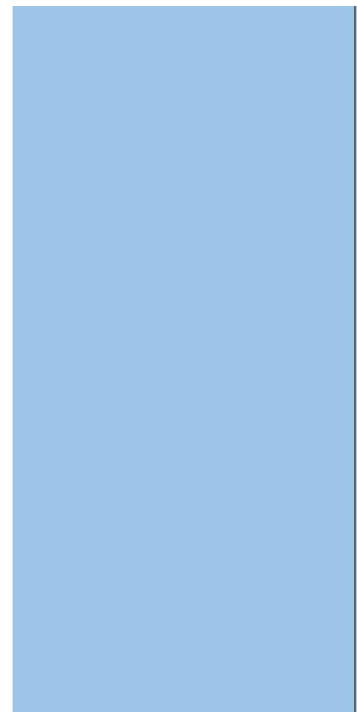


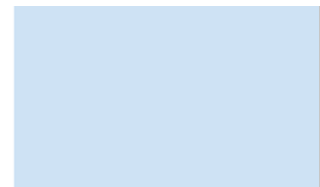
# THE LOGISTICIAN

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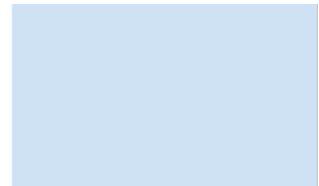
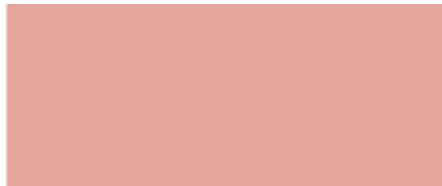


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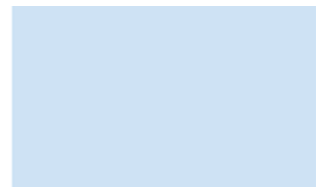
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### RCLS Identity: Where should my loyalties lie?



By Brigadier-General L.J. Girouard, OMM, MSM, CD



First and foremost, this is my opinion. This vignette is somewhat of an ‘editorial’ and stems from professional identity & loyalty discussions I have had with Logisticians from across the CAF at different phases in their respective careers. In these discussions, Logisticians from all stripes have shared their concerns and queries related to their professional identities. Admittedly, I have asked myself similar questions.

This vignette also speaks to RCLS culture and leadership in general. I hope it can be helpful in generating and in framing future discussions.

Throughout the various phases of a Logistician’s career, it is normal to have asked, where should my loyalties lie? This question could have taken various forms such as (only to name a few):

- *Am I a Logistician first and foremost, and then a soldier, aviator, sailor?*
- *Or is it the other way around? Am I a soldier, aviator, sailor before being a Logistician?*

Perhaps, taking this one step further, despite being a Logistician, you have identified more closely to your specialty. I can imagine then the question being framed like this (only to name a few):

- *Am I a (Insert Logistics Specialty or Sub-Occupation) and then a (Insert your Service or the RCLS) and after that (Insert your Service or the RCLS)?*
- *Or is it the other way around?*
- *Or a different combination?*

I am sure some of you have served in units to which you felt such a deep sense of 'belonging' that you therefore felt more of an attachment to that Unit or Formation over and above all the other loyalties that I have mentioned beforehand.

These are but a few examples of identity questions Logisticians may have asked themselves. I am sure there are other examples of 'professional loyalty dilemmas' that exist. I just wanted to set the stage for the discussion.

Some of you were probably tempted to answer the question, like a western-movie gunslinger. I believe the gun-slinging approach to answering this question oversimplifies the debate, but I will admit that I was also tempted by the 'Bang Bang Lucky Luke' approach. In all seriousness, I forced myself to think of what the extremes of this debate could be.

For example, in certain cases, you were so convinced of your identity and of where your loyalties laid, you never asked yourself that question at all. On the other extreme, maybe you are having difficulties finding where you belong in this organization because you are unsure of your identity or feel torn because you are unsure of where your loyalties lie or think they should lie. Both extremes could in some cases lead to ineffective leadership decisions, unfavourable outcomes, and contribute to a sub-optimal culture.

So enough with the suspense, I want to sell the punch line from the get-go. **I am convinced that there is no definitive yes or no answer and no wrong-or-right answer to this identity question. A nuanced approach is needed to fully explore this question and I feel as though I am only seeing the tip of the iceberg.**

To help me explain my answer, I want to use the paradox of the four culture pillars that consist of the strengths of our CAF culture. Interestingly, these four pillars have a **shadowed side** consisting of '**limiting mindsets**', where too much of one thing or not enough of another, depending on the circumstances, could lead to an outcome that is not 'good' or not as good as it could have been or downright not good at all.

Akin to the requirement for an evolutionary perspective of the four pillars proposed by the future Culture Evolution Strategy\*(see below): Leadership, Teamwork, Identity, and Service, the answers to the identity questions explored above need to be calibrated correctly using the 'limiting mindset' paradox.

Going back to the original question; **where should my loyalties lie?** Our Logistics identity, our culture, needs to be carefully calibrated, like dials on a synthesizer, depending on the situation at hand and on the environment.

As such, throughout a Logistician's career, which is often unique to a certain extent, varied in experience, varied in environment, and varied in level (tactical, operational, strategic, institutional) we should be continuously adjusting our identity dials to achieve positive outcomes.



1 - Like dials on a synthesizer... adjusting to your environment

Here is an example to help me clarify what I am proposing:

- On one end, a Logistician in a Combat Logistics Patrol (CLP) in Afghanistan, in an ambush, is most likely not having this debate at all. They are putting their soldiering skills and training into practice and are naturally adjusting their dials intuitively. Their identity, loyalty and leadership are adjusted to the situation at hand and are focussed on fighting and surviving as a team in order to accomplish their mission. I would venture to say that in this extreme situation, the Logistician's identity is more closely akin to that of a soldier first-and-foremost. (you can think of examples somewhat similar to this one for the RCN, as one crew on a ship, and for the RCAF as well.)

- Somewhere in the middle, you can think of an example where a Logistician is supporting a given unit in garrison, or during normal operations, accomplishing more Logistics-centric duties. For example, a RQ, or HRA, FSA, MSE Operator, Traffic Tech etc... In this example the Logistician's identity, loyalty, leadership, is more closely akin to the Logistics duties they have been entrusted with executing. This is where being good stewards of the Logistics profession really matters and the dials are adjusted accordingly. So in other words, the Logistician is not the sniper team commander, nor the Captain of the ship, nor the pilot flying the aircraft, they are entrusted with being a good Logistician. (of course, there are exceptions I can think of, but for the most part I believe this applies.)
- Finally on the other end, you can think of examples where a Logistician is dealing one-on-one with a member with a sensitive compassionate issue. In this example, the Logistician's identity, loyalty and leadership should be more akin to providing compassionate caring leadership to a fellow human being rather than soldiering skills in an extreme situation or more technical stewardship of a profession such as Logistics. Again, the effective leader/Logistician will have adjusted their dials accordingly.

I believe it is important to emphasize that I am not proposing that all of the dials are mutually exclusive. In fact, I propose they are mutually supportive. A humane, compassionate, caring leader, technically and professionally competent, will have fostered a climate that allows their team to be better prepared to face extreme situations collectively and individually. Everyone on their team will feel they can bring their best to the task at hand. On the other hand, the leader that fails to adjust their dials and always hinges their identity, loyalty, and leadership style on a rigid and extreme version of one particular dial, regardless of the situation... I believe expose themselves and their teams to unfavourable outcomes.

Throughout, Logisticians should keep in mind the **shadowed side** of our culture pillars and the limiting mindsets of the leadership pillars. Reflect on this example:

- You surely have all heard the saying 'Train as you fight.' Is there a **shadowed-side** to this principle? Let me put it to you that there is. Even though I understand the value of this principle in preparing CAF members for operations, ask yourself, how many CAF members have been injured due to the misapplication of this principle? Shouldn't we ask ourselves more often why are we doing things in a certain way?

I think our institution, the CAF, has a responsibility to help us understand the various dials we can leverage to achieve these positive outcomes, and then ultimately, as our careers unfold Logisticians have the personal and professional responsibility to adjust their identity, leadership and loyalty dials as they (we) face this dynamic environment.

Please take a look below:



### The four themes of the Culture Evolution Strategy

(when reading these think of the paradox proposed below)

**Leadership** - Leaders focus on character and model our values and ethics. They get results, but account for long-term impacts and adjust their style and approach to the context. Be decisive, but be human - recognize you can't have all the answers and seek input and feedback.

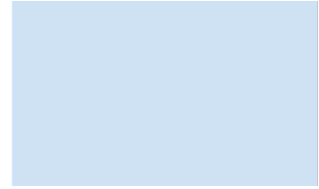
**Teamwork** - Cohesiveness does not require conformity. Strong teams are built on shared purpose and mutual respect. Diversity of thought makes us more flexible, creative and better problem-solvers.

**Identity** - We all have "fighting spirit" - courage, perseverance and resolve. Regardless of background or role, we all identify as contributors to the Defence of Canada. You don't need to abandon your self-identity to belong.

**Service** - We serve a higher purpose that we put ahead of personal advantage. We focus on outcomes, and consider the long-term impacts of our demands. Our best selves are required to best serve, health and wellness and strong family support networks make us ready and effective.



## Reserve Advisor Cell at RCLS



By Lieutenant-Colonel Sacha Amédé



Fellow Logisticians,

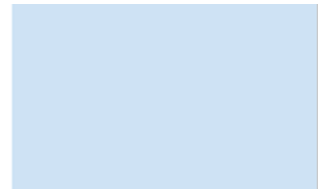
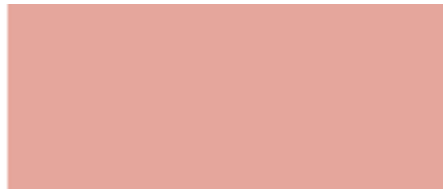
The RCLS is pleased to announce the establishment of a reserve Logistics Advisors Cell. The creation of this cell is part of our strategic plan aimed at preparing logisticians for the complexities of a pan-domain security environment through the fostering and development of experts in the logistics domain and by aligning the Individual Training and Education process, including succession. The successful implementation of our strategy relies on the integration of all our regular and reserve force logisticians.

This cell, led by LCol Sacha Amédé, will be tasked with enhancing communication between our reserve sailors, aviators, and soldiers with all logisticians and the RCLS leadership, thereby ensuring that perspectives and the diverse geographical realities of our reserve logisticians are acknowledged and considered in the RCLS' decision-making processes.

In the upcoming months, our team will work on establishing a direct communication channel between reserve logisticians and RCLS, coordinating communications between the RCLSI and reserve units regarding existing RCLS programs. We aim to achieve this not only through formal communication lines with the chains of command but also through visits, activities, and conducting direct discussions with our logisticians.

Our team is eager to hear about your successes and challenges as reserve logisticians, all of which will help us shape the RCLS into an organization that effectively prepares all its members for the complexities of an ever-evolving environment and mission set.

## First Logistician Appointed CO 4 CDSB Petawawa Pers Svcs



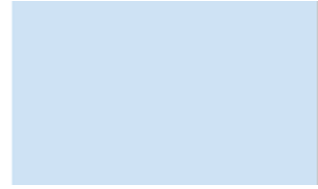
**By RCLS Staff, reprinted with permission from Petawawa Post**



2 - Photo credit: Lisa Brazeau, Journal Petawawa Post

4th Canadian Division Support Base Petawawa Personnel Services (4 CDSB Petawawa Pers Svcs) welcomed a new Command Team at a Change of Command and Change of Appointment ceremony at Normandy Officers' Mess on June 27. 4th Canadian Division Support Group Commander Colonel (Col) Jason Guiney (seated centre), accompanied by 4 CDSG Formation Sergeant Major Chief Warrant Officer (CWO) Todd Buchanan (standing on right), presided over the handover from outgoing Commanding Officer Lieutenant Colonel (now Colonel) Patrick Locatelli (seated on right) and incoming CO Lieutenant Colonel (LCol) Sylvain Godin (seated on left), as well as the Change of Appointment between outgoing Regimental Sergeant Major (RSM) CWO Paula Carpenter and incoming RSM CWO Sean Osztian (standing on left).

## RCLS Members Deployed on Operation CALUMET



**BY MWO Daniel Guigue**



3 - ROTO 2023/2023A, standing from left to right: Capt J.O. Clément L'esperance, Sgt F. Gagnon, MCpl S. Forest, MCpl R. Ferris, Sgt S. Howson, Sgt K. Munroe, Cpl R. Musliu, Lt(N) Mkanda, MWO D. Guigue

Photo Credit: SSGT Brandon Thomas

Operation CALUMET (Op CALUMET) is Canada's support to the Multinational Force and Observers (MFO), which is an independent peacekeeping operation in the Sinai Peninsula. Canada has been in the MFO since September 1, 1985.

The MFO's mission is to Observe, Verify, and Report potential violations of the Treaty of Peace and other agreed arrangements, and to facilitate military dialogue between Egypt and Israel, in order to build trust, enhance transparency, and support enduring peace between the two countries. The Force is comprised of multinational military Contingents from 15 different countries.

The Canadian Contingent (CANCON) currently consists of 39 Canadian Armed Forces (CAF) members, ranging in rank from Corporal to Colonel. All three branches of service – Canadian Army, Royal Canadian Navy, and Royal Canadian Air Force – are represented.

CAF personnel are posted to the Sinai for a period of either 6 months or one year. All Canadians are based at both MFO camps in the Sinai – South Camp, located near Sharm el Sheikh, on the southern tip of the Sinai Peninsula, Egypt; and North Camp, located at el Gorah, in north Sinai, Egypt.

Key MFO positions held by Canadians are the Chief of Liaison (CLN), who is also the Commander of the Canadian Contingent, Chief Instructor Force Training Team (FTT) and the Force Sergeant Major (FSM).

The 2023 CANCON deployed on Op CALUMET consists of a distinguished team of 11 members from the Royal Canadian Logistics Service (RCLS), making up a significant portion of the contingent.

At the helm of the team is Master Warrant Officer Daniel Guigue, who serves as the Task Force Sergeant Major, providing invaluable leadership and guidance. Assisting him is Captain Jean-Olivier Clement L'Esperance, fulfilling the role of the Adjutant for CANCON, ensuring smooth operational coordination.

Within this accomplished group, Sergeant Sheryl Howson stands as the Chief Clerk, handling essential administrative responsibilities with precision. Sergeant Francis Gagnon plays a crucial role as the Company Quartermaster Sergeant (CQMS), overseeing logistical aspects of the operation.

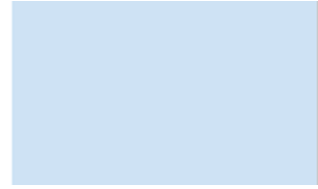
The team's strength is further empowered with Master Corporal Rebecca Ferris, as the Human Resource Administrator (HRA), responsible for efficient personnel management. Master Corporal Stephen Forest assumes the vital role of Company Quartermaster (CQ), managing essential supplies and resources.

Safety remains paramount with Warrant Officer Billy Mitchell, serving as the Force Safety Officer, ensuring the well-being of all team members throughout the operation. On the logistical front, Sergeant Kerr Munroe is the Fleet Manager, expertly handling the contingent's transportation needs.

Navigating the complex realm of movement and deployment is Captain Doosoon Jang, dedicatedly serving as the Movement Officer. Lieutenant(N) Tawonga Mkanda takes on the role of CJ34, contributing invaluable expertise to operational planning and execution. Additionally, Corporal Rilind Musliu serves as an HRA to the CLN, playing a crucial role in supporting the Contingent Liaison Officer.

Together, this diverse and skilled team embodies the professionalism and dedication of the Royal Canadian Logistics Service, ensuring the success of Op CALUMET, and upholding the high standards of the Canadian Contingent.

## Occupational and Co-Occupational Advisors



### By RCLS Staff

#### HRA

LCol P.G. Travers

CWO S.A. Powers

#### FSA

LCol J.Y.P. Lavoie

CWO D. Trepanier

#### Cook

LCol Van Muyen

CPO1 K.C. Bown

#### MM Tech

LCol K. Dubreuil

CWO A. Fewer

#### Ammo

LCol J.L.M. Duchesneau

CWO M.M. Delarge (Borden)

**Traffic**

Col C.N. Pratt

CWO D. Daly

**MSE Op**

LCol A.A. Adams

CWO W.R. McBeigh

**Postal**

Maj E. Johnston

CWO J. Hawman

**Log O advisor -RCN**

Capt(N) J.L. Watkins

**Log NCM advisor -RCN**

CPO1 L.M. Hebert

**Log O advisor - CA**

Col D.A. Smith

**Log NCM advisor -CA**

CWO L.A. Flowers

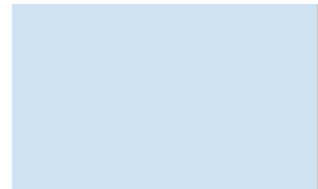
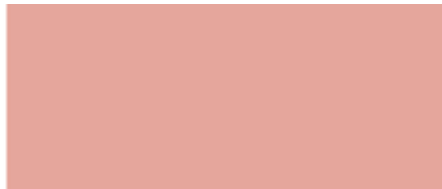
**Log O advisor - RCAF**

Col L.H. Gagne

**Log NCM advisor - RCAF**

CWO D.R. Carey

## Logistician of the Year 2023 Announcement



**By RCLS Staff**

Each year, a junior officer and a junior non-commissioned member (NCM) of the Royal Canadian Logistics Service (RCLS) will be recognized as exemplary members of the Branch. Nominations may be based on a specific act or event, or on overall performance in the delivery of quality services to the Canadian Armed Forces.

An official portrait with a short biography of the recipients will be posted on the RCLS website and ultimately, this status will allow the RCLS Logisticians of the Year to represent the leadership of the Branch as guests of honor during related activities.

**Administrative points:**

a. Eligibility. All active members of the RCLS, regular and reserve force, at the ranks of Pte to MCpl and S/Lt to Capt, as of November 1st of the year of submission;

b. Reporting Period. Only the year preceding the submission must be used in support of the narrative. More specifically, the period covered by the narrative is November 1st of the previous year to October 31st of the year of submission;

c. Narrative. The narrative must not exceed 500 words. A Military Personnel Record Summary (MPRR) must be submitted along with any other supporting documents (recent course reports, appreciation letters, etc.). The narrative in support of a recommendation must contain a record of the person's accomplishments, including a full description of any event that gave rise to the recommendation, the degree of dedication of the person (with supporting examples), and any other information deemed relevant. A citation of up to 30 words summarizing the narrative must also be submitted. Annex C may be used as a guide for points of consideration;

d. Endorsement. All nominations for the RCLS Logisticians of the Year must be reviewed and approved by the member's Commanding Officer (Annex A) who will then forward them to their appropriate L1 RCLS representatives (N4, G4 or Dir CA, RCLS, A4, CJOC J4, and CMP Comptroller). It is the responsibility of the L1 RCLS representatives to screen and select the file that they wish to push forward to the National selection board;

e. Transmitting Submissions. Nominations must be received by the L1 Representatives **NLT 15 November 2023**. The L1 Representatives in turn must submit their nominations to the RCLS Secretariat **no later than two weeks after**, via encrypted email (Entrust) to:

++RCLS Secretariat - Secrétariat du SRLC@SJS RCLS@Ottawa-Hull

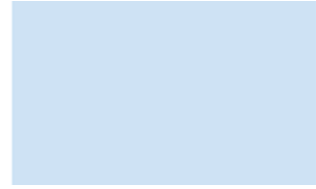
RCLSSecretariat-SecretariatduSRLC@forces.gc.ca

[4-004 – ROYAL CANADIAN LOGISTICS SERVICE LOGISTICIAN OF THE YEAR](#)

[Nomination Form](#)



## LGen Bill Leach Memorial Essay Competition 2023



**By RCLS Staff**

It is with great pleasure for the Royal Canadian Logistics Service Integrator (RCLSI) to formally announce the 2023 LGen Bill Leach Memorial Essay Competition.

A Logistician for over 40 years, LGen Bill Leach held command and staff appointments at the tactical, operational and strategic levels predominantly in the Supply and Finance disciplines. He served in multiple foreign theatres including Germany and Egypt and was part of the National Joint Staff during the first Gulf War in 1990/91. An Ottawa resident for many years, he served at the Directorate and ADM levels and was selected as the Logistics Branch Advisor in the early 1990s. In 1997, LGen Leach made history as the first Logician to serve as Chief of Land Staff, an honour which to date has yet to be repeated. His vision and strategic outlook shaped the army at a time of great transition, and many of the projects he began laid the foundation for combat successes in the years to come. Following his retirement from the CAF in 2000, LGen Leach continued to be a vital member of the Logistics Community acting as Colonel Commandant from 2011 until his death in 2015. It is in recognition of his years of service, his strategic vision, and his dedication to the Logistics Branch that a Memorial Essay Competition was established in his name.

The LGen Bill Leach Memorial Essay Competition is open to all serving CAF Royal Canadian Logistics Service (RCLS) personnel (Regular and Reserve) who are current subscribers to the [RCLS Fund](#). There are two sets of prizes, one open to officers (LCol & below) and another open to NCMs. Each set of prizes includes:

1. 1st Place Prize of \$500.00;
2. 2nd Place Prize of \$300.00; and
3. 3rd Place Prize of \$200.00.

Competitors are to submit an essay between 1,000 and 3,000 words on any topic that pertains directly to the RCLS, such as history, doctrine, training, leadership, lessons learned, exercises and operations.

While many topics may be relevant to the Canadian Armed Forces (CAF) as a whole, the chosen topic must be related back to the RCLS to be eligible for consideration in this competition.

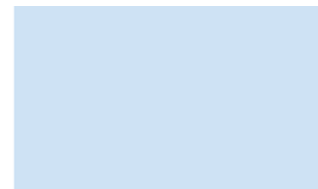
Participants must complete Annex A of the directive (link below) and submit an essay in either official language of Canada. Details on scoring criteria and format can be found at the following link: [Directive Vol 4, 4-003](#).

All submissions are to be original works specifically written for this competition. No papers written for other courses or programs are to be used. Further information on the board composition, scoring criteria and timelines may also be found at the Directive Vol 4, 4-003 link above.

Essay submissions will be accepted electronically. Please submit a completed [Annex A](#) of the application form, along with your essay in **PDF** format no later than **15 December, 2023** to:

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

## The Mission Analysis Process



**By Captain X. Hu**

*Please be aware that due to a limitation of the software used to create our newsletter, proper footnotes were not possible. In lieu of footnotes, an asterisk (\*) was used to indicate a reference was used. At the end of the article, all references are listed in order which they were utilized - i.e. The first asterix corresponds to the first reference, the second asterix refers to the second reference and so on.*

As most of us know, mission analysis is a tool that represents the first step for any level of Chain of Command (CoC) in the CAF to successfully develop their plan and order to fulfil the mission assigned to them in support of their higher commander's intent. Related study has revealed that it's not unusual for many of our junior leaders to have some difficulty in easily and appropriately applying this useful tool in the fulfillment of their daily tasks. This is partly due to their lacking sufficiently-relevant knowledge, training and experience, and partly attributable to not having a good grasp of what they could deduce at each step of the mission analysis process in order to reach meaningful and relevant conclusions from the

information gathered along the way. This article will describe a practical mission analysis process to assist junior leaders in more effectively using this tool.

## **Introduction to Mission Analysis**

Mission analysis is a logical reasoning process used by tasked organizations' commanders to identify and conclude from their 1up's order the relevant tasks to fulfil their own specific missions, based on a clear understanding of their 2up's intent and 1up's mission and concept of ops (CONOPS). It provides an effective tool for commanders of various force elements (e.g., combat, combat support, combat services support, etc.) and/or staff officers of various specialized areas (e.g., G1, G2, G3, etc.) to analyze a superior's order so as to arrive at a thorough understanding of their respective missions within their superior's intent. Mission analysis can range from the simple to the highly complex, from the single- to the multi-dimensional, depending on the types of operations and the roles the commanders of the different levels and/or trades would play in an operation.

The following paragraphs will describe the main activities throughout the mission analysis process, listing the most likely deductions that can usually be developed at each step of the process, in the hope of improving the skill level of junior leaders.

## **Conduct Mission Analysis**

After receiving an order from the higher commander, one must thoroughly read the whole order, making notes/highlights on any information they think pertains to their own mission, then proceed with the mission analysis process, which consists of five major steps:

### **Step 1. Analyze Commander's Intent**

#### **1. Superior Commander's Intent (2 up)**

Superior Commander's Intent usually contains information on the purpose of the operation, the expected outcome, the way to conduct the operation, the mission success criteria, the risk acceptance level, etc. By reviewing this part of the order, we can determine the unifying purpose (UP) for our mission as well as some possible Course of Action (COA) Comparison Criteria (CCC).

## 2. Higher Commander's Mission (1 up)

This part of order is the 1up's essential task (ET) within the whole operation. It usually gives a good indication of the possible UP and ET of our own mission.

## 3. Higher Commander's CONOPS (1 up)

### a. Intent

This section will normally cover the information about the effect(s) our 1up expects of this operation, his mission success criteria and risk acceptance level, etc. By analyzing this info, we should figure out our possible ET, implied task(s) and/or some applicable CCC.

### b. Scheme of Maneuver (SOM)

This describes how the available operational assets will be employed to accomplish 1up's intent, which normally gives us an overall understanding of the scenario of our 1up's operation process and deployment of the main subordinate force elements.\* By asking ourselves where our actions will fit into and contribute to the success of the operation, we usually can deduce our possible ET and UP, as well as likely implied task(s) and/or Request for Info (RFI) for our own mission.

### c. Main Effort

1up's main effort usually gives us a good indication for determining our possible ET and UP, e.g., what we're trying to enable and/or who we're trying to support, etc.

### d. End State

This tells us how a commander sees the success for the operation in terms of the desired end-effect(s). By asking such questions as "Which of my tasks is most critical to enable/support 1up's operation to reach that end-state?", we can further identify or reinforce our earlier conclusions on the possible ET and the UP for our own mission.\*

## **Step 2. Analyze Assigned and Implied Tasks**

Mission analysis involves identifying tasks that must be performed. They will be assigned or implied by the higher commander's order.

### **1. Assigned Tasks**

Assigned tasks are those explicitly stated in the order which must be done IOT accomplish the mission.\* They're normally expressed by Mission Task Verb (MTV) and can usually be found in the Groupings & Tasks (G&T) for subordinate units and/or Coordinating Instructions (CI) parts of the order. By asking "Is this task more important to mission success than others?" and "What does doctrine say about this type of task in terms of tactics and/or resources?", we should be able to derive our possible ET, applicable implied tasks and tasking forces, and some CI for our own mission.

### **2. Implied Tasks**

Implied Tasks are those enabling tasks necessary to set conditions for an Assigned Task, the requirements to support the higher commander's main effort, or other activities that logically require us to dedicate resources and effort, but which are not specifically stated in the higher commander's order.\* They are derived by a detailed analysis of the higher commander's order and doctrinal requirements for assigned tasks and/or limitations, etc.\* Only those implied tasks that require allocation of resources should be retained.\*

For the applicable implied tasks deduced from the previous steps of our mission analysis process, by asking "What does doctrine say about this type of task in terms of tactics and/or resources?" or "Who does what with what resources?" etc., we may develop some ideas regarding more G&T, extra CI and RFIs, etc., for our particular mission.

### **3. Identify Essential Tasks**

An essential task is the most critical activity that must be executed to ensure success of our particular mission to enable it to contribute to the higher commander's desired end state. It will form the basis of the mission statement. A comparison of assigned and implied tasks with the superiors' intent should lead to a good identification of the essential task.\*

### **Step 3. Analyze Limitations (Constraints and/or Restraints)**

There are often limitations on a unit's tasks that may affect the accomplishment of its mission.\* Limitations are constraints and/or restrictions placed on a command by a superior which dictate an action or inaction, thus restricting the freedom of action of the subordinate commander.\* Constraints take the form of a requirement to do something (i.e., maintain a two Bn reserve; occupy certain battle positions, etc.). Restrictions are prohibition on action (i.e., no recon before xxxx hours, limit of advance is PL xxxx, etc.)\* Limitations are mostly found in the Coordinating Instructions and Service Support sections of the order. By asking "Which tasks of mine are affected by the imposed limitations?" and "Do I need some resources/measures to do something about it?", etc., we may derive more CI, implied tasks, tasking forces and RFIs, etc., for our own mission. A good example of this deduction is: BMQ-L courses start in five days; (a limiting factor - so what?) course training materials may be a problem in phase 2, as it takes 20 days on average to acquire the majority of training materials. Therefore, I must source training materials from other courses which use similar items and get them ready by the end of phase 1.

### **Step 4. Evaluate Status of the Situation**

There's no deduction required at this step if there has been no change to the situation since we received the order. However, whenever there's new info presented during or after our mission analysis, then we must consider whether the situation has changed enough to warrant an adjustment.\* If the answer is no, then we need only go back to reassess those factors in previous steps which might be affected by this change and make any necessary modification of their deductions;; if the answer is yes, indicating our original mission has become invalid, then we must restart the whole mission analysis based on the new situation.

### **Step 5. Generate Our Mission Statement**

The main end product of the mission analysis process is a clear, concise mission statement for our particular task within the whole operation. It consists of two key parts: a task statement (the essential task identified from previous steps) and a purpose (the unifying purpose deduced from previous steps that is most applicable to our role). If there is a key limitation of time and/or space on our mission, then it must be included in the mission statement.\*

Following this step-by-step examination of our higher commanders' directions, assigned and implied tasks, constraints and restraints, we should be able to naturally and logically generate our mission statement. The other tasks and limitations that were identified previously in our mission analysis will be addressed in the remaining sections of our orders, e.g., tasks for our subordinates, SOPs, coordinating instructions, service support, etc.

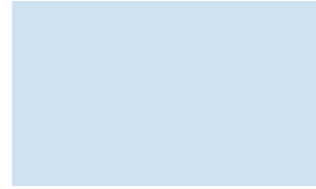
## Conclusion

Mission analysis is just the first step of four in the military estimate process: Mission Analysis, Evaluation of Factors, Consideration of COAs and Commander's Decision.\* The tasks and limitations that are identified by the mission analysis process, followed by the subsequent, more comprehensive evaluation of factors process, will form the skeleton of whatever COAs are eventually developed. The order and means by which the tasks can be completed within the identified limitations will eventually result in the development of viable COAs for the higher commander's final decision to execute.\*

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2. OPP Handbook - CACSC-PUB-500, April 2018, p. 35
3. B-GL-300-003/FP-001 - Command in Land Operations, Chap. 4, Annex A, pp. 4A-4
4. OPP Handbook - CACSC-PUB-500, April 2018, p. 36
5. FM6-0 Commander and Staff Organization and Operations, April 2016, p. 9-8
6. B-GL-005-500-FP-000 – CAFOPP - CFJP 5-0 (2008), pp. 4-5
7. B-GL-335-001-FP-001 (2017) - Decision Making and Planning at Tactical Level, Feb 2017, p. 3
8. FAS, Mission Analysis, as of Jan 95
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11. B-GL-300-003/FP-001 - Command in Land Operations, Chap 4, Annex A, p. 4A-5
12. B-GL-335-001-FP-001 (2017) - Decision Making and Planning at Tactical Level, Feb 2017, pp. 3-4
13. AOC.205.01A.01.00.00.00A.SE - Introduction to the Estimate, Part 1, p. 45
14. B-GL-335-001-FP-001 (2017) - Decision Making and Planning at Tactical Level, Feb 2017, pp. 3-5

## CFLTC Food Services: Cheese Boards - RQ Pte/S2/Avr 0015



**By Sgt Steve Griffey**



*4 - S3 Chigede and Pt Chouinard proudly displaying their culinary creations to CFLTC.*

*Photo taken by MCpl Hutchinson on 20 July 23.*

Instructors at CFLTC Food Services have strived to make training both engaging and fun for the Culinary Technician students. Part of this initiative is the cheese board competition that is held during the fourth week of training.

The cheese boards, meticulously arranged with an assortment of cheeses, bread, crackers, Hors D'oeuvre and dips become works of art in themselves. Each participant strives to strike the perfect balance between flavors, textures, and presentation, all while adhering to the CAF's food service standards.

Judges, consisting of both military personnel and civilian culinary experts, take their roles seriously. They evaluate not only the taste and texture of the cheeses, but also the aesthetics of the display and the thoughtfulness of the pairings. It is a true test of culinary skill and innovation within the constraints of the training environment and timings.

What makes this competition truly special is the unexpected creativity that flourishes within the disciplined environment. Some participants draw inspiration from their diverse backgrounds,

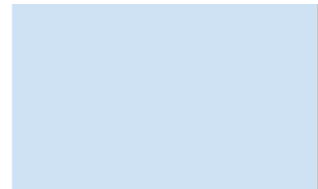
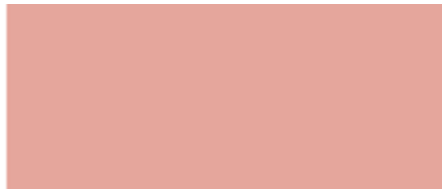


incorporating standard cheese types with the flavor of different cultures. Others emphasize sustainability and simplicity, choosing to align with the CAF's commitment to stewardship.

The competition fosters teamwork and camaraderie among the students as they work within syndicates to design and implement their collective visions. They learn to collaborate effectively under pressure, demonstrating their ability to adapt and excel in diverse situations - a valuable skill for Food Service workers.

Although there was only one winning syndicate, the collective work of all the students were thoroughly enjoyed and it became evident that this competition was about more than just cheese. It's a testament to the adaptability, creativity, and dedication of military students who can turn any task, even one as seemingly unrelated as a cheese board competition, into an opportunity to excel and innovate. It's a reminder that passion and skill can thrive even in the most disciplined and unexpected of settings.

## **CFLTC Food Services: Innovative Training - RQ Cpl/S2/Avr 0012**



**By Sgt Steve Griffey**



*5 - Cpl Roy displays their culinary flair during the Plated Presentation portion of the RQ Cpl/S1 Course.*

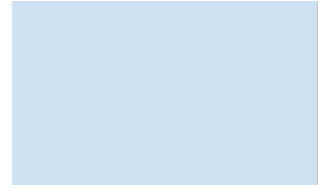
*Photo taken by MCpl Holmes on 16 Aug 23.*

Cooking has always been more than just creating delicious dishes; it's a reflection of creativity, precision, teamwork and leadership. More than ever, our junior cooks are being relied upon to provide that leadership and as such, CFLTC Food Services has adapted their approach to training to meet that demand.

From the beginning of course, students are given the opportunity to develop attributes that will aid in their development as an I/C Shift within a kitchen environment. Under the experienced mentorship and coaching from their instructors, students cultivate their own unique leadership styles through a variety of practical exercises, the last of which is the five-course sit-down dinner presentation.

These practical exercise help empower the students to lead confidently in any culinary setting, whether it's in a static kitchen, a ship's galley or a Mobile Kitchen Trailer. At CFLTC Food Services, we believe that great chefs are not just skilled cooks, but also inspirational leaders who bring out the best in their teams to produce quality creations for all in the CAF to enjoy.

## CFLTC Cook Course Photos



By CFLTC Staff



6 - Cook RQ Cpl/S1 0009E, 11 Apr – 13 Jun 23

*Outstanding Graduate Award: S1 T.V. Bammy*

*Top Academic Award : Pte D. Karimi-Shahidi*

*Camaraderie Award : Cpl B.P.D. O'Brien*



7 - Cook RQ Cpl/S1 0012E, 20 Jun – 18 Aug 23

*Outstanding Graduate Award : Cpl A.J. King*

*Top Academic Award : Pte S.A.M. Olson*

*Camaraderie Award : S1 A. Al-Shaibani*

The aim of the Cook RQ Cpl/S1 course is to prepare students to manage a shift and build on their cooking skills with advanced cooking techniques. The students accomplish this through buffet services and leading a team in the preparation and presentation of a five-course plated dinner, showcasing their skills to distinguished guests of all ranks.



*8 - RQ Pte/S2/Avr 0015, 13 Jun – 28 Aug 23*

*QG Sdt/Mat 2/Avr Cuisinier 0015A, 13 juin – 28 aout 23*

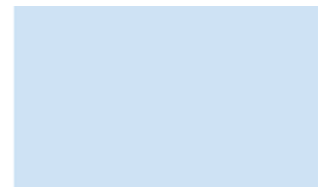
*Outstanding Graduate Award : S3 K.P. Pham*

*Top Academic Award : S3 K.P. Pham*

*Camaraderie Award : S3 T. Virdee*

The aim of the Cook RQ Pte/S2/Avr course is to prepare personnel to perform the duties of a junior cook within a CAF Food Services establishment, whether that be a static kitchen, ship's galley, or field feeding platform. The course is comprised of a small quantity cooking portion, which focuses on each individual candidate preparing single portions of an item, and a large quantity cooking portion where the candidates work as a team to feed up to 120 per serial. Candidates can begin this course with no cooking knowledge and finish as professional culinary technicians.

## 4 Service Battalion - A Snapshot in History



**By Maj (Ret'd) Harold Skaarup**



*9 - Canadian Forces Europe (CFE) was the Canadian Forces military formation in Europe during the Cold War. The CF assisted other NATO allies in being prepared to counter the military activities of Warsaw Pact and the Soviet Union. Seen here is their crest.*

4 Service Battalion was created at CFB Soest in 1968 and moved to CFB Lahr in 1970 in support of 4 CMBG until the close out of Canada's NATO commitment there in 1993.

Ancillary supporting signal and service units in Soest, Werl, Iserlohn, and Hemer included the following units from 1957 to 1959:

- 1 Transport Company
- 1 Field Ambulance
- 4 Field Park Company
- 4 Ordnance Field Park
- 1 Canadian Base Ordnance Unit
- 4 Field Workshop RCEME
- 4 CIBG Light Aid Detachment
- 1 Field Detention Barracks
- 1 Cdn Base Medical Unit
- 4 Provost Platoon
- PPCLI Band



*10 - Canadian Forces Europe (CFE) consisted of two formations in what was known as West Germany before the Berlin Wall fell in November 1990. These formations included Canadian Forces Base (CFB) Lahr with 4 Canadian Mechanized Brigade Group (1957-1993), and No. 1 Canadian Air Division (1 CAD), RCAF, at CFB Base Baden-Soellingen and CFB Base Lahr, which later became No. 1 Canadian Air Group (1 CAG). Both formations were closed in 1993 with the end of the Cold War.*

### **Canadian Army elements in CFE**

Canada had maintained a presence in Europe as part of the NATO forces since 1951, when 27 Canadian Infantry Brigade was initially deployed to Hannover, Germany, attached to the British Army of the Rhine (BAOR). This formation, which was formed primarily with Militia units, eventually moved to a permanent base at Soest, Germany, in 1953. Initially, it was intended to rotate brigades to Germany - 27 CIB was replaced by 1 Canadian Infantry Brigade Group in October 1953, which in turn was replaced by 2 Canadian Infantry Brigade Group in 1955, and then 4 Canadian Infantry Brigade Group in 1957.

The arrival of 4 CIBG saw a significant reinforcement of the formation's capabilities; prior to this each brigade had only been equipped with a squadron of main battle tanks. The arrival of 4 CIBG saw a full armoured regiment equipped with Centurion tanks and an independent brigade reconnaissance squadron with Ferret scout cars. In 1959, when 4 CIBG's tour was due to end, a change was made in the reinforcement policy for Germany. Rather than having whole brigades rotating every two years, the decision was made to keep 4 CIBG and its associated brigade units in place, instead rotating the major combat elements to Germany every three years.

The brigade was initially headquartered in Soest. Individual units were stationed both at Soest and other towns in North Rhine-Westphalia, including Hemer, Werl and Iserlohn:

Soest - BHQ, 1 x infantry battalion, service units

Hemer - 1 x infantry battalion, artillery regiment

Werl - 1 x infantry battalion, engineer regiment, field ambulance

Iserlohn - armoured regiment

4 Service Battalion, 4 CMBG in action, 1957 - 1993



11 - Library and Archives Canada Photo, MIKAN No. 4235719

*Royal Canadian Army Service Corps (RCASC) cooks adding water and salt to a tub, while on exercise in northern Germany, c1964.*



12 - Library and Archives Canada Photo, MIKAN No. 4692201

*Members of 4 Service Battalion repairing a broken track on an M113 C & R Lynx during Fallex, 25 September 1971.*



13 - Library and Archives Canada Photo, MIKAN No. 4748879

4 CMBG, Ex Grosse Rochade, Germany, ferry over the Danube, 18 Sep 1975.



14 - Library and Archives Canada Photo, MIKAN No. 4748893

4 CMBG, 4 Service Battalion trucks being ferried across the Danube River during Exercise Gross Rochade, Bavaria, Germany, Sep 1975.



15 - Library and Archives Canada Photo, MIKAN No. 4748892



4 CMBG, Ex Grosse Rochade, Germany, ferry over the Danube, 18 Sep 1975.



16 - Library and Archives Canada Photo, MIKAN No. 4976254

4 CMBG Taurus Armoured Recovery Vehicle (ARV), in the process of picking up a fascine, a bundle of tubes, lashed or secured together, from a ravine, Hohenfels, Germany, 28 August 1985. Fascines were designed to be tossed into an Anti-tank ditch to allow the crossing of obstacles by friendly troops. Cpl Rocky Gauthier operating the 4 Service Battalion ARV, with MCpl Dale Smith in the crew suit and beret looking on in the Hohenfels Mud fields.

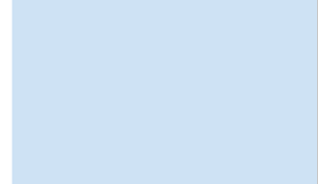
As an interesting aside: Note the wearing of only berets and field caps at this time. Thankfully, helmets are now required. An old Canadian slang term from the Royal Canadian Armoured Corps referred to the stitches in the heads of armoured crews as zippers since injury from smashing one's head against the vehicle when not wearing a helmet was common. Unfortunately the full term cannot be published here as other nations use a similar term in a racial context for entirely other reasons not related to Canada.



17 - Library and Archives Canada Photo, MIKAN No. 4940579

*Germany, Fallex 88, 4 CMBG, 4 Service Battalion, Cpl. Beresford and Sgt. Matthews De-Cam their MLVW, September 1988.*

## The Story of Lloyd "Red" Oliver, Gino Farnetti Bragaglia & the Royal Canadian Army Service Corps



**By Captain David Guertin, Deputy Operations Officer, 2 Air movements Squadron & Corporal Christine Green, Equipment Fielding Detachment, 4 CDSB Petawawa**

Background: During WWII, the Royal Canadian Army Service Corps (RCASC) participated in the Italian campaign. In early June 1944, following a deadly battle between Canadian and German Armoured units in Torrice, two soldiers of a RCASC unit from the 5th Canadian (Armoured) Division were conducting a re-supply task at night. They found a half naked and malnourished little Italian boy close to the battle ruins. His name was Gino. The soldiers looked after him until February 1945, when they left Italy to join the rest of the Canadian Army in Western Europe. Decades later, this story was brought to light; a book on Gino's life was published and, most recently, the film "A Child of War" was produced. Gino is a thankful man; he is 85 years old; he is at peace; he is grateful. The book and the film are a tribute to him and to his Canadian guardian angels, a story of human dignity, respect, and hope. On 1 July 2023, the two Logisticians of the Year (Corporal C. Green and Capt D. Guertin) had the privilege of representing the RCLS community to meet with Gino, to be part of a wreath laying ceremony, and to attend the premiere of the film in Torrice. The film is a tribute to the human values of our Canadian sailors, aviators and soldiers who crossed the ocean to fight against the terror of an evil regime; displaying humility, compassion and dignity. They extended care to their fellow human beings. This is still true today, and something for which we can be most proud. The film will be presented at various locations across the CAF starting this fall as a reminder and in order to teach these values to future generations. We will keep you informed of dates and locations once confirmed. Until then, you can read more about the movie using following website link: [A CHILD OF WAR \(combinedforces.ca\)](https://www.combinedforces.ca/a-child-of-war).



*18 - Capt D. Guertin (R), Cpl C. Green (L) at Castro De Volci, Italy*

As young logisticians, we found the trip to be a whirlwind of Italian history and culture. We travelled around the Italian countryside, taking in the beautiful views, visiting the historic sites of Canadian battles such as Monte Cassino and Ortona as well as the Moro River Canadian War Cemetery. There will be more to follow on the trip from July 2nd to July 8th but for now we want to touch on the first day of our experience. To better understand why we want to focus on the first day of our trip, we need to explain the story between Lloyd “Red” Oliver, Gino Farnetti Bragaglia & the Royal Canadian Army Service Corps.

It was June 1944, The Royal Canadian Army Service Corps (RCASC) was conducting continuous re-supply runs of ammunition, fuel and food to the troops fighting north of Frosinone. The Supply runs were conducted at night to avoid being spotted by enemy troops, observation posts and planes. On one of those runs Paul Hagen and Ike Klassen quickly unloaded their truck and decided to make their way to the rendezvous point. When they arrived, they found traffic to be backed up for miles. Their officer in charge decided to wait out, have supper, get some sleep, and get back on the road the following morning. That night some of the men decided to explore the area. There were a lot of crates scattered around from the bombs that had missed Cassino. Amongst them, they found Gino Farnetti Bragaglia; a malnourished 5-year-old boy from the nearby town of Torrice. They immediately fed him and tucked him in. After determining he had no immediate family to take him in, Gino’s story became intertwined with RCASC history.



*19 - Gino & Lloyd - Photo courtesy of the Oliver Family*

Eventually Gino made his way back to camp with Paul and Ike. A few days later, Gino and Red Oliver met. Red was a young Private who drove trucks for the RCASC. Red Oliver figured a 5-year-old boy should have a bath, so he gave him one. He found whatever clothes he could for Gino. The troops looking after Gino seemed impressed and asked if Red would like to look after him. Red and Mert Massey, also a Private with RCASC, had a larger tent so they had room for Gino to move in. From then on it was "Gino and Red." If Gino wasn't with Red, he was with Mert. A life-long bond was formed. Red taught Gino the alphabet, his numbers up to 20 and the Bible. English conversation became easier for Gino. That Christmas the troops had managed to find a bike for Gino as he had written to Santa and that was his Christmas wish. Word had travelled back to Canada and Gino received clothes, socks, and sweaters. By August, Red had a little uniform made for Gino and the Major promoted the young man to the rank of Corporal. Gino was uplifting for the troops, especially in such hard times. He was a happy child, who never pouted. He became their "little helper." For 9 months he stayed with Red and the 5th Division RCASC Troops Coy and Red showed him the care and kindness that Canadians are known for. Unfortunately, Red was informed that 5th Division RCASC Troops Coy would be moving on and little Gino was not able to accompany him. With the permission of the chain of command, Red and Sergeant Les Bryant took Gino to Viserba where there was someone who knew Gino. At around 6pm on a cold night in February 1945, they arrived at the house of Cecilia Nerie. Red looked up the mayor of Viserba, a former Captain in the British Army, and asked him to keep an eye on Gino. Of course, he obliged. For Red that night was heartbreaking. By February 25th, Red had boarded an American L.S.T boat and as Italy faded from view he wondered if he would ever see his little helper, Gino, again. As luck would have it, they would meet again decades later. Gino was adopted by Rena and Antonia Farnetti on May 10th 1945. Red was able to visit Italy in 1979 and find Gino. Gino traveled to Canada in 1980 to visit Red in Miniota, Manitoba.



*20 - Left to right: Darcy Oliver, Gino Farnetti Bragaglia, Ted Oliver, Amanda Oliver-Lonson, & Tanya Barnes*

Back to present day and upon our arrival to Italy on June 30th 2023, Cpl Green and I are introduced to Darcy, Amanda, Tanya, and Ted Oliver, the son and grandchildren of Lloyd "Red" Oliver. July 1st was a very emotional and humbling day for all. We started with meeting Gino, a humble and sweet man who was excited to meet serving members of the Royal Canadian Logistics Service. He presented himself, shaking Corporal Green's hand and saying, "I've been waiting 80 years to meet you." He then came to attention and gave Captain Guertin his best salute. From there we all travelled by bus to Castra De Volci, a medieval village. We walked through the streets of Castra De Volci, learned the history of its liberation

from Nazi forces, and after taking in its breathtaking views, it was time for lunch, rest and get ready for Gino and the Oliver family's big night.

That evening, Lieutenant Colonel Mollison from Formation Europe JFC Headquarters, Captain Guertin and Corporal Green were invited to represent Canada and the Royal Canadian Logistics Service at a wreath laying ceremony in Torrice, Italy. At the crossroads there is a memorial honouring the Lord Strathcona's Horse (Royal Canadians) for their bravery on May 30, 1944. There is also a memorial for Paul Hagen, Lloyd "Red" Oliver and Mert Massey. This is where we laid our wreaths, partaking in a community ceremony to pay our respects.



21 - Torrice Crossroads, Memorial for Paul Hagen, Lloyd Oliver and Mert Massey

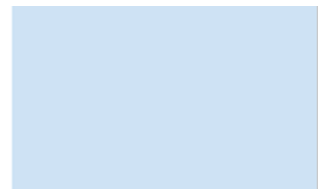
Following the wreath laying ceremony, we had the privilege of attending the premier of *A Child of War*, a movie relating the story of Red and Gino. The docudrama shines a light on the bravery, kindness and empathy exemplified by Red Oliver and the members of the 5th Division RCASC Troops Coy. We watched the movie, enjoyed Gino and the Oliver's company, and ate delicious Italian cuisine.

Overall, our first day in Italy was touching and it felt like the rest of the trip had a lot to live up to. There were many smiles and a lot of tears. As many logisticians know, the RCASC was merged with the Royal Canadian Ordnance Corps in 1968 to form the Logistics Branch. Meeting individuals so closely connected to our heritage, especially the Royal Canadian Logistics Service's heritage, was truly and one-of-a-kind experience. Gino and the Olivers are truly wonderful people. We feel very honoured and wish to give Gino and the Olivers a heartfelt thank you for sharing Red's legacy with us. His kindness and compassion left a heartwarming impression on us that will stay with us for the rest of our lives.

Historical information credits to the Oliver Family, *The Story of Gino Farnetti, Lloyd Oliver, 2005*.



## DUKW Military Soft-Skinned Vehicle that Served with the Canadian Forces



By Maj (Ret'd) Harold Skaarup



22 - Library and Archives Canada Photo, MIKAN No. 5179610

*Canadians in Holland, south of Nijmegen. Duck leaving flooded road for dry land, 15 February 1945.*

The **DUKW** (colloquially known as **Duck**) is a six-wheel-drive amphibious modification of a 2+1/2-ton CCKW truck. The name **DUKW** comes from General Motors Corporation model nomenclature: **D**, 1942 production series, **U**, Utility, **K**, front wheel drive, **W**, tandem rear axles, both driven. The DUKW was used for the transportation of goods and troops over land and water. Excelling at approaching and crossing beaches in amphibious warfare attacks, it was intended only to last long enough to meet the demands of combat. The DUKW proved its seaworthiness by crossing the English Channel. The DUKW was built around the GMC AFKWX, a cab-over-engine (COE) version of the GMC CCKW six-wheel-drive military truck, with the addition of a watertight hull and a propeller. It was powered by a 269.5 cu in (4 l) GMC Model 270 straight-six engine. A five-speed overdrive transmission drove a transfer case for the propeller, then a two-speed transfer case to drive the axles. The propeller and front axle were selectable from their transfer case. A power take-off on the transmission drove an air-compressor and winch. It weighed 13,000 lb (5,900 kg) empty and operated at 50 miles per hour (80 km/h) on road and 5.5 knots (6.3 mph; 10.2 km/h) on water. It was not an armored vehicle, being plated with sheet steel between 1/16 and 1/8 inch (1.6 and 3.2 mm) thick to minimize weight. A high-capacity bilge pump system kept it afloat if the thin hull was breached by holes up to 2 inches (51 mm) in diameter. One in four DUKWs mounted a .50-caliber Browning heavy machine gun on a ring mount. The DUKW was the first vehicle to allow the driver to vary the tire pressure from inside the cab. The tires could be fully inflated for hard surfaces such as roads and less inflated for softer surfaces, especially beach sand. 2,000 were supplied to Britain under the Lend-Lease program. used by an invasion force for the first time in the European theater, during the Sicilian invasion, Operation Husky, in the Mediterranean. They were used on the D-Day beaches of Normandy and in the Battle of the Scheldt, Operation Veritable, and Operation Plunder. The Canadian Army operated about 800 of them.



23 - Library and Archives Canada Photo, MIKAN No. 3607684

*DUKW in Northwest Europe, 1944-1945.*



24 - Library and Archives Canada Photo, MIKAN No. 4233777

*DUKW with Canadian troops, Normandy, June 1944.*



25 - Photo taken by Maj (Ret'd) Harold Skaarup

*DUKW in the Canadian War Museum, Ottawa.*

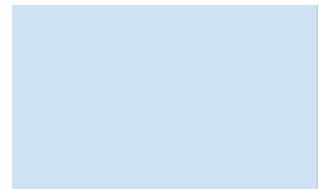
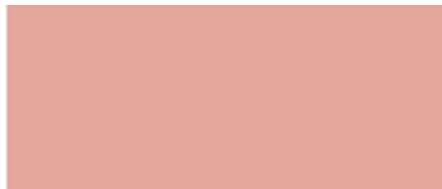




26 - IWM Photo

*A British DUKW carries American airborne troops and supplies across the River Waal at Nijmegen, 30 September 1944.*

## A Snapshot of Bravo Zulu



**By LCol Gordon Bennett**

This is a naval signal, conveyed by flaghoist or voice radio, meaning "well done"; it has also passed into the spoken and written vocabulary. It can be combined with the "negative" signal, spoken or written NEGAT, to say "NEGAT Bravo Zulu," or "not well done."

There are some "myths and legends" attached to this signal. The one most frequently heard has Admiral Halsey sending it to ships of Task Force 38 during World War II. He could not have done this, since the signal did not exist at that time.

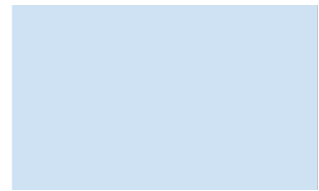
"Bravo Zulu" actually comes from the Allied Naval Signal Book (ACP 175 series), an international naval signal code adopted after the North Atlantic Treaty Organization (NATO) was created in 1949. Until then, each navy had used its own signal code and operational manuals. World War II experience had shown that it was difficult, or even impossible, for ships of different navies to operate together unless they could readily communicate, and ACP 175 was designed to remedy this.

In the U.S. Navy signal code, used before ACP 175, "well done" was signaled as TVG, or "Tare Victor George" in the U.S. phonetic alphabet of that time. ACP 175 was organized in the general manner of other signal books, that is, starting with 1-flag signals, then 2-flag and so on. The 2-flag signals were

organized by general subject, starting with AA, AB, AC, ... AZ, BA, BB, BC, ... BZ, and so on. The B- signals were called "Administrative" signals, and dealt with miscellaneous matters of administration and housekeeping. The last signal on the "Administrative" page was BZ, standing for "well done."

At that time BZ was not rendered as "Bravo Zulu," but in each navy's particular phonetic alphabet. In the U.S. Navy, BZ was spoken as "Baker Zebra." In the meanwhile, the International Civil Aviation Organization (ICAO) had adopted English as the international air traffic control language. They developed a phonetic alphabet for international aviation use, designed to be as "pronounceable" as possible by flyers and traffic controllers speaking many different languages. This was the "Alfa, Bravo, Charlie, Delta..." alphabet used today. The Navy adopted this ICAO alphabet in March 1956. It was then that "Baker Zebra" finally became "Bravo Zulu."

## RCLS Bursary Award Winners



By RCLS Staff



27 - Faith Donovan - RCLS Bursary Program 2023 Winner, Presented by LCol Fred Dubeau



28 - Emma Pignatel - RCLS Bursary Program 2023 Winner, Presented by Col J.K. (Kent) Judiesch, RCLSI



29 - Hailey Putnam - RCLS Bursary Program 2023 Winner



*30 - Arnaud Russell - RCLS Bursary Program 2023 Winner*



31 - Kori Spott - RCLS Bursary Program 2023 Winner, Presented by Col Laura Gagné, 1 CAD A4



32 - PO2 Kenneth Lorenzen - RCLS Bursary Program 2023 Winner

Left to right:

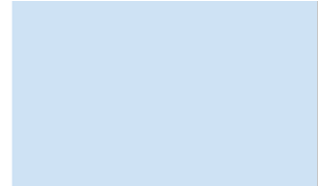
Cdr Matthew Hardy - MARPAC F4 Logistics

Cdr Sam Patchell - CO HMCS OTT

PO2 Kenneth Lorenzen - HRA HMCS OTT

PO1 Paul Tucker - Fleet Senior FSA

## 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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