

# THE LOGISTICIAN

VOLUME 6, ISSUE 5

DECEMBER 2016

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## Logistics Branch Welcomes Colonel Commandant MGen (Ret'd) M. McQuillan

*LBI SSO Trg Maj Andy Lee*

On 28 September 2016 at 0900 hours at the Cartier Drill Hall, just across from National Defence Headquarters, Major-General (Retired) Mark McQuillan CMM, CD was formally invested as the new Colonel Commandant of the Logistics Branch. This post had been vacant since the sudden passing of Lieutenant-General William Charles Leach CMM, CD on 1 April 2015. The Director of Staff of the Strategic Joint Staff, Major-General Charles Lamarre OMM, CD was the reviewing officer. The Guard of Honour was composed of fifteen Logisticians from various Bases and Logistics Occupations. The Col Cmdt's speech is included on the next page.



Col B. Johnson, CWO J. Côté, MGen C. Lamarre,  
Col Cmdt M. McQuillan Photo credit: CFSU(O) Base Imagery



MGen C. Lamarre and Col Cmdt M. McQuillan Photo credit: CFSU(O) Base Imagery



## Colonel Commandant's Message

I am honoured and humbled to have been asked to take on the role as your Colonel Commandant. As I take on this appointment, I can't help but to think back to one day in 2010 when, as the Commander of the Canadian Operation Support Command, I was listening to the previous Colonel Commandant, Lieutenant-General Bill Leach tell me why he chose to accept the role. His reasons made a big impression on me at the time, and they still resonate strongly today.

First, Bill felt he had a responsibility to serve therefore it was a job he could not refuse. Secondly, he dearly loved the Logistics Branch and the people within it. Finally, he felt he had something to offer and he wanted to give back to an institution that had done so much for him. For those of you who know anything about Bill, he did just that. In looking back it is clear that both his sentiments and intent are important to remember. I hope to continue in his footsteps by serving the Logistics family with a degree of enthusiasm and pride that would have made him proud.

The role of the Colonel Commandant is to assist in developing a sense of pride and belonging with the Branch. In other words, to help foster esprit de corps. In doing so, I will be helped by the fact that we have a rich history dating back to the turn of the 20<sup>th</sup> century founding organizations which include the:

- Royal Canadian Army Service Corps;
- Royal Canadian Ordnance Corps;
- Royal Canadian Army Pay Corps;
- Royal Canadian Navy Supply Branch; and



Col Cmdt M. McQuillan

Photo credit: CFSU(O) Base Imagery

- Royal Canadian Air Force Food Services, Air Movements and Pay.

The 1960's and 70's and Unification saw the amalgamation of logistics support services with highlights to include the:

- Merging of 12 supply systems with three services;
- Development of Integrated Logistics (DEVIL) which led to the integration of Finance, Supply and Food and Personnel Administration;
- And the rest they say is history!

What history has taught us, whether it be from both World Wars, Korea, the Balkans, Afghanistan, Libya and other operations too numerous to list, is that that logistics must be adaptive. It cannot fail.

When you look at our Mission Statement in Handbook of the Logistics Branch, you will see that it is

to **“provide effective logistics support to the combat operations of the sea, land and air elements in all phases of war.”** Today that mission has been updated to read **“to produce professional logisticians who deliver operational and institutional excellence.”** For myself, and I hope you will agree that this subtle change in emphasis reflects the fact that we have moved on from systems and capabilities in order to focus on people and effect.

Today, the Branch sees at its core the need to be and be seen as **operationally and institutionally relevant.** The focus on people requires the Branch to review and adapt its professional competencies. This means we must:

- Train hard, compete and excel in the present, and prepare for the future. In other words, be ready to meet tomorrow's commitments;
- Be the masters of our own domain by being relevant to those we support; and
- Anticipate the needs of all Branches and Commands of the CAF.

To do all this, we must be proud of who we are and take every opportunity to educate our operator colleagues. Logistics comes with a price therefore we must have a common understanding on how best to use it.

Considering all this, my primary focus will be **people, people and people!** To the extent that I can, I will ensure you know you are valued, and will communicate your needs to whomever

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I can to ensure you have the training and equipment to succeed. Simply put, for the approximately fifteen thousand Regular and Reserve Force Logisticians, I am your number one fan. In the run-up to the Fiftieth Anniversary, I want to ensure that Canadians are aware of your capabilities as well as the professionalism and competence you represent.

In closing, I would like to personally thank you for your past and continued service and to express my own gratitude to the Logistics Branch for the opportunity to serve and give back. Finally, I look forward to future opportunities to remind you all that you make a difference by supporting the Canadian Armed Forces with a **service second to none**.

*MGen Mark E. McQuillan graduated from RMC in 1981. His early tours included both finance and supply positions with 1 Svc Bn Calgary, and 4 Svc Bn in Lahr, West Germany followed by a tour with the Canadian*



*Airborne Regiment as the Regimental Logistics Officer. As a Major in 1989, he initially worked in a staff position at Mobile Command Headquarters in St-Hubert, Quebec which was followed by Company Command within 1 Svc Bn.*

*Promoted to LCol in 1994, he was posted for a year as part of UNPROFOR in the former Yugoslavia, followed by a posting to Ottawa as the EA to the then ADM (Fin/Corp Svcs). In 1997, LCol McQuillan assumed*

*command of 1 Svc Bn in Edmonton. While commanding the Bn he deployed with elements of his unit as CO for the National Support Element in support of the Canadian Contingent to NATO's Stabilization Force in Bosnia. In 2000, he was promoted to Colonel and posted to the Land Staff Comptroller position at NDHQ in Ottawa. In July 2002, he was appointed Commander, 1 ASG in Edmonton, supporting the land forces with LFWA. Upon promotion to BGen in 2005, he was appointed Canadian Forces Liaison Officer to United States Northern Command, then Deputy Director Plan, Policy and Strategy North American Aerospace Defence Command and U.S. Northern Command. Upon return to Ottawa in 2007, he assumed the responsibilities of the Deputy Chief of Staff for the Materiel Group. Promoted to MGen in 2009, he commanded CANOSCOM. In December 2011, he was appointed Commander of the Order of Military Merit. MGen McQuillan officially retired from the Canadian Armed Forces in January, 2013.*



## Want to Shape the Future of Logistics?

Then consider applying for an incremental staff position at CFLTC Officer Training Division. CFLTC is always looking for motivated instructors and experts in the different logistics fields to develop courses. The Branch relies on your support to deliver high-calibre training consistent with today's operations. This is a fantastic personal development opportunity. To be considered, discuss with your chain of command, who will in turn contact your local tasking organization. Should you have difficulties navigating the process, contact Captain Synnott, 2IC Officer Training Division, CFLTC on CSN 270 1740 or Erica.synnott@forces.gc.ca



## Major Scott Foote

16 May 1966 – 17 Nov 2016

*1<sup>st</sup> Cdn Div HQ LCol R.H. O'Neil*

It is with heavy hearts that we say farewell to our friend, colleague and proud Logistician, Major Scott Foote who tragically passed away on the 17<sup>th</sup> of November 2016 while serving in Jordan as a liaison officer. Major Foote deployed to Jordan in early September 2016; was working as a member of a liaison team identifying ways in which the CAF could assist in the training of our Jordanian counterparts as part of the Canadian contribution to the coalition fight against ISIS.

Major Foote began his career in 1991 serving as a Transportation Officer with 36 Service Battalion in Newfoundland. Eleven years later, he accepted a Class B position with CFLTC and was responsible for the delivery of BCT training to reserve officers. Quickly integrating into the Officer Training Division Team, his

roles and responsibilities increased to support instruction of the Transportation Specialty, Phase 4 Land, Quartermaster and even the Phase 4 Air course. After a Component Transfer to the Regular Force in 2006, Scott remained at CFLTC as the Ops O. Right up until the time of his passing, Scott continued to utilize

his skills as a mentor and teacher applying them to operational missions in Afghanistan as a member of the OMLT in 2009 and again in Jordan.

We at the 1<sup>st</sup> Canadian Division, as I am sure are his longtime friends and colleagues at CFLTC and 36 Svc Bn, are honoured and proud to have served with such a dedicated, professional and operationally focused logistician. The Canadian Armed Forces are indebted to Scott for the 25 years of outstanding service he provided to his country and we at the 1<sup>st</sup> Canadian Division are going to miss him and his infectious sense of humour tremendously. As his wife of 27 years Denise so aptly stated; Scott lived by the mantra "if we are not having fun we need to make it fun".



2009 OMLT, then proud Newfoundlander, Capt Foote, second from right. Photo: Courtesy of Denise Foote.



Geoffrey, Scott and Denise:  
Photo: Courtesy of Denise Foote



## Forging a Revitalized Relationship: The Logistics Branch and CF Logistics Association

*CFLA NCR Chapter President  
Barbara MacInnis and  
LBI SSO Production LCol Ken Mills*

Over the past year, much work has been done to re-establish and strengthen the partnership between the CF Logistics Association (CFLA) and the Logistics Branch. Through this revitalized partnership, we are already seeing an improved promotion of our common goals of fostering esprit de corps, identity, comradery and professional development for serving and retired members, as well as for public servants working in Logistics posts. The CFLA also continues to advocate and encourage support for CAF Logistics through its members and its affiliation with the Conference of Defence Associations. Likewise, the

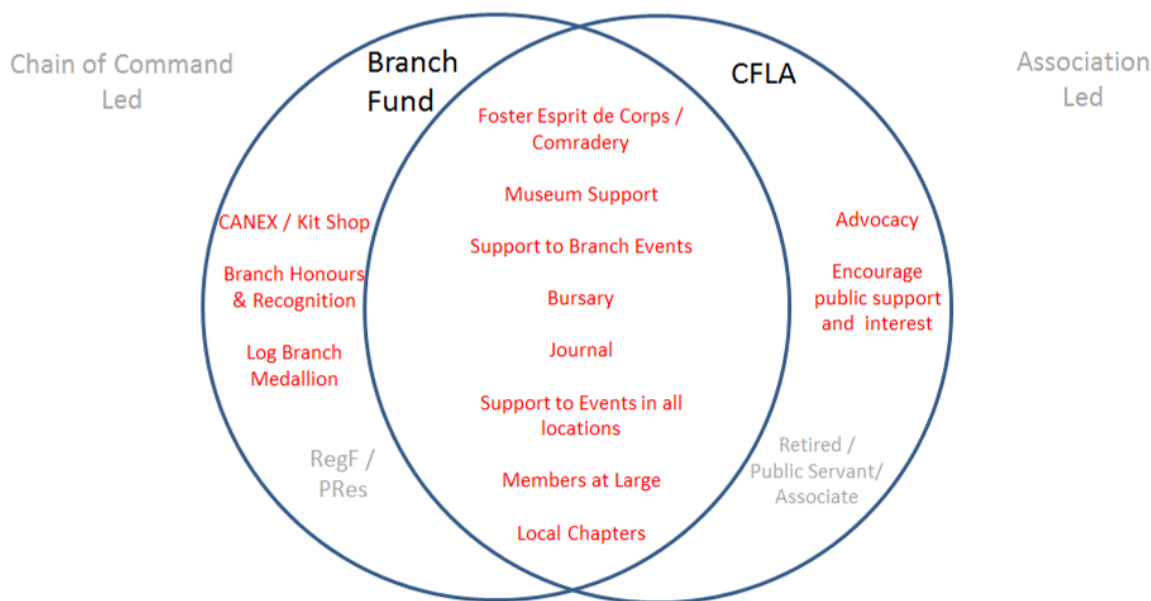
Logistics Branch Fund also continues to support the Kit Shop and coordinate Branch Honours and Recognition.

There are two separate membership streams, one for serving and another for retired members or public servants. However, CFLA membership offers the same benefits to Public Servants and retired members that serving members receive from the Branch Fund, while Branch Fund members automatically become members of the CFLA and are encouraged to support local chapters. Through this mutually beneficial relationship, joint initiatives and activities can be carried out. This has already occurred through subsidies provided for Logistics Meet and Greets in Cold Lake, Kingston and other locations. This is also evident in the

participation of CFLA members on the National Planning Committee for the Logistics 50<sup>th</sup> Anniversary, to be celebrated through a number of events in 2018. In the NCR, the CFLA Chapter has already started organizing the NCR Logistics Golf Tournament, scheduled for 2 June 2017.

This renewed partnership provides a robust platform to celebrate our Branch milestones and our logistics successes. We encourage the participation of all logisticians, to further strengthen this relationship and expand the breadth and scope of the Logistics family.

## One Family of Logisticians through Branch Fund/CFLA Partnership







## *Holiday Message from the Logistics Branch Adviser*

First off I would like to wish a Merry Christmas and Happy New Year to all Logisticians within the Canadian Forces as well as the members of the Canadian Forces Logistics Association (CFLA). Since my arrival at the LBI, I have had the privilege of speaking with many members from across the spectrum of Logistics Occupations, including those who have recently joined the Branch. What continues to impress me is the level of confidence, proficiency and determination of those with whom I have spoken, as well as the outstanding work they have achieved. They represent all that is good about the Branch. These attributes will serve them, the Branch, and the CF well in the New Year as we begin to ramp up operations based upon Government direction, and by

extension the support required to mount and sustain them.

To that end, I would encourage everyone to take advantage of the upcoming holiday season to indulge in some well-deserved rest and relaxation with friends and family. It is an excellent opportunity to re-charge for challenges, both new and unexpected. As a final note please accept my heartfelt thanks for the hard work, professionalism and dedication that you have shown throughout the past year. I look forward to meeting with as many of you as I can in the New Year. All the best and Happy Holidays.

*Col B.K. Johnson*  
*LBA/LBI*



## *Canadian Forces Logistics Association*

### **Conference of Defence Associations - Vimy Award Gala Dinner**

*CFLA National President, Mr. John Page*

On Friday, 4 November 2016 the Conference of Defence Associations Institute (CDAI) held their 26<sup>th</sup> Annual Vimy Award Gala Dinner at the Canadian War Museum in Ottawa to honour this year's Vimy Award winner, Dr James A. Boutilier. We wish to extend our congratulations to Dr Boutilier for his contribution to Canadian Maritime Defence and Security, and his recognition as the 26<sup>th</sup> Vimy Award recipient.

This year, CFLA National was represented by your Interim President (yours truly) and the National Capital Region Chapter was represented by Capt(N) (Ret'd) Louise Siew. Attending the dinner allowed us the

opportunity to advance general awareness of the CFLA, Military Logisticians and our forthcoming 50<sup>th</sup> Anniversary Celebrations in 2018. We also spread the word, that the CFLA would be nominating a deserving Logistician to compete for the 28<sup>th</sup> Annual Vimy Award in 2018, and to solicit support for our candidate. The challenge was accepted and accomplished with aplomb.

Our nominating committee is still assessing potential candidates for the award in 2018. If you or members of your organisation have anyone in mind for this very prestigious award, please submit your recommendation and reasons for nominating through your Chapter President to the CFLA

National Vimy Award Nominating Committee. Guidelines for the selection of the Vimy Award Recipient are to be found at: <http://www.cdainstitute.ca/awards/vimy-award/vimy-award-guidelines>.

The Canadian Forces Logistics Association, and our single service predecessors, were founding members of the Conference of Defence Associations, and as such have maintained our close and supportive relationship over the years. One of the main benefits that the CDA brings to Canada is the ability to speak with a single, consistent, non-partisan and professional voice on matters of Defence and Security to the

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Government of Canada and with the general public.

CFLA is an active participant in the CDA, notably their round table series of discussions on defence matters with senior government, military and academic leaders, intended to ensure that a Logistics perspective is presented concurrently with any Strategic and Operational considerations. We also have a contributing fellow as a member of the CDA Institute, Mr. Charles (Chuck) Davies, an accomplished and published retired Logistician with a passion for research. If you wish to participate or contribute, please let the Association know.

The CDA is another example of the important relationship between you, what you do to support operations around the world, and how the other players including the Logistics Branch, the Canadian Armed Forces; the CFLA and the CDA are able to advance the Logistics perspective and influence those who are making decisions that affect all of us.

Please take this opportunity to consider joining the nearest Chapter of the

CFLA. If there is not one where you are, why not consider starting a chapter? Please contact the National President, John Page, directly at [john.page@forces.gc.ca](mailto:john.page@forces.gc.ca).

## Logistics Branch 50th Anniversary Picture Book

*CFLA Anniversary Picture Book Project  
Mr. Sean McGrath*

As you know already, the Logistics Branch is celebrating its 50<sup>th</sup> anniversary in 2018 and is preparing a number of activities to mark this special event. One of these efforts will see the Branch working with the Canadian Forces Logistics Association (CFLA) to jointly produce an Anniversary Picture Book to record and commemorate fifty years of logisticians doing what they do in support of the CF and Canada. This book is being produced through the joint efforts of volunteer logisticians, both serving and retired, and will ultimately be marketed on a not-for-profit basis to logisticians and friends of logisticians across the country; but for a picture book like this to be successful the most important thing that we need are pictures, lots of different pictures from lots of different

people. The picture collection part of this project has already begun, but it won't be successful unless we can get the active participation of loggies from all over the forces and all over the country, both active and retired, to go digging into their old hard drives and their dusty old photo albums, gathering up any pictures that they think might be interesting or worthwhile, and sending (or lending) them to us. Images that cover the whole span of time and the whole scope of Log activity, from the whole fifty-year history, and perhaps even a selected few really good ones that summarize aspects of the earlier, single service days, but we're especially interested in pictures from the 90's and later. We would prefer shots that show loggies at work rather than course grad photos or the classic "grip and grins". If you've got any shots like this, please submit with a completed control sheet available on the CFLA website ([CFLA-ALFC.org/Anniversary-Picture-Book](http://CFLA-ALFC.org/Anniversary-Picture-Book)) so that we can know what your picture represents and who it is that we should credit for the image, then send in the image to the email or mailing address listed on the control sheet. As noted on the form, if the picture is in the form of a print, negative, or slide and you want it back, we will be happy to

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**Find the CFLA online at: <http://cfla-alfc.com/> or contact your local Chapter:**

**Bagotville** Maj Janay Hanson  
**Borden** LCol Guy Leclerc  
**Cold Lake** Capt Sarah Oakley  
**Comox** Lt Jason Hallman  
**Edmonton** LCol Rick Palfrey  
**Esquimalt** Cdr Jeff Watkins  
**Gagetown** Malcolm McCabe

**Goose Bay** Maj Mike Campbell  
**Greenwood** Maj Rod Chongva  
**Kingston** Capt Sabra King  
**Montreal** Pierre Desnoyers  
**NCR** Barb Macinnis  
**North Bay** 2Lt Kevin Linklater  
**Winnipeg** Capt Judd Fagrie

*Interested in forming a chapter in Colorado Springs, Toronto, Halifax, Calgary, Moncton or Yellowknife?*

*You are not alone! Contact John Page for details on other interested members.*



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return the original to you.

Thank you for your help, and please keep your eye out for the Anniversary Picture Book which will be available in time for the birthday.

## Logistics in Peacekeeping

CFLA Mr. Dave Evans

Logistics support to UN peacekeeping operations is usually thought of in terms of traditional Log functions like supply, transport, etc., but the Logistics Community has demonstrated an ability to perform more direct combat roles where required by the military situation. One such example happened in Cyprus.

### Cyprus

Canada's longest peacekeeping mission began in 1964 when the UN intervened to control fighting between Greek and Turkish communities on the Mediterranean Island of Cyprus. On 15 July 1974, officers of the Greek Cypriot National Guard staged a coup d'état with an aim of uniting Cyprus with Greece. Declaring a need to protect the rights of the Turkish Cypriot minority, Turkey responded by invading with 40,000 troops. The Turkish Force quickly secured its initial objectives, and extended its territory into the Turkish sector of the island's capital, Nicosia. Their final objective was to be the Nicosia airport, but Indian Lieutenant-General Prem Chand, the UN Force Commander, and Canadian Colonel Clay Beattie, his

Chief of Staff and the Commander of the Canadian Contingent, both agreed that allowing the Turks to take the airport would be an unacceptable blow to UN credibility.

The airport was declared a UN protected zone, and elements of the Canadian Airborne Regiment were deployed in its defence. Hearing of a planned assault, the Canadian Contingent reminded both sides that they had agreed to a ceasefire, and clearly stated their intention to defend the airport, allowing the world press to report a Turkish assault on UN troops. The Turks apparently believed that the Canadian Contingent would stand its ground and, although they certainly had the means to overcome the Canadian troops, they chose not to do so. Bravado, made credible by the evident professionalism of Canada's soldiers, won the day and saved the airport.

### Loggies Get Involved

With the ceasefire established, UNFICYP faced the challenge of holding the Airport. The airport fell within the Canadian sector, but multiple competing taskings drained the Canadian reserves. The Canadian contingent called on its non-combat logistics company personnel and cooks and clerks found themselves manning machine-gun emplacements on the airport's perimeter. As a temporary solution, Major D Harries of the



Photo: *Journal of Military and Strategic Studies*, 12(1).

Canadian Logistics Base was put in charge of an ad hoc multinational force which included scratch platoons from Canada, Britain and Finland. Severely undermanned and under-strength, the Canadians spent the night of 23-24 July on the tarmac with an entire Turkish battalion less than 500 metres away. Actions at the airport and other hot spots throughout Nicosia cost the Canadian peacekeepers, 2 dead and more than 30 wounded, but the Canadian peacekeepers demonstrated their resolve. In defending the UN mandate, they defined a new style of peacekeeping, actively intervening between opposing sides rather than simply and passively occupying ground between them.

Adapted from:

Loyal Edmonton Regiment Military Museum (<http://www.lermuseum.org/en/canadas-military-history/1945-to-present/peacekeeping/cyprus/>); and *Taking Care of Business: Canada's Forgotten Cold War Conflict in Cyprus, July-August, 1974.*

***The vision of the Logistics Branch is to deliver world class sustainment to achieve operational and institutional excellence.***





## *Holiday Message from Director Navy Logistics*



As it happens every year, December is upon us far too soon. The holidays are when we take the time to connect with colleagues and friends at social activities; inevitably we can't help but reflect on our accomplishments as we look to the New Year.

Whether you were crewing ships, working in a base support position or pursuing long-term initiatives from a headquarters, your efforts contributed to the success of many operations. The RCN's contributions to REASSURANCE, SPARTAN

WARRIOR, WESTPLOY and CUTLASS FURY are examples of high-profile, multinational efforts which succeeded due to your support in 2016.

It is already apparent that 2017 will bring many exciting new challenges. Planning to support future fleets is showing us that certain areas of our support models will evolve while acting efficiently to deliver the desired effect. Headquarters initiatives such as the Log functional review and disposal modernization and mapping are progressing, resulting in improved sustainment. Increasing demands for small-mission support specialists will require our sailors to be more agile as they learn from opportunities presented to them from outside the RCN. No matter your role in the naval support community, you can expect to be part of the innovation that will shape our collective future.

The challenges we face in the New Year will be overcome through the skill and dedication of sailors

throughout the Log Branch. Although I can't acknowledge you all I would like to congratulate those of us who received key naval appointments in 2016: CPO1 Marc Bertrand, appointed DGCB CPO1; CPO1 Barry Eady, appointed Cox'n HMCS CHARLOTTETOWN; CPO1 Thomas Gregory, appointed CPO1 D Nav P&T; and CPO1 Luc Pilon appointed Cox'n HMCS VILLE DE QUEBEC.

The Logistics Community on Naval Staff wish you all a joyful holiday season. It is both an honour and a pleasure to have served with you in 2016. Hopefully your achievements are remarkable. I trust that you will be able to spend well-deserved time with family and friends before returning refreshed and ready for an exciting 2017. able to spend some well-deserved time with family and friends before facing returning to face the challenges we face in 2017.

*Capt(N) S.E. Irwin  
Director Navy Logistics*

## **Pearls of the Canadian Forces Logistics Museum**

*CFLM Curator Dr. Andrew Gregory*

In the summer of 2015 I visited Col Cmdt Leach's family to discuss the possibility of obtaining some pieces of the Col Cmdt's estate for the museum. I am grateful for their support. One of those pieces from the Leach family that is on display in the museum is a modified Land Force Command Summer Service Dress jacket modified by the then BGen Leach,

Logistics Branch Advisor sometime between 1991 and 1994. The left sleeve and epaulettes are Maritime Command and the right sleeve, name tag and right pocket are Air Command. BGen Leach had the jacket made to underscore, in a harmonious way, that while he was from the Land element, as Logistics Branch Advisor he was tri-service. On the few and unknown occasions he wore the jacket, he certainly

demonstrated the "purple" quality of the role of the LBA and of the Logistics Branch as a whole. The jacket should be seen as a concrete expression not just of his desire to represent all parts of the Logistics Branch but his view of the Branch as a whole with the CAF.

The artifact generates an impressive variety of reactions ranging from interest, through bemusement and

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finally, antipathy. Those expressing bemusement see the “collision” part of the jacket without seeing the larger message he was trying to convey. Those who don’t like the artifact usually see the violation of elemental delineation. As a career officer, he would have been aware that the jacket would elicit a variety of responses. No doubt he wanted the jacket to provoke the very discussion on the role and nature of the Logistics Branch within the CAF.

If you should have a photo of the then BGen Leach wearing the tunic, we would be delighted to see it!



Photo credit: Dr Andrew Gregory

**Check out the  
Canadian Forces Logistics Museum online at:**  
**<http://www.logisticsmuseum.ca/>**  
**Or visit us at CFB Montreal:**  
**6560 Hochelaga St, Montreal QC**  
**514 252-2777 ext 2241**

## EXCELLENCE AROUND THE WORLD

### The Fusion of Doctrines— A discussion on Sustainment Operations – OP IMPACT

*LCol Luc Girouard, OMM, MSM, CD*

*The complexity of orchestrating support and sustainment during the early stages of any mission is widely recognized. The inevitable friction in the early days of Op IMPACT was compounded by the initial clash of three doctrines as well as other factors such as geographical separation, the dislocation of certain elements, as well as the urgency to commence kinetic air operations while meeting the demands of theatre opening. This friction was rooted in the uncoordinated best intentions of each support*

*organization, with each of them trying to support their respective Commander’s intent as best as they could. The requirement for close coordination amongst all support organizations within Joint Task Force -Iraq (JTF-I) consequently resulted in the formalization of functional coordination centres. In hindsight, the coordinating centers turned out to be the “forcing function” which was badly needed in order to fuse these doctrines together.*

The Canadian Armed Forces (CAF) has certainly maintained an intense

operational tempo over the last decade or so. This trend is most likely to endure and as such, we can expect that the CAF will continue to conduct operations in volatile and complex environments. These operations will undoubtedly continue to demand a flexible and responsive CAF support framework in order to support the needs of a versatile war-fighting force that can be rapidly organized and configured for each specific mission.<sup>1</sup>

Based on this idea, we can infer that

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the ability to sustain operations should persist as one of the main concerns of Commanders at all levels. In fact, Commanders of the CA, RCN, RCAF and CJOC have recognized the need for their own environmental and joint sustainment doctrine, producing key foundational publications in recent years.<sup>2</sup> While the environmental sustainment doctrine of each respective Commander is focussed on the sustainment of their own deployed forces, the joint sustainment doctrine from CJOC focusses primarily on the provision of support at the operational and tactical levels to expeditionary operations and has been harmonized with CAF joint doctrine and also with each environmental Commanders' sustainment doctrines.

The aim of this article is to add to the sustainment operations discussion by using a recent example of an ongoing CAF expeditionary operation and examining how complex support operations can be and how challenging the fusion of these sustainment doctrines can become when applied practically in theatre. It will also describe how flexible tactical level solutions can be implemented in order to overcome those challenges.

In October 2014, JTF-I deployed to Kuwait as part of Op IMPACT, the Canadian contribution to the United States-led coalition to degrade and defeat the Islamic State of Iraq and Syria (ISIS). JTF-I's Force Elements were comprised of a JTF Headquarters (JTF-HQ), a National Intelligence Center (NIC), a Joint Task Force Support Component (JTFSC), and an Air Task Force (ATF-I) complete with its Operational Support Element (OSE), Force Protection Element

(FPE), Mission Support Element (MSE) and its three air detachments (Long Range Patrol, Air to Air Refuelling, Fighter). The ATF-I also had a Coordination Element (ATF-CE) in the Combined Airspace Operations Center (CAOC).

### *Elements of complexity*

#### *Doctrine*

The fact that each Force Element within JTF-I deployed under the guidance of its own sustainment doctrine brought in itself a level of complexity to support operations. As such:

- JTF-I HQ operated under the framework of CONPLAN JUPITER, a CJOC owned CONPLAN which describes how the CAF will lead and conduct full spectrum operations;<sup>3</sup>
- JTFSC operated under the doctrinal framework of CFJP 4.0 Support;
- The MSE within ATF-I operated under the doctrinal framework of B-GA-402-003/FP-001, Canadian Armed Forces Air Doctrine: Force Sustainment; and
- Although Operational Support Hub – Kuwait (OSH-K) was established prior to the launch of Op IMPACT and prior to the publication of CFJP 4.0 Support, it certainly operated under the doctrinal framework of that Joint sustainment doctrine.<sup>4</sup>

The JTF-I Force Elements arrived in theatre knowing what they were supposed to look like and how they were supposed to be organized. However, it was not necessarily well understood how each Force Element would actually work together (i.e. be

integrated/fused) in accomplishing the mission from a support perspective.

### *Geographical separation and dislocation*

Logically, most support and sustainment arrangements were organized along the lines of the aforementioned doctrines, and CONPLANS. However, geographical separation of operating bases within the theatre of operations and the dislocation of certain force elements are other complicating factors that challenged the in-theatre support architecture for Op IMPACT.

The flexible and agile nature of the support organisations involved, such as the OSH-K, the JTFSC and the ATF's MSE allowed them to surmount this added complexity, thus enabling combat operations but not without friction as in-theatre support arrangements were adjusted to cope with the geographical separation and dislocation, this sometimes being at odds with environmental and joint support doctrine in specific areas.

### *Commencement of Air Operations vs Demands of Theatre Opening*

Considering the politico/strategic context of the fall of 2014 and given the rapidity of the Op IMPACT deployment it is evident that there was some urgency in commencing CAF air operations in support of the US led coalition. As such, as all JTF-I support organizations were striving to enable the swift commencement of air operations as per operational imperatives; they were also wrestling with the correspondingly important and multifaceted demands of conducting theatre opening activities,

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adding yet another level of complexity to support operations.

### ***First deployment of a Canadian JTFHQ led air centric operation***

This was the first time that the CAF would undertake an operation by which an ATF (the combat component), with its elements and air dets, would be under command of an ATF HQ which would be under command of a JTF HQ and supported by a JTFSC on an expeditionary operation. JTF-I Force Elements and support organizations, were required to swiftly enable mission success, and conduct theatre opening activities with doctrine that was being fused together for the first time in such a complex setting.

### ***Addressing these complexities at the in-theatre level***

How were these foundational sustainment doctrines fused together at the tactical level within the Joint Operations Area (JOA)? Surely, the clash of these doctrines caused friction as the demands of theatre opening and ROTO 0, were worked through, but how were these inevitable frictions surmounted by the JTF in order to accomplish its mission? Although the answer may not be the 'end all be all' for every future mission, it can certainly be considered as a starting point for discussions.

From the onset of theatre opening and ROTO 0 and considering the issues raised in the previous paragraphs, it was recognized that a massive amount of coordination was required at the intra-theatre level when it came to the support and sustainment of the JTF.

This intra-theatre coordination was also required to ensure that effective and efficient reach back was maintained with CJOC HQ and also with the Commander of the Joint Force Air Component Command's (JFACC) Combined Aerospace Operations Center (CAOC) when it came to RCAF specific support and sustainment issues. Support and sustainment coordination at all levels was enhanced by a multitude of factors and the major ones will be briefly highlighted:

### ***Existence and Understanding of Sustainment Doctrine***

The very existence of those three doctrines which enabled the forces deployed to have a start-state and the basis for the establishment of an intra-theatre support framework as well as a greater understanding of all three doctrines by all personnel involved in the provision of support and sustainment were definitive enablers to the success of the mission. It was apparent that personnel force generated for Theatre Opening and Roto 0 had for the most part come from CJOC, CA and RCAF high readiness units such as 1 Canadian Division Headquarters, the Canadian Forces Joint Operations Support Group, 2 Service Battalion and the RCAF's 2 Wing, augmented by the high readiness elements (MSE and OSE) of 17 Wing supported by 8 Wing. Given their standing mandates, most of these units/formations were regularly exposed to each other on joint exercises, where they got to understand each other's doctrine from a support perspective. This undoubtedly paid important dividends in Op IMPACT. As the mission progressed, more Op IMPACT centric pre-deployment training was put into

place in order to prepare future JTF-I HQ pers and ATF-I pers in operating in such as complex operational environment. Based on feedback, this "Foundation" training has allowed support organizations to hit the ground with a much greater understanding of the in-theatre support framework.

### ***Intra-Theatre Cooperation***

The personal efforts of most in enhancing intra-theatre cooperation at all levels were a great force enabler. CAF personnel who participated in theatre opening and ROTO 0 arrived with the typical CAF can-do attitude and steadfast dedication to the success of the mission. They also arrived with expert knowledge and an open-mindedness which proved to be significant contributing factors to the success of the mission in that critical phase. Indeed, instead of anchoring and entrenching themselves within each of their respective doctrines, they were open to forging a way forward in order to fuse those three distinct doctrines in an intra-theatre support and sustainment system that seemed to work. This aspect highlighted the premise that doctrine is not an end in itself but a means to an end. The acceptance of this premise was a key enabler in the creation and execution of the system described in the next paragraph.

### ***Implementation of Functional Coordination Centers (CCs)***

Very quickly, a trend was recognized that most meetings and coordination efforts could be grouped by support functions which spanned the entire JTF-I. Most sustainment coordination meetings were centered on Engineering Support issues, Logistics

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Support Issues and Signals Support Issues. Indeed, it was rapidly noticed that the more each element of JTF-I coordinated with each other, the more effective and responsive the support and sustainment architecture and processes seemed to work. In other words, the more each support organization knew about each other's business and requirements, the more they could make the existing doctrines work together. Unintentionally, these informal coordination meetings were allowing each element's doctrine to work. In fact, in a roundabout way they were validating each element's doctrine. What was also being highlighted by the apparent benefits of these coordination meetings was the need for a more formalized structure.

This need for a more formalized structure, the CC, did not involve the requirement for additional personnel to the tightly controlled JTF-I Table of Organisation and Equipment (TO&E). The formalized CC were composed of existing key players within each support organization and chaired by JTF-I HQ Staff who ensured alignment with JTF-I Comd's intent and priorities. In essence, without being depicted in the JTF-I Order of Battle (ORBAT) or in the Op IMPACT brick of the Canadian Forces Tasks Plans and Operations (CFTPO), the CC were an 'over-lay' to the actual organizational and C2 structure of JTF-I; the 'forcing function' that fused the three doctrines together.

The structure and effectiveness of implemented intra-theatre, tactical level solutions, such as the CC implemented during Op IMPACT has certainly evolved and will continue to evolve over subsequent rotations.

Their effectiveness will undoubtedly be influenced by the personalities involved and the evolution of the mission itself.

Hopefully readers will understand how these foundational sustainment doctrines were fused together at the tactical level and how each element came together, with their own understanding of how to support themselves according to their own doctrine, and ultimately worked together under one JTF.

Expeditionary sustainment operations are inherently complex and that complexity is inevitably compounded by external factors which challenge the ability of deployed support organizations in enabling mission success. Commanders and supporters alike face this complexity through the lens of their environmental or joint sustainment doctrine. Given the nature and scope of recent operations such as Op IMPACT, we will most likely see the fusion of multiple environmental and joint sustainment doctrines and be forced to 'figure-it-out' at the intra-theatre level on future missions. Commanders and supporters have a better chance of mission success if they use their knowledge of sustainment doctrine as a means of enhancing their flexibility in implementing tactical level solutions to complex problems. In other words, doctrine, as important as it is, should be considered as a means to an end, and not as an entrenching tool nor as an end in itself.

Knowledge and experience are key in understanding doctrine and we should

encourage exposure to environmental and joint sustainment doctrine as often as possible through collective training events and exercises, and any other professional development opportunities available out there. In doing so we will better prepare future leaders, leading or embedded within environmental or joint support organizations, in finding flexible solutions to complex problems in the volatile and complex operating environments we expect to face in the future.

1. CFJP 4.0, Support, 2-1.
2. The CA has issued as recently as 2012 the B-GL-345-001/FP-001 Combat Service Support (CSS) Units in Operations. The RCN has issued the Logistics Deployed Support Naval Logistics Publication – 4.00 in 2015. The RCAF has published B-GA-402-003/FP-001, Canadian Armed Forces Air Doctrine: Force Sustainment in 2015. CJOC has published in 2014 its Canadian Forces Joint Publication (CFJP) 4.0 Support.
3. It is important to note that CONPLAN JUPITER is not sustainment doctrine. However it does speak of sustainment in how the JTF HQ will be structured and the roles of its inherent J staff and how it will relate with the JTF Component Commanders.
4. Also of note, OSH-K was not a JTF-I Force Element and hence reported to Comd CJOC not to Comd JTF-I.

*LCol Luc Girouard has been an air logistics officer for 23 years and has commanded at the Mission Support Element, Squadron, Wing, Air Task Force and Component levels. He has been the Commanding Officer of 2 Air Expeditionary Squadron and was most recently the Commanding Officer of the Joint Task Force Support Component for the latter part of Theatre Opening and throughout ROTO 0 of Op IMPACT. He is now the Deputy Commander of the Canadian Forces Joint Operational Support Group.*

Tell us what you think of *The Logistician*!

+Logistics Branch Secretariat@SJS LBI@Ottawa-Hull



## *Holiday Message from Director Army Logistics*



As the holiday season is rapidly approaching, it is essential that all Logisticians take pause to reflect on their accomplishments in 2016. It is

without doubt, that the hard work and dedication of all the members of our multidisciplinary team has provided outstanding support to both the Canadian Army and the Canadian Armed Forces as a whole. In 2017, the CAF will embark on several new expeditionary operations as we prepare to force generate an enhanced presence in Europe in support of NATO and work to further define our contributions to peace support operations. All Logistics subspecialties will be required to ensure our contributions remain relevant, flexible and highly responsive to these evolving support requirements. However, I am confident that with our professionalism and dedication to our trade, your contributions will be outstanding examples for the Logistics Branch.

The holiday season is a time for all Logisticians to shift focus from work and to spend time with loved ones. This break is an important time to thank all those who support us throughout the year and make it possible for us to continue our work, training, taskings and deployments. I hope you are all able to take some well-deserved rest and enjoy yourselves with family and friends. You have accomplished much together this year and I look forward to the new challenges and opportunities for the Logistics Branch. Thank you for all of your hard work in 2016. Happy Holidays and best wishes for a happy and healthy New Year!

Servitum

*Colonel K.E. Osmond*  
*Director Army Logistics*

## **2 Air Movements Squadron Participates in Support of Highway of Heroes Bike Ride**

*2 Air Mov Sqn, Capt John Lion*

On 24 September 2016, cyclists participating in the journey from Trenton, Ontario to the Veterans Memorial in Queens Park in Toronto, Ontario commenced with a moving ceremony at the Afghanistan Repatriation Memorial in Bain Park. Among the riders was a team from 2 Air Movements Squadron consisting of MWO Dave Myers, Capt Kevin Gillis and Capt John Lion, dubbed the 8 Wing Warriors. The purpose of the ride was to honour the men and women who made the ultimate sacrifice for our country while raising



Capt John Lion, Capt Kevin Gillis and MWO Dave Myers pose in front of the Afghanistan Repatriation Memorial at 8 Wing Trenton Photo credit: 2Lt Ken RG Jacobson, 8 Wing PA

funds and awareness in support of our ill and injured Canadian Armed Forces members, veterans and first responders and their families through the

Wounded Warriors Canada charity. Together the team raised \$3,774 while

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the ride raised over \$200,000 in total.

The route over the two days took the cyclists along the sacred stretch of the 401 highway between Trenton, Ontario and Toronto better known as the Highway of Heroes. Crossing the 401 several times, the route brought the riders through challenging back country hills, through small towns, bike paths and urban centers stopping for ceremonies in Trenton, Bowmanville, Oshawa and finally Queens Park in Toronto. The first day took riders from Trenton to Bowmanville where a dinner was held in their honour. The second day took them from Bowmanville through the communities of Oshawa, Whitby, Ajax, Pickering, Scarborough and finally into Downtown Toronto.

Throughout the journey the riders rode a total of 224 kilometres over the two days in efforts to promote the Wounded Warriors Canada message: Honour the fallen; Help the living.

## Movements North of 60

*4 Wing Cold Lake and Op NANOOK 16 TFMO  
Lt Matt Allen*

When I was told that I would be spending the summer in Yellowknife, NWT as the Task Force Movements Officer (TFMO) for OP NANOOK 16, I was a bit daunted, to say the least. After coming off my Movements Course in Borden earlier this year, and with no experience in the Movements world, I knew I would be in for a challenging yet hopefully rewarding experience. I kept a level head and hoped all the stories of past operations experiencing delays involving volcanic ash, maintenance



Lt Matt Allen, reporting to work at JTFN in support of Op NANOOK 16

Photo credit: Sgt JRP Blouin

issues, and weather would not come to pass and that I could move everyone and everything in and out of theatre with no major issues.

As the TFMO, I found being the “go to” guy for the planning process was quite a unique experience. I was fortunate to have excellent support in this role through the Joint Task Force North J4 Staff and the Deputy TFMO Sgt Phillippe Blouin, 5 Svc Bn, which helped me get the job done and to learn as well. Dealing with such a diverse set of stakeholders and people at all rank levels really helped me expand my communication skills and diplomacy, but at the same time everyone knew the job I was trying to accomplish and were more than helpful. And of course with this position there was a reasonable amount of staffwork to go with it. Between the ‘Task Force Movement Table’, ‘Move Synch Matrix’ and the seemingly endless e-mails, I did find

myself working late hours to ensure everything was in place. Although it was a busy time, I was able to find myself in the back of a CC-130J on several occasions pushing pallets and strapping down vehicles which in the end, made it all worthwhile.

During the deployment phase of OP NANOOK 16, it was very rewarding to see the plan come into action. Sitting in the daily briefings and listening to what was going on at the two separate Lines of Operation, one in Whitehorse, YT and the other in Rankin Inlet, NU, along with seeing the Public Affairs social media posts, was like watching the tadpole turn into the frog. All the late nights and running around had paid off, and I was left with the finished product of a successful operation and the amazing amount of information that I now have in my toolbox.

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Between the increasing Canadian emphasis on Arctic sovereignty and my own personal interest I am very thankful to have received the chance to work north of the 60<sup>th</sup> parallel. I truly enjoyed my experience and I would encourage anyone to take advantage of the opportunity to be the TFMO for a Northern Operation.

## The Office of Conceptual Supply - Supporting Op IMPACT

*Op IMPACT Capt Leah Sullivan*

Let me set the stage. You are in a desert, but not one of those pristine deserts from the Mummy movies where the sand is clean and the dunes roll on into the sunset. This one is more like the desert from the Mad Max movies, where it is littered with the corpses of burnt out cars, robbed of their tires, and the odd camel carcass. This is the scene that greets you as you drive between bases.

Do not get me wrong, the city itself

has some lovely parts. The mall is magnificent; one could easily get lost in its underground parking. Some of the housing is absolutely resplendent. As you drive down the highway to the airport if you look to your left you will see mansions neatly set side by side as you would cute townhouses in Toronto; on the other hand if you look to your right you will see dilapidated apartment buildings much as you would see driving through Detroit.

As you can imagine, the base is not located on the left hand side of the road. It is in the desert; to the national military's credit there are fewer used tires and abandoned vehicles on the base, but it does come complete with bombed out bunkers from the 90's to give it a charming rustic feel and some scattered air plane parts. Despite this, a couple of months into the rotation, the offices (né weather havens) at Camp Canada become home.

As the Officer of Conceptual Supply (CFTPO name change from "J4 Sup" pending chain of command approval), I work within the J4 cell for the Joint Task Force – Iraq Headquarters (JTF-I HQ). Our section, which provides logistical advice and coordination for current and future operations across

the Joint Operations Area (JOA), consists of the Movements cell, the Office of Conceptual Supply, and the J4 himself who wrangles us into check, attends a simply unjustifiable number of meetings, and advises the General on what is what with logistics.

The Movements Cell is a Captain and a Senior NCO who are responsible for intra-theatre movement, as well as tracking and coordinating with Canadian Joint Operations Command (CJOC) for anything coming in or out. They spend the majority of their days answering the Task Force's questions (whether movements related or not) and assuring the chain of command that they cannot actually guarantee that a flight will take off, much less who or what will be on it, until 24 hours prior to a somewhat fluid national schedule (and by the way there is a calendar on Outlook so please check that next time and stop asking them what time the flight is coming in).

At the Office of Conceptual Supply, we (myself and my Sergeant whose title change to "2IC OCS" is also pending) provide advice to the chain of command and the various subunits on supply policy. The good sergeant spends a great deal of time doing



A RCAF CC-177 Globemaster Aircraft on tarmac near Camp Canada in Kuwait during OP IMPACT on 6 Jul 16. Photo credit: OP IMPACT, DND





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DRMIS investigations and other supply systems related tasks as well as providing technical advice to the supply technicians for the other organizations. My primary function is bothering CJOC with questions related to how the “Trickle Relief in Place” has made the scheduling for supply reports more baffling than necessary and harassing the chain of command about IMPs.

Aside from the HQ element, Op IMPACT has several other support elements – arguably more than actual elements requiring support. There is the Joint Task Force Support Component (JTFSC) that was recently mixed in with the Operational Support Hub (OSH), which is temporarily responsive to JTF-I for matters related to OP IMPACT, but still a distinct entity responsible to support the entire South West Asia region reporting directly to CJOC (the combined command relationship diagram is enough to make even the most org-chart-happy of adjutants implode). The Air Task Force has its own support structures; a headquarters one and a Mission Support Element in addition to the support integral to the detachments. Ultimately for anything other than the fiddly bits that go on aircraft they go back to the JTFSC/OSH (heretofore referred to as the JOSH (chain of command approval pending)) for support as well.

Now that the mission is expanding in Iraq there is the

requirement for additional service support in the JOA. A JTFSC is being set up there, which reports to a JTF-I HQ detachment headed by a Lieutenant-Colonel, who in turn falls under the overarching Task Force Commander. This organization will be supporting two units and will reach back to the JOSH when required.

The key challenges that we have faced again and again over the course of rotation three can be boiled down to two main areas: flights and manning.

Previous to this tour, as a movements newbie, I had assumed that flights in the military were much like flights in the civilian world. There was a schedule and it was more or less followed; when things went wrong you either waited out the storm or just got a new plane.

It is not so in the Royal Canadian Air Force.

Due to the fact that we do not have a surplus of functioning aircraft lounging around waiting to be tasked, when one or two CC177 are grounded there is an impact. When the entire fleet is grounded because a company

may have mislabelled the engine oil we bought, that is even worse.

Manning becomes an issue because of the varied support required and the decentralized nature of such a large JOA. As a result of not having key specialists such as weapons technicians, material technicians, and ammunition technicians, we frequently rely on Technical Assistance Visits to accomplish key tasks such as recertifying sea containers and making sure the weapons see the sunlight once every six months.

And, naturally, aircraft being grounded affects our ability to get the people that we can find into theatre when and where we need them. The web of logistics indeed.

But at OP IMPACT we carry on with managed expectations, boldly sustaining until such time as these issues become #Roto4Problemz.

Deployed members remove concertina wire after permanent fencing was installed around Camp Canada during Operation Impact in Kuwait on August 16, 2016  
Photo credit: Op Impact, DND







Mr Samuel Gagnon and PO2 Tammy Samson  
Photo credit: PO2 T Samson

## Fighting Her Way to the Top

CWO Fréchette –A4 Foods

Through practiced skills and training, personal sacrifices, steadfast discipline and determination, Petty Officer 2<sup>nd</sup> Class Tammy Samson literally fought

her way to the World Karate and Kickboxing Commission (WKCC) World Championship in Dublin Ireland (29 Oct -04 Nov 16), where she achieved success, winning Gold and the prestigious title of *World Champion*.

A talented Cook and dedicated athlete for over 5 years, PO2 Samson is an ambassador of the Canadian Armed Forces. During her athletic career, she has consistently

finished in the top of countless tournaments/competitions, proudly representing herself, her occupation and the Canadian Armed Forces in world championships, reaching the podium to earn gold in individual competition.

On 31 Oct 2016, PO2 Samson ranked first in the woman's Kata Creative Weapons, qualifying her for the WKCC World Championship. Winning the Gold medal at the WKCC World Championship is one of the highest honours in the sport. "This world event was the biggest challenge of my life and I felt such pride standing on the podium and hearing them play our national anthem" says PO2 Samson. They had a great team from Quebec City and PO2 Samson credits Mr. Samuel Gagnon for encouraging her and supporting her training, including the last week in Dublin.

As a member of the CAF, PO2 Samson has been an example to her peers. Her enthusiasm is infectious and her successes demonstrate that she was able to balance both her career and her love of her sport, excelling at both.

## My Experience in CANSOFCOM Supply

CSOTC Sgt Stephen Clarke



Being a member of the Canadian Special Operations Forces Command (CANSOFCOM) has been the most rewarding part of my military career to date. Not just because I have access to some of the most amazing innovations in materiel technologies, but because I am trusted to do my job, and adjust to change...using critical thinking skills. I experienced "change" first hand when the Supply tool transitioned from Materiel Information Management System (MIMS) to the Defence Resource Management Information System (DRMIS) in 2013 within CANSOFCOM. We did not have a DRMIS subject material expert (SME)

cell to lean on before or after the switch over, as the SME's were learning themselves. It was up to each member to embrace this new program, utilize the limited training we received and start learning as quick as possible. As you learned the new skills, you did not hoard all the knowledge to yourself, but offered that knowledge or Standard Operating Procedure (SOP) to other members of your team and other units. Unfortunately, the switch over happened during peak operational tempo and many Supply Techs went from moving at 100 Km/h to having a SOP book or training wheel attached to

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*The vision of the Logistics Branch is to deliver world class sustainment to achieve operational and institutional excellence.*



them for a few weeks. As with all learned skills people became more proficient with increased exposure and were almost back to normal speed in a short time.

The almost back to normal is because the version of DRMIS used in CANSOFCOM looks and operates just like the version of DRMIS used by the Army, the Royal Canadian Navy and the Royal Canadian Air Force, but it has very subtle differences that you don't know about until you run into them face first. The first being that we use DRMIS on a Secret, Level II network. This allows us to catalogue classified material. In today's logistical world it is vitally important that everything is accounted for. The huge downside is that a large quantity of items we use are procured locally and not ordered from the national depots, increasing the amount of work performed by each Supply Tech in DRMIS. Instead of inputting a

demand against the Depot and preforming the inbound receipt when the material arrives, we have to create purchase orders in DRMIS for the material required, in many cases going through the process to have vendor profiles created as no one in the Canadian Armed Forces (CAF) has ever ordered from the vendors we use. Once we receive our shipments we have to identify proper NATO Stock Numbers (NSN) and bring each item on charge against the proper stock number, ensuring we don't assign a second stock number for a previously catalogued piece of equipment. The other problem is visibility of our Supply Accounts, with the use of different servers, this prevents people from using DWAN DRMIS from seeing our account structure and our material holdings. This proves to be very difficult at times when dealing with new Item Managers (IM) as they cannot see how many of a specific commodity you are holding or where

the commodities they had issued to you last week went. With increased communication to the IM or directing the IM to the CANSOFCOM DRMIS SME's, commodities are always accounted for.

Although the CANSOFCOM version of DRMIS can increase the workload in some aspects, it does allow the people who use it to do the job that is asked of them while ensuring that



## *Holiday Message from Director Air Force Logistics*



The holiday period is a time to share the best of ourselves with those that we care about. It is a time to celebrate all those things for which we are

grateful and for which we are blessed. Take time for yourself, and your family, and take time to share the joy of this time of year with those who may not be so blessed, and those who may not be as fortunate. Remember to celebrate the service of those who cannot be with us this holiday season, and in the extreme, take a moment to send perhaps a silent best wish to the families and friends of our fallen who will be missed, in particular, at this time of year.

Like 2016, 2017 promises to be a high tempo year for all in CAF and in the RCAF. Our wings will continue to force generate and sustain RCAF operations. We will strive to provide

Servitium Nulli Secundus to all our Logisticians so as to best assist and prepare them to support their immediate deliverables, whether at home or abroad.

To the members and families of the Logistics Branch, I extend a heartfelt thank you for all your efforts and support of the past year and very much look forward to the energy the New Year will bring. To all, the warmest Holiday Wishes and safe journeys to those of you travelling.  
Best of the Season,

*Col Y.N. Thomson*  
*Director Air Force Logistics*





## Ex RIMPAC 16 – Joint Task Force Support Component



JTFSC RIMPAC 2016 Det SOCAL (South California) with LCol A. Lefebvre and CWO L. Ward

### *JTFSC Contracts O, RIMPAC 16 Capt Tammy Dupuis*

Exercise Rim of the Pacific (Ex RIMPAC) is a biennial exercise conducted in the area of the Pacific Rim. It is the world's largest international maritime exercise comprised of nations with an interest in the Pacific Rim region. Ex RIMPAC provides an important training opportunity to enhance interoperability between participating forces; improves readiness for a wide range of potential operations; and strengthens military-to-military partnerships.

Amongst the 26 participating nations, Canada deployed close to 1,500 Canadian sailors, soldiers and airmen and airwomen, used Royal Canadian Navy vessels, Royal Canadian Air Force (RCAF) aircraft and Canadian Army equipment to integrate with

25,000 military personnel from the other participating nations in the Hawaiian as well as in the Southern California (SOCAL) region. Of note, for Ex RIMPAC 16, the RCAF deployed one of its largest ever Air Task Forces, integrating all detachments to participate in training scenarios in Maritime Patrol, Humanitarian Disaster Relief Assistance, fighters, and coalition air-to-air refuelling. To ensure the provision of Operational Support to Canadian Armed Forces (CAF) elements throughout this exercise, the Canadian Forces Joint Operational Support Group force generated a Joint Task Forces Support Component (JTFSC). Overall, the JTFSC consisted of over 65 personnel that provided logistical support, as well as computer information systems, Military Police, and Health Services

support.

With such a large force of Canadian participants at RIMPAC, there was an impressive amount of material and equipment that was brought to Hawaii and SOCAL in order to sustain operations. Rain or shine, day or night, when this cargo needed to be received, the Movements Control Section along with the Mobile Air Movements team were there to greet the planes. Over 72 aircraft pallets of cargo and 50 vehicles/Aircraft Maintenance Support Equipment, for a total of 126 197 kgs were processed for deployment alone, in addition to 25 Sea Containers and 350 passengers.

The JTFSC managed multiple Canadian Joint Operations Command (CJOC) and locally initiated contracts.

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The service contracts included managing a fleet of 268 vehicles and over 350 hotel rooms. While the Orderly Room was primarily responsible for administrative support of the JTFSC personnel, staff also provided support with respect to travel arrangements and personnel tracking for the Air Task Force (ATF) and the Maritime Component as required. The JTFSC Orderly Room also acted as the center for tracking and reporting of all personnel on ground prior to the National Command Element (NCE)

standing up and following their departure.

The JTFSC was led by LCol Anik Lefebvre from Canadian Forces Joint Operations Support Group (CFJOSG) in Kingston and CWO Lise Ward from 3 Canadian Support Unit in Montreal. This command team was very passionate, as exemplified by their dedication in having the entire JTFSC personnel participate in the 22 Push-Ups a Day for 22 Days Challenge, a campaign to raise awareness for combat veterans and PTSD-related suicides.

Of note, at the end of the exercise, the JTFSC was presented the Air Task Force Commander's Commendation, by Col D.E. Molstad, ATF-R Commander, for our contribution and professionalism in the establishment and sustainment of logistics support to enable the delivery of Air Power during this large multinational Joint Exercise. The efforts of all personnel within the JTFSC exemplified the professionalism and superior abilities of our Forces.



Maj J.A.R. Hebert, MO; MWO WP Aird, Tpt O; MCpl P.R.J.F. Ferland, Med A; Sgt R.J. Allan, MP; Sgt J.S. Bouchard, LPO; Cpl S.Y. Bessette MP; Capt G.G. Benjamin, Contracts O / det OC; Capt C.R. Eldridge 4 CFMCU; Cpl J. Caballero, 4 CFMCU; Sgt J.S. Lapalme-Robitaille, 4 CFMCU Photo credit: Cpl White-Finkle from Combat Camera



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**Stay tuned for more Canex promotions for CFLA and Branch Fund members.**



## European RMS Clk Seminar – 27–29 September 2016

*Unit MWO CAN NSE Ramstein  
MWO Don Farr*

With more than 50 RMS Clerks posted throughout Europe, how do we professionally develop the trade? Thanks to the initiative of MWO Gagne, Superintendent Clerk Geilenkirchen (GK), and her team a RMS Clerk Seminar was held in GK. As the inaugural seminar in Europe, long days and many hours were spent in the organization of a very successful event.

44 RMS Clerks (Cpl to MWO), posted throughout Europe and USA, made their way to GK. Over three days everyone was exposed to many diverse topics from various guest speakers. CWO Poulin, presented the state of the RMS Clerk trade and explained the Occupational Analysis and why the RMS trade was being reformed into two trades – HRA and FSA. The rest of the day we were presented with PER writing techniques and a visit by the VCDS Superintendent Clerk, MWO Marnie

Davis. She explained her role at that level and asked for suggestions that may improve the annual RMS Clk OUTCAN seminar held in Ottawa. We finished up with a VTC with Cdr Peters who explained the progress and intent on Guardian 9.1. Very interesting as it showed the way forward and introduced the training syllabus for future courses.

After settling back in for another day, our next guest lecturer, CWO Savard, from the NATO School in Oberammergau, Germany presented a lecture on Leadership and Communication. The lectures were skillfully augmented by team building exercises (spaghetti tower and nail challenge). We learnt that there are many opportunities for professional development through schools in Oberammergau and Lucerne, Switzerland. The day concluded with presentations on: local Geilenkirchen procedures for VTA and various types of advances; “Fitness for Clerks” led by the local PSP; and WO St. Jean presenting the important changes to

our Canada Pension Act.

As the RMS Clerk trade has now become HRA and FSA, MWO Gagne hosted the last European RMS Clerk “Mess Dinner” where we enjoyed good company, local food and received guidance from the CFSU(E) CWO.

The final day was dedicated to the VCDS Comptroller, discussing their role, responsibilities and an in-depth conversation on event and hospitality authorization.

Hosting a Clerk Seminar is usually accompanied with the question – “is it worth it?” After organizing and participating in a few of these I can say that there is both instant and long term payoff for all clerks. The benefit of the information and guidance received will only heighten the level of assistance and mentorship to our local areas. Thank you to MWO Gagne and her team for a very well planned seminar.



Adjum Gagné, WO Picotin, (LWOP) Sgt Turner, PO2 Sulyma, MCpl Dionne, MCpl Belle Rive, Cpl Sharpe, MCpl Gunn, MCpl Young, WO Martin, Sgt Howarth, WO Lizotte, CPO2 Roach, Adjum Farr, WO MacDonald, WO Thomas, PO2 Laneville, PO1 Navas, MS Smallwood, Sgt Tessier, MCpl Creasy, MS Edmondson, Sgt Sincennes, Sgt Bugutsky, MCpl Trottier, Cpl Burns, PO1 Kenoford, WO McLeod, Capt Nicolson, WO Cunningham, Sgt Todoruk, WO Anderson, Sgt Rushton, MCpl Povrani, MCpl Morin, Cpl Lynch, WO St-Jean, MCpl Tremblay, Cpl -Marcotte, Sgt Beynen, MWO Holmes, CWO Poulin Photo credit: MCpl J.S.Ambata







## Ammunition Technician Officer Course Rattles Windows

*CFAD Angus Capt M Windsor*

We rattled windows and probably woke up a few napping babies but if we had to do it all over again we would not hesitate. As candidates on the Ammunition Technical Officer (ATO) course we learned all aspects of ammunition and explosives whether it be safe storage techniques or explosive ordnance disposal (our favourite). The ATO course requires a greater commitment from the candidates than most specialty courses; its length is 10 months in total including a 4 month academic phase at RMC and a 6 month practical phase at the Explosive Training Cadre at CFLTC Borden.



Capt Mike Muir, Capt Mike Winsor, Capt Steve Methot, Capt Gris Gutierrez, Lt Tony "Little General" Poirier, Capt Anthony Marissen, Capt Richard Mbala-Kanangila, Lt(N) Chris Giesbrecht, Lt(N) Norm Young, WO Eric Lebreton, MWO Erwan Marquis, Maj Andrew Wilson Capt Gabby Van Raes Photo credit: Capt M. Windsor

Capt Steve Methot, my good humoured lab partner, picked up the beaker and slowly started swirling the mixture, "The key is to make this with love". Steve, a former NCO, and myself, with a Political Science degree, in fact had no prior experience to working in a laboratory setting. Yet here we were, making an explosive substance, Picric Acid to be precise. The academic portion taught at RMC pushed what we thought we could comprehend; originally believing ballistics, chemistry and metallurgy were for engineers. We began to understand what was in an explosive device, why it was in there and why it was made a certain way. We began feeling a sense of pride in our increased knowledge and became even more enthusiastic about ammunition sciences. Our professors were first rate experts in all science fields and several had experience as either ATOs or military engineers; there was no question they could not answer when it came to military technologies.

The confirmation of what we learned during our semester at RMC came in the form of a five day field trip to DRDC and General Dynamics ammunition production facilities. Representatives were able to explain their processes and projects to us at a professional level, this in turn, along with the site tour, solidified our theoretical knowledge as we were able to see it in action. Up until this point the 5.56mm round was a simple and ubiquitous piece of equipment that required no thought by the user, now we see it as a highly engineered device with countless manufacturing steps before it reaches your C7 rifle.

With the first phase laying a theoretical understanding of explosives and ammunition complete, we were able to begin the second phase at the Explosive Training Cadre in CFB Borden. Here we were taught the meat and potatoes of the ATO specialty where we learned the nuts and bolts of

Canadian specific munitions. We were taught the components of these items and how they function. We were taught licensing of munitions storage facilities and investigation techniques for ammunition accidents. However, a great deal of our training was on the range where we got to train with (and have fun with) various explosives.

We have now completed our Performance Objectives and are eagerly awaiting our new career. Several of us are surprised to be here, we weren't sure if we had the background to carry us this far, but with good instruction and lots of teamwork the ATO program is accessible to all eligible officers who are interested. As for our laboratory research, Steve and I did indeed produce good quality Picric Acid. He was right, it just needed a little love.





## Developing a Supply Technician Course

*CFLTC, OIC Supply Trg Cadre,  
Capt R.A. Archibald*

The Canadian Forces Logistics Training Centre (CFLTC) continues to drive forward with course development and updating to maintain the most current training for students. As part of this continued course development, CFLTC ran a Master Lesson Plan Writing Board (MLPWB) 30 March – 29 April 2016 for the Supply Qualification Level (QL) 6 course. The MLPWB members include CFLTC's Sgt Tessier and Mr. E. Drummond and four Incremental Staff (IS) PO2 B.A. Newey, Sgt D. Desmeules, Sgt R. Lesage and WO L.D. Ledgister. While CFLTC staff focused on Training Plan (TP) development, WO Ledgister took on the leadership role overseeing the MLPWB.

The WB commenced on 30 March 16 and was tasked with the re-write of the Supply Technician (Sup Tech) QL 6 course and given four weeks to complete the task. The WB was required to develop lessons for three Performance Objectives (PO) for the course including: Control of Inventory, Procure Goods and Services and Manage Warehousing Facilities. They used the TP as it was developed to produce the POs, Master Lesson Plans (MLP) and the PPTs to support the training.

Under the leadership of WO Ledgister they established a plan and the group addressed the task at hand of developing a new QL6 course. They prioritized all tasks with input from

each team member, then provided an estimated timeline to complete each section. The team maintained open lines of communication by providing briefs and utilized a visual tracking system that offered transparency to the CoC. With the plan developed, they established and maintained a mission focused approach to the task. With the limited time allocated to the WB, benchmarks were set for the team to complete each section, which ensured their success.

Throughout the process of planning and providing briefings to the CoC, WO Ledgister identified an opportunity to offer a Professional Development (PD) session to members of the board and of the Supply Training Cadre. The PD session was focused on improving briefing skills. He covered information on the planning processes and proper methods of briefing groups or

individuals. Overall feedback from members was overwhelmingly positive. The leadership displayed by WO Ledgister and the concern for professional development was inspiring.

We recognize that, leadership within the CAF is directly proportional to our success. It is vital that when leadership is displayed, we recognize it. WO Ledgister took on a leadership role within the MLPWB and, as part of the team, oversaw the content development. His dedication, vast experience, mentorship and team building skills were highly evident from the beginning. These traits facilitated the creation of a detailed MLP which will support the conduct of Sup Tech QL6A courses at CFLTC for many years to come.



LCol Leclerc, WO Ledgister, MWO Roach



## FIRST RESPONDERS – A Culinary Challenge

*D Nav Log CPO1 Ferguson*

The Ottawa Chapter of the Canadian Association of Food Service Professionals (CAFP) hosted the 2nd annual CAFPro Am Cook Off on 2 October 2016, at Algonquin College in Ottawa. Four teams entered, 1 from the military and 2 from fire services (local EMS), and 1 student team. Each team had a student from Algonquin colleges Food services and hospitality program working with them. The judging of the food was by popular vote. The competition was friendly with each team winning a portion of the evening's funds to donate to the charity of their choice. As a result our military team was presented with a cheque for \$500.00 that went to our chosen charity, "Soldier On".

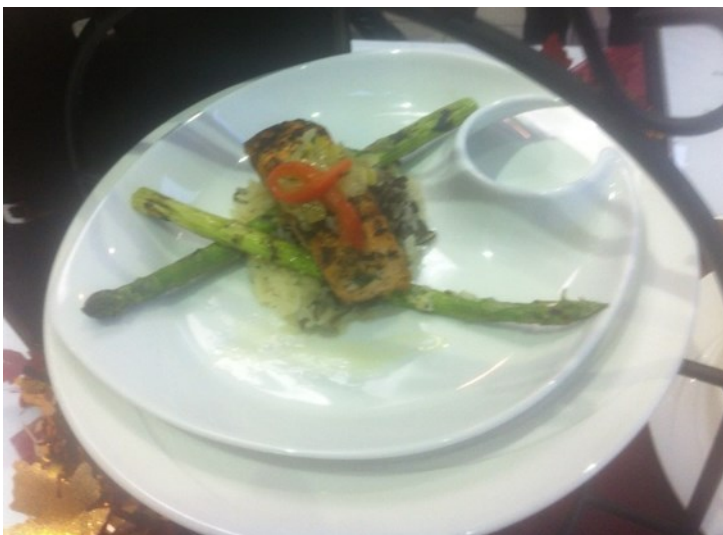
The Cook off was a great success and we made many interesting and professional contacts. This was also an excellent opportunity to meet an emerging generation of Food Service professionals such as our teammate Cynthia. In today's CAF it is an imperative that we remain current with civilian industry and our peers that



Mrs. Susan Bureau, LCol Vicky Fraser, CWO Steve Seymour, CPO1 Derek Ferguson, and Cynthia Camila Douglas Benitez. The team received a \$500.00 cheque for their chosen charity, Soldier On Photo credit: CPO1 DA Ferguson

work within it. These professional relationships not only benefit the CAF by keeping our cooks informed on the latest culinary trends and innovations but can also be a fun, rewarding

experience. Plans are already being made for next year's event, and those who participated are looking forward to seeing this event grow.



The Military team dish: Fresh dilled salmon, served over a bed of mango infused wild rice and fresh garlic asparagus. Photo credit: CPO1 DA Ferguson



## A New Tomorrow – The Evolution from RMS to HRA/FSA

*HRA Occupation CPO1 J.M.T. Bertrand /  
FSA Occupation CPO1 T.O. McCarthy*

Following an extensive review, the Occupational Analysis for the RMS Occupation was completed on October 31, 2016. The analysis identified several items, of which the two most important were a lack of financial expertise and training, and an imbalance of rank distribution within the RMS Occupation. As a result, it was determined that the RMS Occupation would be divided into two separate occupations; Human Resource Administrator (HRA) and Financial Services Administrator (FSA).

The division of the RMS Occupation was further solidified by a review of the Job Based Specification task list, which identified there was no task overlap and dividing the Occupation would allow for tailored training programs to ensure the new Occupations would be staffed with confident, well trained, and

experienced personnel.

Creating two new Occupations presented some challenges as over 3000 RMS Clerks were asked to choose a new trade. However, after many briefings to ensure personnel were aware of the expectations of the new Occupations, only six did not receive their requested position. Identifying how the new Occupations would support their units and change those positions to reflect this new reality also presented some challenges. Unit personnel are working to ensure everyone is on the same page and plan to resolve any discrepancies in the New Year.

Additionally, training had to be revamped as the new occupations were reviewed and the information being taught did not reflect the new HRA and FSA tasks. The updated training information reflects today's regulations and work methodologies, to prepare personnel for success.

For the HRA, our mission is to provide knowledgeable and outstanding administrative support to the Canadian Armed Forces and its members in a timely and sensitive manner regardless of location or conditions.

The mission of the FSA is to provide financial assistance and budget resources support to all military activities. We will deliver the financial component that was part of the former RMS Occupation responsibility. Through implementation of this new Occupation we will rebuild financial knowledge and expertise in support of modern comptrollership.

As with any change, it will take several years for everyone and everything to work itself out but we will meet any challenge head on and will make every effort to meet our mission mandates, train our personnel to a high standard and ensure the highest credibility for our Occupations.



### March of the Logistics Branch: "Service"

Ever true to our motto  
Our service is our pride  
Comrades in arms will always find  
We're fighting at their side.

We serve where Canada calls us  
On sea, on land, in air  
In war or peace we never cease  
Proud service everywhere.

Swords of war we keep sharpened  
With service matched by none  
Whatever the need, we will provide  
And serve till the job is done.

We serve where Canada calls us  
On sea, on land, in air  
In war or peace, we never cease  
Proud service everywhere.

By Maj (Ret'd) W.F. Riseborough





*Season's Greetings  
and Every Good Wish  
for the New Year*

FROM THE CANADIAN FORCES LOGISTICS  
MUSEUM TEAM

Dr. Gregory, Curator; Ms Gagnon, Museum Technician;  
and, Ms Corona, Museologist

Absent: \* LCol Truelove (Retd), Museum Director



## Recognizing our Logisticians



Maj Todd Batt, MCpl Malcolm Lapointe, WO Jim Melanson  
Photo credit: Cpl Sean Brake, Road and Vehicle Safety Clerk, TEMA

### *5CDSG, MCpl M. Lapointe*

During the pre-planning stage of the Sullivan Cup Tank Movements, dating back to Dec of 2015, to the execution, from March to May of 2016, MCpl Lapointe gave 100% of his time and effort to making this endeavour a success. He aggressively engaged all players involved in the moving of two Leopard 2 tanks and ancillary equipment via road/rail/road to and from Georgia. He dealt with many obstacles in order to make this task a success. One of the major issues was coming up with a suitable railhead in the province of New Brunswick, so he sought out expertise and came up with the CN Rail Yard in Quebec City as the closest acceptable facility where we could make this happen. He then inspected the tanks, organized the road move, and completed the paperwork to Quebec City all on his own due to personnel shortages within the Traffic Platoon in Gagetown (all were supporting various other operations). Upon arrival he encountered more issues at the railhead. These included: 8 feet of snow on the loading ramp, no work party, late rail cars, and anticipated rail company assistance,

which never did materialize.

He was also required to go to Georgia to offload the tanks, then to reload them after the completion of the tank competition. Reports from the user unit were outstanding, as he made all timings work, including the expected return date to Gagetown, where the tanks were needed shortly after the competition. Again, on his own, he completed all loading, offloading, documentation, and liaising with the different parties involved. He was only able to accomplish this by utilizing his phone and portable office as problems, requests and notifications were happening at all hours of the day. When situations occurred and he was home on leave, he would contact the personnel involved and either solve the problem by phone or come into the Base to rectify the difficulties that were being experienced. Basically he made himself available 24/7 in order to make this activity a success. I believe he has earned this coin by his display of dedication and hard work. It will serve as a symbol to others here that when extraordinary work is done, it is recognized by the Chain of Command.

### *1 CAD AMD Dangerous Cargo, WO S. Amos*

WO Amos has put forth an extraordinary level of effort in support of 426 Squadron initiatives and goals. He has committed hours of additional workload into developing and improving the CC-130H Loadmaster SAR course. WO Amos has utilized his extensive computer skills in revamping the course PowerPoints to the Sqn standard, revising the schedule and making several improvements and updates to the Student Record Book. Simultaneously, he has been working outside his current standards position on the Mobile Air Movements Section Officers course to assist his section in the refinement of the recently added course to 426 Sqn. WO Amos created the course schedule, several PowerPoints, an organizational activity tracker spreadsheet and standards exams.

WO Amos is an example for junior tradesmen to emulate by taking several professional development courses or by completing his diploma in Military Arts and Science through Loyalist College. On many occasions, he was quick to volunteer on short notice tasking's when a Loadmaster was required for the SAR OTU or to augment 424 and 435 Sqn. Above his job requirements, WO Amos has assisted 424 Sqn with the training and standards evaluations of its Loadmasters on OJTP to provide mission capable flyers. He volunteers in the community as a committee member at the Quinte Figure Skating Club.

(Continued on page 29)





(Continued from page 28)

Through his constructive feedback with TRSET, 2 Air Mov Sqn and the Loadmaster Standards Community, WO Amos supremely cares to develop the knowledge of junior Traffic Technicians and Loadmasters to improve the overall health of the Loadmaster specialty within the trade. He is an outstanding asset to both the Traffic Technician trade and the Loadmaster specialty.

CWO D. Culver and WO S. Amos  
Photo credit: Trish Hupe



### *2 Air Mov Sqn, Ms A. Weinber*



Ms Alanna Weinber and CWO D. Culver

Alanna Weinber was recently presented the Traffic Tech Coin in recognition of over 30 years of exemplary service, education and support to the Traffic

Tech trade. Her unparalleled expertise of Customs brokerage and her willingness to share that knowledge within the Tfc Tech community has enhanced the overall knowledge and effectiveness of technicians not only in Trenton but across the country. She has been invaluable in providing expert advice on Customs policy and regulations saving DND an immeasurable amount of money in avoiding Customs Fines. Possessing exceptional initiative and forethought, she promulgated a detailed training package on deployed Customs requirements providing standardization which has been implemented as a training tool for Tfc

Techs that are about to deploy. She mentors Junior Tfc Techs; many of them seek her advice on shipments while on deployment. She always has a kind word and professional demeanour which instills trust and cooperation in the Tfc Techs. She also retains the utmost respect from Canada Border Services Agency (CBSA), which effects smooth clearance of international freight, reducing irregularities. Her expertise, professionalism, and dedication to the RCAF and towards deployed operations have been a critical link in the continuing success of air movements. Alanna is well deserving of the Traffic Tech coin and has garnered the respect of the whole trade.







## Occupational Coin Food Svcs Award

*CPO1 Ferguson –D Nav Log*

CPO2 Leroy Pyke, Galley Operations CPO2 at CFB Halifax was presented with the Cook Occupational Coin while on Food Safety and Defence training in Borden on 31 October 2016. It was indeed a pleasure to present him this coin in recognition of his commitment to the occupation, his outstanding devotion to operational success and the wellbeing of those within his scope of tutelage. Well done CPO2 Pyke.



LCdr Wilson, CWO Seymour, LCol Fraser, CPO2 Pyke and CPO1 Ferguson  
Photo credit: CPO1 DA Ferguson

## In Recognition of Selfless Commitment

*SJS J4 Foods CWO Seymour*

The Ottawa Chapter of the Canadian Association of Food Service Professionals (CAFP) hosted the 2nd annual CAFPro Am Cook Off on 2 October 2016, at Algonquin College in Ottawa. Another important highlight of the evening event was the presentation of the local CAFPro Ottawa Food Service 2015/2016 Executive of the Year (FEY) award, presented to Canadian Armed forces, Chief Petty Officer 1<sup>st</sup> Class, Derek Ferguson.

The Food Executive of the year was acclaimed as a *National Award* by the Canadian Food Executive Association (now CAFPro) in 1973. The FEY is presented at the branch level (local), and nationally to CAFPro members in recognition of outstanding ability and contribution to the foodservice and hospitality industry, as well as for service in CAFPro and community involvement throughout one's career.

Each year names are submitted locally and nationally followed by completion of a comprehensive nomination outlining the individual's development, achievements, and responsibilities both currently and in previous positions held during their career. The nomination also outlines national and local leadership activities in other industry associations and community/volunteer groups and associations. Finally the individual's

activity as a member at their local branch and national involvement is assessed.

It is an incredible honour to be recognized by peers, to receive the local award and to be nominated for the National Award. CPO1 Ferguson is nominated for the National Award which will be presented to the winner at the national Conference in Niagara in late spring 2017.



CPO1 DA Ferguson receives the CAFPro Ottawa Food Service Executive of the Year award



## *Holiday Message from the Logistics Branch Chief Warrant Officer*



2016 has once again been a fantastic year and we should be proud of what we accomplished. Of course, we are still facing many challenges and we

might not have been able to accomplish everything we had in mind, I know I haven't, but we still found ways to provide the best support we could with the resources we had. No worries, 2017 will give us all the opportunity to complete the remaining projects and will bring new challenges for us to conquer. Let's embrace together these new challenges and find ways to deal with them because, I know, together we can accomplish so much!

Please allow me to take this opportunity to personally thank you all for your contribution to the Branch and the Canadian Armed Forces. Also, please convey my most sincere appreciation for the support your family provides you every day. Indeed, without the support of our family, I sometimes wonder if we

could perform as well as we do. Furthermore, we will certainly spend quality time with our loved ones during this festive season but please take a few minutes to remember our colleagues that are away from their families helping to provide stability and security wherever they are.

Be proud to represent the Logistics Branch in such a professional way, because, what you do each day truly contributes to the overall Canadian Armed Forces' effectiveness.

Finally, to all of you and your family, have a wonderful and safe Holiday Season!

*CWO P. Côté*  
*Logistics Branch CWO*

***Logistics Branch Adviser / Logistics Branch Integrator***  
***Logistics Branch Chief Warrant Officer***

***Colonel B.K. Johnson***  
***Chief Warrant Officer J.P.P. Côté***

***Chair of the Logistics Branch Senior Council***  
***Colonel Commandant***

***Major-General C.A. Lamarre***  
***Major-General (Ret'd) M. McQuillan***

***The Logistics Branch can be found online at:***

***DWAN:***      ***<http://strategic.mil.ca/sites/intranet-eng.aspx?page=18125>***

***Internet:***      ***<http://www.forces.gc.ca/en/caf-community-branches-logistics/about-us.page>***



## The Logistics Branch Newsletter is Growing!

Thank you to all who have contributed and provided input to the Logistics Branch Newsletter. As we continue to develop, we want to hear from you! It doesn't need to be long (**normally 350 words but no longer than 500 words**) and don't forget to include pictures. Here are a few examples:

- Celebrate personal or organizational operational and institutional successes
- Logisticians on Operations (in accordance with CJOC PA guidelines)
- Discuss professional aspects of the Branch and its members
- Pictures/citations of Logisticians receiving Awards and Recognition (CAF awards, Comd Commendations, etc)
- Articles from units on current events, highlighting Logisticians and Logistics accomplishments
- Advertise new initiatives (new capabilities, projects, platforms)
- Logistician "at work" profiles (all ranks)
- Spotlights on retired members (where are they now)
- Reprinted articles from other periodicals about CAF Logisticians (must have permission from the publisher to reprint)
- Original essays on traditions and history, experiences on past operations (can be longer)
- Reviews of military logistics-related books
- Editorials by Sr Logisticians

Please ensure articles are submitted in both official languages. If you have questions or feedback, do not hesitate to contact us at [+Logistics.Branch.Secretariat@SJS.LBI@Ottawa-Hull](mailto:+Logistics.Branch.Secretariat@SJS.LBI@Ottawa-Hull) or directly:

LCol KJ Mills	(613) 995-1192
Capt MDA Fournier	(613) 995-1198

**Next Issue Volume 7, Issue 1, Submission Deadline: 1 February 2017**

