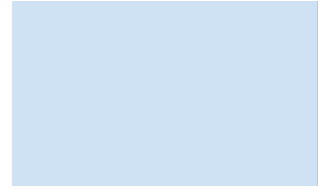


27 - Pat Feuerherm happy to win a prize.



28 - Matthew Mei is just happy with his day.

The Royal Canadian Logistics Service Newsletter - Staying Connected



We would like to thank everyone who contributed to the RCLS Newsletter, *The Logistician*. As we continue to support you, we would love to hear from you. Your text of no more than 500 words must be submitted to us in both official languages before the submission deadline. Although we encourage the writing of individual articles at any rank 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

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