

THE LOGISTICIAN

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Canadian Forces Logistics Museum: A blessing in disguise



Canadian Forces Logistics Museum , AKA the Old Chapel, at CFB Longue-Pointe in Montreal.

By CWO Patrick Dufour, Royal Canadian Logistics Service CWO

The last few months have been anything but ordinary at the CFLM as we were informed by Real Property Operations for the Montreal region that the museum and its collection needed to find a new home by the summer of 2020.

This move has become necessary in part due to the state of our museum building, or the old chapel as many call it. Those of you who have visited the museum in recent years will agree that the building is well passed its life expectancy and has fallen into a state of despair that has become a health and safety hazard for its employees, visitors, and collection.

The land on which the building currently resides will remain in the DND portfolio, to be used as part of the ongoing plans to support base personnel and future growth at Garrison Montreal.

This change can be seen as somewhat troubling for many but the museum team, committee members, Royal Canadian Logistics Service leadership and various stakeholders are taking this challenge in stride. We will seize this opportunity to improve our museum's standing and how it delivers our Logistics history to our members and the public.

For planning purposes, a deadline of June 30th 2020 was agreed upon and key tasks reverse-engineered from there. This means that Friday September 20th 2019 was the last day

for visitors to see our displays for many months. From that point forward, the museum curator and a support team of varying size will work on dismantling the displays, inventorying and fully cataloguing the collection, and properly packaging every artefact to ensure adequate preservation during the transition phase.

Although we have a clear vision for what the museum will become, there are still several conversations to be had and many details to be finalized before we can fully publicize our plan. However, rest assured that all of the stakeholders surrounding this endeavour have our Logistics history at heart and will work towards achieving a sustainable solution and a vibrant museum infrastructure.



Inside this Edition

Index

Page 3 - Operation REASSURANCE: The Role of the Canadian National Support Element within NATO's enhanced Forward Presence (eFP) Latvia
by Lieutenant Ben Zuo, NSE Operations Duty Officer

Page 6 - Sailing into Healthy Eating - RCN Nutrition Update

Page 9 - Op REASSURANCE ROTO 11 Latvia
by MWO Dominic Dubois, RQ Op Reassurance

Page 12 - RCLS/CFLA Bursary Recipients 2019

Page 15 - New Base Commander—CFB Esquimalt
by A/SLt Michelle Scott, MARPAC Public Affairs

Page 16 - The MISL Initiative: How DND / CAF is modernizing Warehousing and Distribution

Page 18 - Masters of Business Administration at RMC
by James S. Denford, MBA, PhD

Page 19 - FSA Receives MILPERSCOM Commander's Commendation
by MWO Zalman Jackson, FSA Training Cadre Sergeant-Major, CFLTC

Page 20 - Logistics takes over 2 Wing Bagotville
by Capt Victor-Joël Couture, 2 MSS - CFB Bagotville

Page 21- Borden Financial Services Administrators Occupational Coins
by MWO Zalman Jackson, FSA Training Cadre Sergeant-Major, CFLTC

Page 24 - 7 CFSD Celebrates 65 Years
by Cpl Vander Griend, 7 DAFC

Page 26- Canadian Forces Base Borden International Women's Day (IWD) Event Garner's International Recognition

Page 27 - CHIEF'S CORNER
by CWO P Dufour



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Operation REASSURANCE: The Role of the Canadian National Support Element within NATO's enhanced Forward Presence (eFP) Latvia



Enhanced Forward Presence (eFP) Latvia R10 Canada NSE Group Photo

by Lieutenant Ben Zuo, NSE Operations Duty Officer Petawawa.

The Canadian National Support Element (NSE) is a unit under Task Force Latvia (TFL), within the larger scope of OP REASSURANCE. Commanded by Lieutenant-Colonel Kieran Kennedy along with Chief Warrant Officer Patrick White, the unit was roughly 100 personnel strong augmented with roughly 50 TAV personnel, consisting of Headquarters (HQ); Garrison Services Company with functional Transport/CMTT, Supply/LPO, and Kitchen sections; Health Services (HSS) Company; Engineer Services (ESS) Company; and functional Military Police (MP), National Rear Link (NRL), and Personnel Support Programs (PSP) sections. The unit consisted of both Regular and Primary Reserve force personnel from various home units across Canada, although currently predominantly from Garrison

The NSE provided essential second and third line support to the enhanced Forward Presence Battlegroup (eFP BG) as well a range of garrison services that required liaison with the Host Nation (HN) Latvia. The eFP BG consisted of Canadian-lead Headquarters, Canadian Mechanized Infantry Company (Dukes Company) and Canadian-led Multi-National (MN) Combat Support (CS) Company; consisting of Canadian Recce Platoon, Canadian Electronic Warfare Platoon, Albanian EOD Platoon and Slovenian Recce Platoon. The remaining sub-units consisted of three mechanized infantry companies (Italian - Aquile Coy, Spanish - Pelayo Combat Team and Slovakian - Stefanik Coy), Polish Armoured Squadron (Hussars), Spanish Engineer Squadron (Sappers), Canadian-led

Artillery Squadron incorporating the Czech Republic Mortar Troop, and the Canadian-led MN Combat Service Support (CSS) Coy.

The Sending Nations (SN) have deployed NSEs which consist of the A-Echelon elements which are detached to the sub-units during operations and exercise. As the framework nation (FN), the Canadian NSE was the focal point for SN NSEs from Spain, Italy, Poland, Slovenia and Slovakia for institutional and second line support. Furthermore, limited service support was provided to Albania and the Czech Republic which were deployed without an integral NSE element.

The Canadian NSE served as the sole point of contact between the SNs and the HN, bringing SNs in line with a single set of Standard Operating Procedures (SOPs) in order to control

(Continued on page 4)



Operation REASSURANCE

(Continued from page 3)

and ensure critical requests and requirements were fulfilled in a timely manner. Common requirements for HN support included base infrastructure, provision of general goods, transportation, feeding on garrison and deployed, storage facilities for many classes of supply, base refueling and local contracting capacity. Each of these requirements was supported by the sub-units and sections within the NSE.

As the largest sub-unit within the NSE, Garrison Services Company consisted of Supply, Transport, and Food sections, as well as specialised Ammo, Traffic and Postal functions.

The Supply Section supported second and third line BG stores requirements as well as all garrison functions and help to restock SNs when required. Additionally, the framework was established for a CQ in order to separate the functions of integral support to the NSE and support to the BG and SNs.

Transport Section was one of the most commonly leveraged sections within the NSE as they supported the movement of NSE personnel and equipment as well as SN equipment and refueling for all of the eFP. Its dispatch and drivers worked a rigorous schedule to ensure that all tasks were successfully and safely accomplished.

as CFPO 5004, provided full postal support to the entire eFP as well as postal advice to the CoC. They enabled personnel to send and receive mail with Canada and the Postmaster ensured all mail, such as care packages, received in theatre were accounted for and distributed properly.

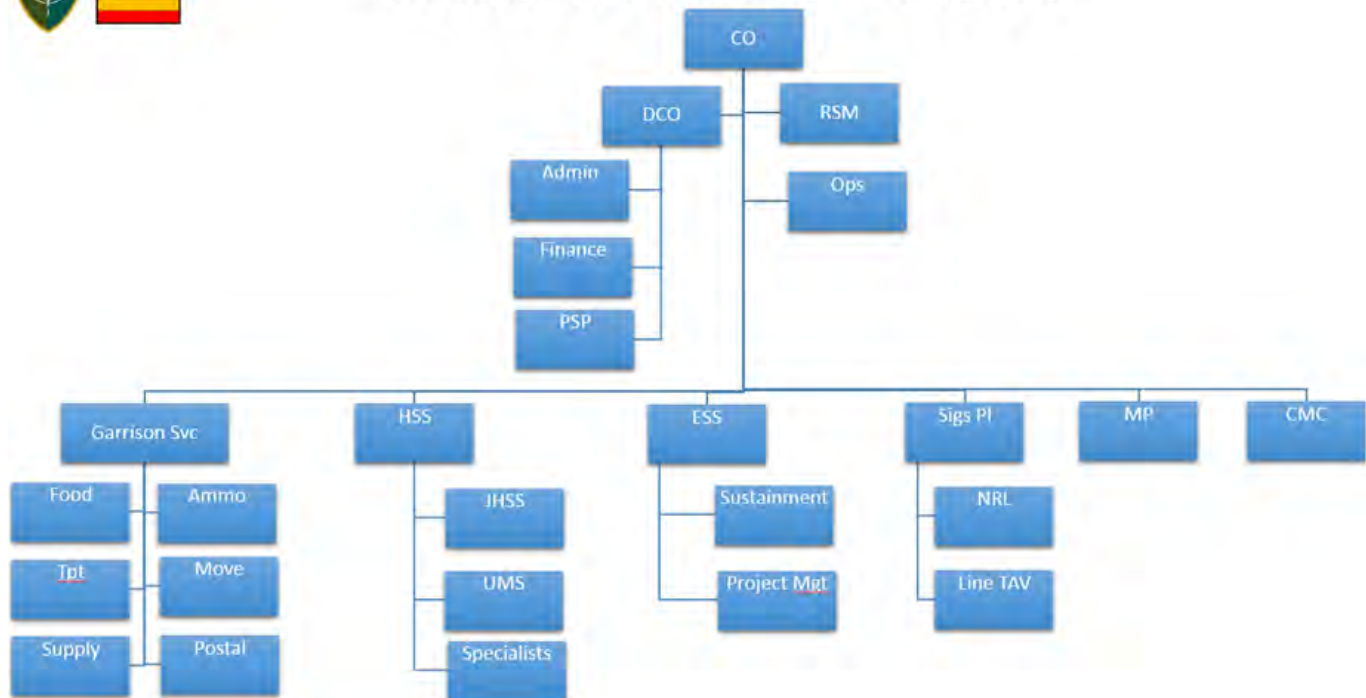
The KO and his staff ran the on-base dining facility, feeding roughly 1500 eFP soldiers and all HN personnel posted to Camp Adazi with delicious and healthy meals. The cooks worked long, 12 hour shifts, 6 days a week, in order to achieve this feat; on top of regular feeding they also supported official functions, BBQs and meals for exercises.

The Postal Section, deployed

(Continued on page 5)



Canadian NSE ORBAT



Enhanced Forward Presence Latvia - Canadian National Support Element Order of Battle (ORBAT)



Operation REASSURANCE

(Continued from page 4)

HSS Coy provided routine Role 1+ care to approximately 1500 deployed soldiers with a Role 1 deployable facility to support forward operations. They also developed medical plans in support of exercises to ensure effective employment of all MN medical resources within the battle space.

ESS Coy took care of engineering projects and sustainment issues on a day-to-day basis that spanned the gamut of combat engineer functions from infrastructure project management to the construction of targets for range practice. Having a dedicated ESS sub-unit allowed for tasks to be completed efficiently without drawing on external personnel or financial resources.

The Signals Troop ran the NRL and provided communication links between Camp Adazi and Ottawa. The NRL team was comprised of Information System Techs (ISTs), and Computer System Techs (CSTs). In addition to a 24/7 Service Desk, NRL provided services such as repair of NRL equipment and maintenance of open and secure networks for CAN BG and NSE with plans to incorporate support to TFL HQ in the near future.

The Canadian MP team helped run the Military Police Coordination Center in partnership with the HN and provided professional policing and security services to the eFP in Camp Adazi. Working alongside SN MPs, they ensured all soldiers strictly adhered to policies and regulations while representing their nations. The MPs also supported the Battle Group by ensuring safe road moves, professional handling of prisoners of war and that NATO assets were

secured in accordance with a high physical security standard.

A number of civilian personnel were also deployed under PSP, they operate the gym and retail store, providing services such as the barber and travel office, and coordinated activities such as fitness, sports & recreation, and weekend excursions. In order to support all of these functions, PSP utilised and managed the Non-Public Fund (NPF).

On the public finance side, the NSE Finance section supported the Canadian contingent in all financial matters such as TD, R&R, MTECs, etc. They also managed the accounts payable for goods and services on camp and training exercises, accounts receivable for the SNs, and the overall Canadian mission budget of approximately 20 million CAD.

Under HQ, the Orderly Room team consisted of seven HRAs that provided support to both the BG and NSE chains of command and completed crucial administration for all soldiers in the areas of pay, claims, leave, and mission specific logistical management. The Operations cell consisted of three officers and one Senior NCO. Under extremely challenging conditions due to the operational tempo, this team effectively resolved a myriad of logistical requests from Canadian elements and SNs, ensuring resolutions were consistently achieved. During major exercises, the Ops team managed the Logistic Coordination Centre alongside SN duty officers to provide critical support to BG operations.

All Canadian NSE personnel worked tirelessly to provide the support required to maintain maximum

operating capacity of the eFP BG and always conducted their business to the highest professional standard all while reinforcing Canada's reputation as a well-organised Framework Nation for the NATO eFP mission in Latvia.

NSE





ROYAL CANADIAN
NAVY  **MARINE**
ROYALE CANADIENNE

Sailing into Healthy Eating

RCN Nutrition Update

Consider Nutritional Information

Portion Size Matters

Be Mindful of your Eating Habits

Have plenty of
vegetables and fruits

Eat protein foods

Make water
your drink
of choice

Choose
whole grain
foods

Canada's Food Guide - <https://food-guide.canada.ca/en/>

TIME TO MODERNIZE

Canada's Food Guide has evolved since the first version was released to the public in 1942. The latest version was released in 2019; while the science of food has progressed the existing CAF food services standards, based on the previous version of Canada's Food Guide (2007), are not specifically designed for the Naval environment. The RCN is seeing increasing levels of obesity, dental caries, and high blood pressure among its members. Our operational fitness has also been impacted, as shown in below average FORCE test results.

Health and Wellness Focused – People First GOALS

Reduce Empty/Excess Calories

Injury Reduction

Improve Overall Health & Wellness of Sailors

Improve Nutrition

GBA+ Principles

Reduce Illness (Heart Disease, Stroke, Cancer, Diabetes)

Weight Management



Calculations Example Current Food Services

Estimated Energy Requirement

Men: 2,672 kcal/day

Women: 2,069 kcal/day

Caloric Estimate of current food services:

Total = 3,467.46 kcal

Kcal intake minus (-)

Estimated Energy Requirement

Men = **795.46 kcal surplus**

Women = **1,398.46 kcal surplus**

Note For demonstration purposes

Note: Example used is 30 year old (men and women), weights (70kg and 57 kg), height (1.77m and 1.63m) and physical activity coefficients (PA) of **Low Active** (1.11 and 1.12 respectively)

Total Breakfast: 1,105.54 kcal

Total Lunch: 1,151.64 kcal

Total Supper: 1,210.28 kcal

Energy needs are individual and depend on a number of factors, including levels of physical activity, age, gender, height and weight. If you eat more calories than you need over time, you may gain weight. Lower activity levels will decrease caloric requirements

The picture below is a sample of the current meal entitlement pattern (breakfast/lunch/supper)



Photo submitted by: PO1 Stewart Kendall

In the example shown at left, members are consuming significantly more calories than their bodies can burn, resulting in a caloric surplus

To address the negative health trends and improve the overall wellness of our members, a new Shipboard Healthy Eating Guide will be introduced

HIGHLIGHTS FROM THE SHIPBOARD HEALTHY EATING GUIDE:

- A) LUNCH ALONGSIDE TO BE A LIGHT LUNCH (SANDWICH & SALAD);
- B) DESSERTS TO BE SERVED AT SUPPER ONLY (AT SEA);
- C) ENTRÉE OPTIONS TO BE HEALTHIER OR VEGETARIAN;
- D) WATER IS THE DRINK OF CHOICE; AND
- E) LIMITING THE AMOUNT AND FREQUENCY OF ADDITIONAL CALORIES (EX. "NIGHT SNACKS" AND "RAS SNACKS").



Calculations Example Future Food Services

Estimated Energy Requirement

Men: 2,672 kcal/day

Women: 2,069 kcal/day

Caloric Estimate of future food services:

Total = Men 2,597.50 kcal

Women 1,935.07 kcal

Kcal intake minus (-)

Estimated Energy Requirement

Men = **74.50 kcal deficit**

Women = **133.93 kcal deficit**

Note For demonstration purposes

Note: Example used is 30 year old (men and women), weights (70kg and 57 kg), height (1.77m and 1.63m) and physical activity coefficients (PA) of Low Active (1.11 and 1.12 respectively)

Total breakfast: men 825.54 / women 530.54 kcal

Total Lunch: men 741.49 / women 624.06 kcal

Total dinner: men 1,030.47 kcal / women 780.47 kcal

TOTAL = men 2,597.50 kcal / women 1,935.07 kcal

Energy needs are individual and depend on a number of factors, including levels of physical activity, age, gender, height and weight. If you eat less calories than you need over time, you may lose weight. Increased activity levels will increase caloric requirements.

The picture below is an example of future food services that will enable weight maintenance and better health outcomes



Photo submitted by: PO1 Stewart Kendall

In the example shown at left, members are consuming slightly less calories than their bodies are burning off resulting in a caloric deficit

*With the creation of the healthy eating guide, sailors will be engaged, empowered and provided the **tools** and **information** necessary to make healthy choices. The provision of nutritional information, promotional material and access to the myriad resources available will allow for just that. The RCN is rich in **culture** and **tradition** and as such, important morale activities (stand-easy, theme nights, banyans) and excellent food quality will remain. Leadership and members at all levels will play a role in ensuring we adopt a culture of wellness now and into the future, only then can we remain **Ready to Help, Ready to Lead, Ready to Fight***



Op REASSURANCE ROTO 11 Latvia

*by MWO Dominic Dubois,
RQ Op Reassurance*

It was with great enthusiasm, on January 3rd 2019, that the Canadian Supply technicians arrived in Latvia, as part of OP REASSURANCE eFP (enhanced Forward Presence), Roto 11.

Right from the start, the mission was in fast and furious mode with the reception of all the required equipment arriving from Canada. The operations calendar was filling up quickly and we had to be prepared to begin distributing materiel required for numerous tasks in order to support all upcoming activities.

This was setting the tone for the next 6 months.

Throughout the mission, tasks were coming at rapid rate, sometimes overlapping. Canada, acting as the cadre nation for the first exercise we participated in, was a confirmation of the integration of our allied countries and the hosting nation. It was not a simple task, as we have to understand that it is not always easy to adapt our IPO with the IPO of the other allies involved.

In the Task Force QMR, requests for support arrived from everywhere, from our own troops and from the allied nations who relied on us for materiel as they had limited

resources and still had to accomplish their missions. Materiel support requests are processed through local purchase demands as well as high priority requests (HPRs) which have to go through different levels of approval adding to the stress of getting some items on the ground in time. Always wondering if we have the required stock when needed is part of the supply reality and developing our competences in always having a plan B is key, in order to better serve our customers.

During our supposedly “quieter time”, we carried on doing our day to day tasks as we would do it in a first line unit, e.g. customer ser-

(Continued on page 10)



Capt Kyle Tilley (left) Lt. Marie-Frédéric Grégoire (right) Photo credit : Cpl Geneviève Beaulieu



Op REASSURANCE ROTO 11 Latvia



Left to right : LS Pascal Tremblay, MCpl Nicolas Dumas-Bernard, Bdr Yannick Ouellet, Cpl Patrick Clément, Sgt Nadia Lavallée, Capt Pierre-Luc Bélanger-Melançon, MWO Dominique Dubois, MCpl Dave Paré, Cpl Olivier Perron, Cpl Gabriel Beaulieu, Cpl Cynthia Bédard, Cpl Audrey Pépin, Cpl Élizabéth Charest Photo credit : Cpl Geneviève Beaulieu
The monument pictured is situated at the Adazi base and represents the sacrifice of fallen soldiers of the Latvian National Armed Forces.

(Continued from page 9)

vice, Repair and Disposal (R&D), major equipment, and let's not forget spare parts, which was managed under the maintenance section who had to undertake a stocktaking of as much as 45 sea containers during this rotation. And to help us out, we had the NSE (National Support Element) that offered us their utmost support.

On top of exercises on the training calendar, there was a plethora of physical activities available for

troops wanting to push themselves a little further such as local marathons, Commander's challenge, Baltic warriors challenge, there were also some ball hockey tournament organized by Slovakia.

Finally, for the morale and welfare of the multinational troops, an amazing PSP team set up bingo night, a very popular event, pancake breakfasts (with real maple syrup), karaoke nights and of course organized excursions to

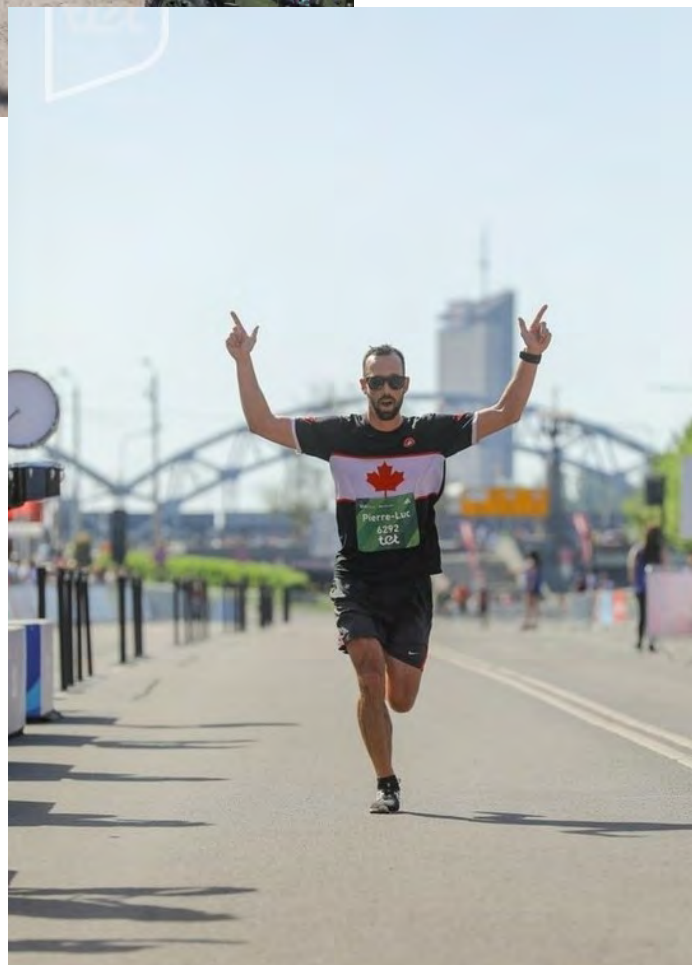
the local museums, castles, vineyards, chocolate stores etc. Lastly, we all know the importance of physical fitness, and a huge gym was available with all the equipment. The PSP personnel were always there to help us in maintaining good physical condition, on a more personal level or through section PT.



Op REASSURANCE ROTO 11 Latvia



Photo prise par :
Cpl Geneviève Beaulieu



Capt Bélanger-Mélançon (Log O)
Photo credit : Riga Marathon coordinator:
Kristo Parksepp





RCLS/CFLA Bursary Recipients 2019

In late July, the Royal Canadian Logistics Service awarded five \$1,000 bursaries to deserving dependants of serving RCLS fund members. The Canadian Forces Logistics Association (CFLA) kindly donated an additional \$1,000 bursary, empowering six dependants of RCLS members to attend post-secondary education by offsetting some of the increasingly expensive costs involved with higher education.

For the uninitiated, dependants of RCLS Fund members are invited to apply for these bursaries every year, in the official language of their choice. Applications will traditionally have a cut-off date in late June. All eligible files are then vetted by the RCLS-I Production cell and prepared for a

board consisting of NCR logisticians from both the Officer and NCM corps, plus one member of the CFLA. Applicants are assessed on a short essay, academic performance, extracurricular or employment activities and the requirement for financial assistance.

This year saw incredible candidates from every element, a diverse geographical representation and both the Primary Reserve and Regular Force. As with every year, the applications were incredibly strong and the competition for the top spots was fierce. Every application was an individual testament to the hard work done by you and your families through postings, deployments and the arduous work cycle of a logistician. Unfortun-

nately there is only a finite number of bursaries awarded. Congratulations to all who applied, and we look forward to seeing more tremendous submissions next year.

More information about RCLS Bursaries can be found on the revamped [RCLS Website](#).

The winners of the 2019 RCLS / CFLA Bursary competition are:

Mégan Filiatrault:

Awarded the Canadian Forces Logistics Association bursary, Mégan Filiatrault will be attending the University of Ottawa studying towards a degree in biochemistry. Mégan graduated from Pierre-Savard Catholic Secondary School in 2019 and has already dedicated much of her academic effort to research at the University of Ottawa Faculty of Medicine. Consistently described as a motivated, intelligent individual with strong communication skills and a knack for leadership, Ms. Filiatrault prides herself on her bilingualism and looks forward to continuing to work in a laboratory environment during breaks in her studies at the University of Ottawa.



Picture: (L to R) – CWO Pat Dufour, RCLS CWO; LCol (Retd) Barbara MacInnis, President, National Capital Region Chapter of CFLA; Ms Megan Filiatrault, 2019 Award Recipient; CWO Patrice Filiatrault, Proud Dad!



RCLS/CFLA Bursary Recipients 2019



Mathieu Cinq-Mars:

Mr. Mathieu Cinq-Mars has been a student at Université de Moncton since the fall of 2018, studying towards a Bachelor of Arts with a major in French studies. Graduating from Ecole Rose-des-Vents in Greenwood, Nova Scotia, Mathieu was the Student Council President and coached mini-handball. Mathieu has volunteered his time with the Conseil Jeunesse Provincial de la Nouvelle-Écosse who represent and defend the interests of the youth of Acadia in Nova Scotia and provides them with training and guidance in French to develop their linguistic and cultural pride.

Picture (L to R) : CWO N. Fortin, CWO 14 MSS, MCpl Yves Cinq-Mars, dad, Nancy Gaumond, Mom, Mathieu Cinq-mars, awarded, LCol C.Pratt, CO 14 MSS

Kylee Graven:

Accepted to the Bachelor of Science program at Mount Allison University, Miss Kylee Graven has demonstrated through her academic and extra-curricular activities that she is a worthy recipient of the Royal Canadian Logistics Service Bursary. Kylee, the daughter of Sgt Nicole Wamboldt, has shown continuously high marks through her time at Park View Education Centre in Bridgewater, Nova Scotia. Despite an impressive academic performance, Kylee still finds time to play on the Division 1 Girls Basketball team, Division 1 Softball team, volunteering as a coach for numerous sports, and being an active member of her school's student council. Following University, Kylee hopes to find a science oriented career with a focus on helping people.





RCLS/CFLA Bursary Recipients 2019

Natalika Culhane:

Recently graduated from Carleton Place High School, Miss Natalika Culhane will be attending Carleton University starting in the fall of 2019 studying Physical Geography as part of the Bachelor of Science program. Natalika had an impressive academic showing during her time as a secondary school student where she excelled in science courses. Described as a strong leader by her teachers, Natalika used her strong interpersonal skills both while working as a page at the Carleton Place library and as an active member of the Carleton Place Environmental Advisory Committee. Natalika hopes to work in her field after University with an emphasis on environmental conservation and remediation.

Brialyn Rydman:

A graduate of St-John's Ravenscourt High School in Winnipeg, Manitoba, Miss Brialyn Rydman has been accepted to the University of Calgary to pursue her Bachelors of Kinesiology. During high school, Brialyn excelled in Math and Science courses, graduating with an impressive GPA. Brialyn enjoys swimming, playing volleyball and was the Captain of her high school basketball team. With a keen interest in the sciences and physical activity, Brialyn plans on becoming a physiotherapist after school with an aim to help keep people healthy and active.

Lilli Matern:

Accepted to attend Selkirk College to study towards an Associate's Degree in English, Miss Lilli Matern aims to find a career in publishing following her studies. A graduate of Mount Sentinel Secondary School in South Slokan, British Columbia, Lilli volunteered as a member of the student's council, intercultural club and leadership team where she worked diligently to bring positive change to her school and community. Lilli also played violin as a member of the Bon Accord String Ensemble, a skill she has been practicing since she was nine years old. In what's left of her spare time, Lilli enjoys learning Japanese and hopes someday to visit Japan.





New Base Commander—CFB Esquimalt



by A/SLt Michelle Scott,
MARPAAC Public Affairs

CFB Esquimalt has made history – welcoming its first Logistics Officer to the position of Base Commander (BComd) in a ceremony held June 27.

In the Logistics Service's fifty-one years of history, Captain (N) Sam Sader is the first to take the helm as BComd, a position typically bestowed upon Naval Warfare Officers.

"I am honoured to have been appointed by the Admiralty and I assume this command with a great sense of pride and responsibility," he said.

Despite this auspicious appointment, Capt(N) Sader remains humble, "I believe every incoming Base Commander strives to enable the best support to the fleet and formation, regardless of their professional

background," he explained.

He leaves his most recent position in H.M.C. Dockyard as the CO of Base Logistics where he oversaw the installation of the first Vertical Lift System on a Canadian Base. The VLS project took a mere 15 months from inception to installation – a precedent setting timeline in the CAF.

Capt(N) Sader has held a variety of positions throughout his years in the CAF – including time within three of the current base branches. This comprises of serving onboard HMCS OTTAWA, leading the Forward Logistics Site team and being seconded to the Naval Boarding Team. He was the Log O for Maritime Operations Group 4, supporting numerous OP CARIBBEs, RIMPAC and HMCS VICTORIA's first operational deployment. He was also a section head within the Directorate of

Naval Logistics in Ottawa. All positions and experiences he feels will enable him to fulfill his duties as BComd.

"Naval Logistics is a multi-disciplinary field that aims to optimize resource use to deliver the most effective support to operations, and that is very similar to the base's mission," he explained.

Outgoing BComd, Capt(N) Jason Boyd is confident that Capt(N) Sader will move into his role seamlessly.

"During his time as Base Logistics Officer, I found [him] to be...an outstanding leader," he said. "He worked tirelessly to improve efficiency...and was able to manage great change while also taking care... of the people under his command. His thoughtfulness, dedication, and hard work leave me with no doubt that Sam will make a tremendous commander of CFB Esquimalt."

Taking the watch as BComd, Capt(N) Sader plans to get his fix on the chart before making any major changes to the way the base does business.

"My command priorities will be aligned with those of the Commander of the Royal Canadian Navy and the Commander of Maritime Forces Pacific. Specifically, I will always strive to empower the Base Defence Team, enable excellence in operational support, evolve the modernization of base business, and engage with our community partners."

But one thing that will remain the same through the transfer of base commanders, is the desire to put people first.

"[Capt(N) Boyd's] first advice to me was to take care of people, which I fully intend to do. I believe that when you take care of people, they take care of the RCN business."



The MISL Initiative: How DND / CAF is modernizing Warehousing and Distribution

What is MISL?

Earlier this year, the Modernization & Integration of Sustainment and Logistics (MISL) initiative was launched under the sponsorship of ADM (DIA). Led by the Strategic Joint Staff / Strat J4, MISL is a key component of the ongoing program to improve effectiveness and efficiency of the Defence Supply Chain (DSC). As part of this modernization, MISL will integrate functionality of stand-alone logistics systems (NMDS, FMS, AIMS, DCBS) and enhance current DRMIS functionalities into a robust, integrated SAP ERP for Warehousing and Distribution (W&D) within the Defence Supply Chain (DSC). Over time, these stand-alone systems will be decommissioned.

Why is MISL needed?

Current W&D systems were individually developed over time. While they each well support their respective components of the W&D business, processes are not integrated which constrains effectiveness and the required level of visibility and accountability across the DSC. Furthermore, one current DRMIS component – Warehouse Management (WM) – is reaching “end of life” and will be replaced by 2025.

What will be different?

MISL will deliver a fully integrated solution within DRMIS for W&D capabilities that provides for:

- A simplified user experience on a common DRMIS platform– no more stand-alone systems!
- Improved asset visibility

- Increased effectiveness and efficiency through standardized and automated business processes
- A platform for understanding cycle times and improving service delivery times
- Improved analytics capabilities
- A modern platform that enables future business and technology modernization
- Increased materiel readiness

The MISL implementation will bring about a significant business transformation for more than 11,000 individuals across DND/CAF in many Logistics Trades (Traffic Techs, Ammo Techs, MSE Ops, Sup Techs), Logistics Officers, and civilian classifications (e.g. STS, GT, PGs). Military operators in logistics support functions (e.g. Combat Storesperson,

(Continued on page 17)





The MISL Initiative: How DND / CAF is modernizing Warehousing and Distribution

(Continued from page 16)

Coy Quartermaster, Unit Transport Officer) will also benefit from the new solution and business processes.

What are the timelines?

Releases will be staggered, beginning with the deployment of transport and customs functionality between April – September 2020 (Wave 1), followed by transition of warehouse management functionality to EWM in March – June 2021 (Wave 2), and concluding with migration of ammunition functionality to DRMIS (EWM-EM) in January – March 2022 (Wave 3).

Who is involved?

Building on lessons learned from previous IT implementations, engagement of the broad supply chain community is the cornerstone of developing the right solution. In this regard, since February 2019, some 80 logisticians and policy makers –

military and civilian – have been participating in a series of workshops with SAP designers to translate what they do to perform their jobs into SAP functionality. This user-development collaboration will continue over the next 36 months to integrate functionalities delivered by the current systems into the DRMIS SAP landscape.

Community input and feedback is vital to the success of the MISL initiative. The MISL SharePoint site (MISL Project – Home found at:

https://collaboration-sjs-emis.forces.mil.ca/sites/sjs_operations/DG_Support/StatJ4SustainmentReadiness/MISL/SitePages/Home.aspx)

is one of a number of tools where people can be informed of the status of the project and how they can contribute.

Stay tuned on progress of this exiting initiative as we continue to work to modernize the business of Defence!





Masters of Business Administration at RMC

*by James S. Denford, MBA, PhD
Associate Professor and Dean, Faculty of
Social Sciences and Humanities
Royal Military College of Canada*

The Master of Business Administration at the Royal Military College of Canada was first launched in 1999 and will enter its 20th year in 2019. Part of the mission of RMC is to provide postgraduate programs to meet the needs of members of the CAF and DND. The MBA is a key graduate program that was devised to provide CAF officers with advanced education in management. The RMC MBA is unique in Canada as the only MBA focused on public sector and defence issues. With over 90% of faculty bilingual, the RMC MBA also allows students to submit work in their language of choice. A range of disciplines support education into the application of management in DND/CAF, including strategic management, human resources, information technology, marketing, finance, accounting, operations research and project management.

The MBA program was originally conceived of and sponsored by the Logistics Branch with an anticipated eight to ten Logistics Officer students and a similar number of other occupations and DND civilians for a maximum intake of 24 students per year. The program started in 1999 as a fully residential, traditional 20-credit MBA program that could be completed full-time in two years and part-time in six years. In 2008, the first course was offered online in order to reach CAF members not on full-time sponsorship or in the Kingston geographic region. Recognizing that the primary audience of the degree was CAF personnel located in Canada and abroad, in 2014 a full redesign of the program was

undertaken compressing the program into a 15-credit accelerated online MBA program that could be completed full-time in one year and part-time in two years. Since the redesign, interest in the program has increased exponentially and a second yearly cohort of 24 students has been authorized with a third cohort envisioned. The innovative seven-block design is synchronized with the posting cycle - starting at the beginning of August and ending at the end of June - in order to allow full-time students to be on the Advanced Training List for a single year rather than two and to allow part-time students to complete their degree in as little as a single two-year posting.

The first graduating class of the MBA was made up of four Logistics Officers - LCdr Alex Inch, Maj James Clarke, Capt Shane Jennings and Capt Greg Langlois. In the most recent year, the graduating

class has expanded to 24 students, with an alumni network of over 200 total graduates including dozens of Logistics Officers. As a tangible sign of the relationship between the RMC MBA and the Logistics Branch, the award for the top student in the MBA is the Logistics Branch Medal, first awarded to LCdr Inch in a tradition continued to this day. As a member of the second cohort in the MBA, I take great pride in being the second recipient of this award in 2002. As a graduate of the program, I can say unequivocally that the education imparted in the program served me well throughout my career in uniform and beyond to this very day. In the 20th year of the MBA and its long-standing link with the Logistics Branch, I would encourage members of the Logistics Branch to consider the RMC MBA as part of their professional development plans for the future.





FSA Receives MILPERSCOM Commander's Commendation



Left to Right: CPO1 D.E. Campbell, PO2 C.E. Mounenay, Melissa Mounenay, and Col A.J. Atherton
Photo Credit: Base imagery - Avr Paterson, C.

by MWO Zalman Jackson
FSA Training Cadre Sergeant-Major, CFLTC

On 26 June 2019, Petty Officer Second Class Christopher J. Mounenay Financial Services Administrator was presented the Military Personnel Command (MILPERSCOM) Commander's Commendation by Colonel A.J. Atherton, CD, Commander Canadian Forces Base Borden / Military Personnel Generation Training Group.

The citation (reflects the substantive rank held) reads:

As Head Cashier and Claims Supervisor at Canadian Forces Base Borden, Master Seaman Mounenay consistently exceeded the qualities sought in a Junior Non-Commissioned member. He served in these key financial roles concurrently at times and performed them in an exemplary manner. In the finest traditions of military service and the Royal Canadian Logistics Service, payments

were promptly disbursed despite staffing shortages. Master Seaman Mounenay's actions have brought great credit to himself, Canadian Forces Base Borden, and the Canadian Armed Forces.





Logisticians take over 2 Wing Bagotville



Photo prise par le Cpl Calvé, section d'imagerie 3 Ere, le 4 juillet 2019 : De gauche à droite : LCol Carl Dionne, Cmdt 2 ESM; LCol Steeve Belley, Cmdt 2 ESO; Col Luc Girouard, Cmdt 2 Ere; LCol Laura Gagné, Cmdt 2 EEEA.

*by Capt Victor-Joël Couture
2 MSS - CFB Bagotville*

It was a historical moment for the Royal Canadian Logistics Service (RCLS) and the Royal Canadian Air Force (RCAF) in this season of change; a logistician took command of an operational Wing for the very first time in Canadian military history.

On 3 July, Colonel Luc Girouard became the first logistician to lead a formation of the RCAF as Commander of 2 Wing. This position is traditionally assigned to a colonel coming from the field of operations.

However, the unique expeditionary nature of 2 Wing lends itself well to the vision and expertise that a logistics officer can provide.

2 Wing's mandate is to provide an aerodrome activation team on short notice in order to support any RCAF deployment. It is also responsible to establish a flexible air task force for non-combatant evacuation contingency plans and humanitarian assistance from the Government of Canada, at home and abroad. In addition, as a center of excellence for air expeditionary operations, 2 Wing is also responsible for providing training to all other wings to better prepare them to operate in a deployment context.

But that's not all, history continued to be jointly written for the RCLS and RCAF. Coincidentally, the commands of all 2 Wing units in Bagotville were held entirely by logisticians for one summer.

Lieutenant-Colonel (LCol) Carl Dionne, a logistics officer, has been in charge of 2 Mission Support Squadron (2 MSS) since the summer of 2018. On the side of 2 Expeditionary Training Squadron (2 ETS) it is also a logistician, LCol Laura Gagné, who has just taken command the day after the arrival of Colonel Girouard in Bagotville. LCol Steeve Belley, again a logistician, was the commander of 2 Operations Support Squadron (2 OSS) and remained in the position until the end of the summer when he was posted out in September.

So it was a leadership team made up entirely of proud logisticians who led 2 Wing Bagotville over the summer, writing a new page in the history of the RCLS and the RCAF.



Borden Financial Services Administrators Occupational Coins

by *MWO Zalman Jackson*
FSA Training Cadre Sergeant-Major, CFLTC

On 24 June 2019, five Financial Services Administrators (FSA) were presented the FSA Occupational coins by CWO J.M.A. St-Georges, CD the FSA Occupational CWO and CWO D.T. Trepanier, CD the Senior FSA - CA.

This coin is to recognize individuals who, by their actions or behaviour, have contributed beyond the call of duty to instill a sense of pride in the FSA occupation.



Warrant Officer Jasmine Krlin Quesnelle

WO Krlin Quesnelle is a valuable asset to Borden's Comptroller Branch and previously at 32 Brigade. A highly proactive professional, she planned and provided a myriad of financial support, compliance verification and training. Her in-depth knowledge and solid grasp of contracting and procurement has made her a trusted source of guidance. She has provided oversight on Borden's Delegations of Authority and of Event and Hospitality submissions. She volunteered as the Vice Chair of the Board of Directors of the Toronto MFRC and active in the Unit NDWCC campaign.



L to R: WO Krlin Quesnelle, CWO J.M.A. St-Georges
 Photo Credit: Base Comptroller – LS Odland, K

Sergeant Melanie Beland

Sgt Beland is regarded as an extremely skilled Primary Leadership Qualification instructor at the Royal Canadian Air Force (RCAF) Academy. She has a genuine desire to impart the values and competencies of the CAF to the next generation of leaders, she has made herself an extremely valuable asset to the RCAF Academy and 16 Wing. Sgt Beland serves as an inspirational role model for her students. Recognized for her professionalism and subject matter expertise, she was selected for the Academy's Standards section.



L to R: Sgt Beland, CWO J.M.A. St-Georges
 Photo Credit: Base Comptroller – LS Odland, K



Borden's Financial Services Administrators Occupational Coins



Sergeant Valérie Giroux

Sgt Giroux, a Primary Leadership Qualification instructor at the Royal Canadian Air Force (RCAF) Academy demonstrates outstanding leadership for junior members, her colleagues and the CAF. She is a major asset to the RCAF Academy and her mentorship allows her subordinates to grow as leaders instilled with the CAF's values. She aids her team to overcome challenges and ensures an outstanding operational standard. Keeping abreast of FSA related updates, she shares information with her peers to ensure that the trade and its members continue to grow positively.

L to R: Sgt Giroux, CWO J.M.A. St-Georges
Photo Credit: Base Comptroller – LS Odland, K

Corporal Jennifer Douglas

Cpl (Aviator at the time of nomination) Douglas, 4 Canadian Division Training Centre Comptroller has consistently performed at an exceptional level and exceeded all expectations for her rank. She projects a positive image of the unit to both customers and peers by demonstrating a high level of ethics and knowledge. Her performance has mitigated a vacant Warrant Officer and a Sergeant position. Cpl Douglas as an ambassador of the trade, has resulted in a positive image for the Comptroller office in the challenging operational tempo at 4 CDTC.



L to R: Cpl Douglas, CWO D. Trepanier
Photo Credit: Base Comptroller – LS Odland, K



Borden Financial Services Administrators Occupational Coins



Private (Basic) Kathleen Connelly

Pte (B) Connelly's abilities as a Financial Services Administrator have been pivotal to the success of this unit and is committed in providing vital financial support to the defence teams for Borden and its lodger units. Performing the duties as a Claims Administrator and Sub-Cashier, she has consistently performed far beyond her rank and resulted in significant reductions for wait times of payment of claims and advances. She has brought great credit to herself, CFB Borden and the Canadian Armed Forces as a whole.

L to R: Pte (B) Connelly, CWO D. Trepanier
Photo Credit: Base Comptroller – LS Odland, K

Master Coporal Dodley Guerrero

MCpl Guerrero's hard work has made a significant impact to financial processes at CFB Borden Technical Services Branch. He identified weaknesses and spearheaded changes resulting in increased speed, accuracy, and customer satisfaction. The changes were so substantial that he was recognized informally by the Chief Steward of Local 619 for his commitment to civilian members of the Defence Team. Additionally, he took on the role of unit Non-Public Property representative, studied regulation in consultation with local SMEs, and guided the establishment of a new unit canteen.



L to R: MCpl Guerrero, CWO D. Trepanier
Photo Credit: Base Comptroller – LS Odland, K



7 CFSD Celebrates 65 Years

by Cpl Vander Griend, 7 CFSD

7 Canadian Forces Supply Depot (7 CFSD), located in Edmonton, AB, is one of Canadian Materiel Support Group's two supply depots that support the Royal Canadian Navy, the Canadian Army, and the Royal Canadian Air Force (RCAF). Engaging in the storage, receipt, issue, disposal, demilitarization and distribution of defence material as the western hub of the Defence Supply Chain (DSC), 7 CFSD houses approximately \$1.5 billion of materiel within a footprint of 200,000 m² of indoor and outdoor

storage space.

Formally named 7 Supply Depot when originally commanded by the RCAF and later renamed in 1968 during integration, 7 CFSD marked its 65th anniversary on the 6th and 7th of June. A mess dinner in the evening was followed the next day with an event for the approximately 100 current military and DND employees, 82 alumni and guests. LCol J-F. Simard and CWO Don Cormier addressed those gathered by highlighting the unit's evolution in the realm of warehousing and distribution and its proud

achievements of 3rd line materiel support of the Canadian Armed Forces.

From its construction which began in 1952 during the Korean War, its opening in 1954, and the subsequent 65 years of effective materiel support, the building's physical appearance which is equivalent in size to 12 Canadian football fields, remained relatively unchanged. Its workforce, reduced over the years from over 300 to 100 due to automation and materiel handling improvements, has remained

(Continued on page 25)



7 CFSD 65th Anniversary group photo with unit members, alumni and invited guests.
Photo credit: MCpl D. Kestirke



7 CFSD Celebrates 65 Years



(Continued from page 24)

focused in its efforts of providing proactive, flexible, efficient and effective support.

The anniversary welcomed alumni who were employed at 7 CFSD in the mid-1950s, former Commanding Officers and Chief Warrant Officers, and long-time DND Employees who worked in the unit for close to four decades. The occasion was filled with history, heritage and tradition as artifacts from 7 CFSD's collection were on display, and a prized logistics flag from the 1915 2nd battle of Ypres on loan from the Canadian Forces Logistic Museum.

Witnessing the smiles from the alumni, some in their late 80s, and displaying the decades old photographs were fulfilling moments for many as the members of 7 CFSD showcased their unit once again in celebration of another milestone. The CO, RSM and Anniversary committee of 7 CFSD would like to thank the RCLS for the support received from the RCLS Fund to sponsor this event. Until the next occasion, the proud depot members will work together to achieve what cannot be attained alone, and will stand true to the unit motto "We keep the flame alive".

7 CFSD displays Canadian Forces Logistic Museum artifact. A Canadian logistical flag flown in the 2nd battle of Ypres in France, 1915.
Photo credit: MCpl D. Kestirke

Sponsored by
RCLS Fund!



7 CFSD Command Team cuts the ceremonial cake with alumni
(L-R): Sharon Johnson, Herb Hammond, Ken Card, CWO Don Cormier, LCol J-F. Simard, Wayne Paulson, Mike Bedel (CWO Ret'd), and J.T. Graham (LCol Ret'd).
Photo credit: MCpl D. Kestirke



Canadian Forces Base Borden International Women's Day (IWD) Event Garneres International Recognition

by Lt Philip Rochon/LCdr Deanna Wilson

On March 8th, 2019, CFB Borden's IWD event was a celebratory yet informative showcase of the different perspectives women bring to society both locally, nationally and internationally - and having an impressive IWD cake was a key part of their celebrations.

The cake bakers, including Cpl R. Chatargun, Avr C. Jefferies, Cpl J. Jorgensen and Sgt C. Whidden, were both men and women from the Ration and Quarters Support Services team. The symbols included sculpted scales surrounded by the IWD logo and the CFB Borden crest. "Events such as these further illustrate how the talent and dedication of our service-men and women can achieve great success on a global scale." LCdr Deanna Wilson, IWD co-chair, commented on the team winning Best Practice: Best Cake.

CFB Borden also hosted female guest speakers, a trade-style show with over 60 women entrepreneurs and local businesses, and organized a collection drive where over 2,000 items and \$800 were distributed to four local women and youth shelters.

"Overall, the event was very successful with more than 850 people present," said Maj Candice Thompson, IWD co-chair. "Our goal was to do something different and engage the public so that people could connect with businesswomen in our community."

CFB Borden's IWD committee focused on the #BalanceforBetter theme when inviting the guest speakers. For them, it was important that the women were not only from the military, but from other areas of society and represented a balanced audience.

Speeches focused on how to overcome challenges in creating a better society for all. "It's not what you accomplish that makes you a leader," said Heather Moyse, Canadian Olympic gold medalist and keynote speaker. "It's how you pursue it that inspires others."

Heather's visit to CFB Borden, sponsored by BMO, inspired the audience to rise up to face life's challenges. Moyse recalled the personal obstacles she had to overcome both when training for the Olympic Games and when she climbed a mountain in Antarctica to raise awareness of PTSD. "Sometimes you have to go beyond your comfort zone," she added. "Challenge your current assumptions about what you think is possible – what's beyond the boundaries of your comfort zone?"

Speaking on the subject of women and politics, Honorary Colonel (HCol) Jennifer Armstrong-Lehman, cited research that states diverse governments have more credibility. "Governments that are more gender balanced are seen to be more trustworthy by both men and women," she explained. "You trust governments that look like you."

Two further speakers supported the keynote address: Rose Adams, who spoke about self-leadership and resiliency in relation to her childhood in foster care, and LCol Rhonda Crew, a military nurse who participated in the 2018 Invictus Games and discussed recovery through sport. LCol Crew was candid about her mental health disorder and PTSD and the value of sports and fitness in addressing these issues.

This was the first large scale IWD event for CFB Borden, and it was certainly a successful one. Thanks to the support of community partners and the vast coordination of logistics, CFB Borden achieved its aim and created a lasting impact.



Le gâteau de la BFC Borden pour la promotion de la JIF sous le thème #Balanceforbetter. De gauche à droite: Sgt C. Whidden, Avr C. Jefferies, Cpl J Jorgensen, LCdr D. Wilson, Cpl R. Chatargun.



Royal Canadian Logistics Service Chief Warrant Officer

CHIEF'S CORNER

Wow, it seems like only a few months ago that I was writing my first "Chief's corner" and here we are, a year later... time flies when you're having fun. As I think about what to write I have a list of topics that I would like to cover but in the interest of keeping this to one page I will stick to the main points.

First order of business, I would like to congratulate all of you who have been promoted this APS, I trust that you will face the challenges of your new rank with confidence. Some of you, and a number of others, have also been posted in the last few months. Hopefully your move went according to plan and the whole family is easily getting in a new rhythm.

Next on the list should probably be our latest initiatives. Of course your RCLSI staff has been working steadily on the regular business but we have also spent a fair amount of time knocking off long overdue housekeeping chores. We have taken a hard look at our governance Framework and gone through the RCLS Fund Constitution with a fine tooth comb in order to update both documents and we hope to present them to Senior Council for approval in the coming weeks. We have also made significant changes to our webpages in an effort to make it easier for you to find information and believe me, there is good information in there so check it out. We have also recently started to look at our Honours & Recognition directives and should be able to make good progress with those in the coming months.

Another initiative that I'm thrilled about is the upcoming launch of our Facebook page. With the help of volunteer members we're in the process of updating the page that was created for the Log 50th Anniversary and adding new material. Our goal for the page/group is to provide another method of disseminating information and

hopefully creating interesting discussions. Now for those of you who know me on a more personal level, you know that up until now I've had a "no social media" rule in my life. Well, I made an exception and created a FB profile just for this. I sure hope to see many of you on there when we launch on Oct 5.

Lastly, I would like to thank two great individuals and future RCLS members who spent the summer working with us as OJE. OCdt Doyle and Pte Fyfe, your contribution is greatly appreciated and I look forward to the day you receive your cap badge and join our great Logistics family.

It looks like this is all we can fit on one page so I will keep the rest for another time.



CWO P. Dufour

The RCLS Newsletter—Staying Connected!

Thank you to all who have contributed and provided input to the Royal Canadian Logistics Service 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 high resolution pictures. 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:Secretariat@SJS LBI@Ottawa-Hull) or directly:

Capt M.S.K. Faulkner

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