

# *THE LOGISTICIAN*

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## New Look - New RCLS I/A

Dear Logisticians,

To all of those I have not had the pleasure of personally meeting or working with in the past, I would like to introduce myself. I am Captain Navy Francis Turcotte, and it is my sincere pleasure to represent our logisticians as the Royal Canadian Logistics Service Integrator (RCLSI).

First, I would like to personally thank each of you for all you are doing to support our current operations at home and abroad. Since the lockdown began in March, we logisticians have altered many of our daily practices to provide continuous support to our CAF members and local communities. Despite significant disruptions, affecting our families, friends, routines, work and leisure, and many other facets of our lives, we continue to deliver. I am extremely proud of the commitment, resilience, and dedication that I have witnessed during these challenging times. More than ever, our CAF leaders recognize logistics as a critical enabler of operations and global stability.

We are arguably living through a turning point and defining moment in history. Over the last 50 years, our Logistics service has always understood that when times change, we must also evolve. New challenges require novel responses, requiring ingenuity and a commitment to continuous learning. Flexibility comprises part of the core of the Logistics Service; the Covid-19 crisis represents a transformational opportunity. As we prepare for the future, we must think differently and develop logisticians who can quickly adapt to new challenges and unexpected circumstances. Harnessing this opportunity requires collective action. Together, we will continue to improve our logistics capabilities, and to refine the way we think, plan, train, and fight. We will promote a culture of creativity and prudent risk-taking. I have no doubt that you are ready for this challenge, and our impressive record of accomplishments has prepared us for what lies ahead.

Our RCLS leadership is actively engaged in redefining the RCLS and establishing the conditions to embrace our future. This mission involves each of you. Over the coming months, our RCLS leaders will seek ideas from you. As our VCDS recently stated: "we need to think our way to creating our future and we need all of us to get there!" We are living in interesting times, and each of you will be relied on to shape the future of logistics!

Service Second to None,



1 - Capt(N) J.S.F. Turcotte Royal Canadian Logistics Service Integrator and Advisor

## Logistician of the Year for Junior NCM and Junior Officer - Winner 2019

The Logistician of the Year Award was created in conjunction with our 50th anniversary and was presented for the first time in Borden on February 1st 2019. The intent of the award is to recognize the Junior NCM and Junior Officer of the Royal Canadian Logistics Service who most demonstrated exemplary devotion to duty, integrity, and professionalism in the delivery of logistic services to the Canadian Armed Forces.

### **Logistician of the Year - Junior NCM**

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*Master Sailor Malisa Ogunniya, HRA from the Canadian Detachment Joint Base Lewis-McChord at Washington.*

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2 - Master Sailor Malisa Ogunniya

*As the sole provider of HRA and FSA services for the Canadian Detachment Joint Base Lewis-McChord, MS Ogunniya's tireless performance in supporting CAF members and their families is unparalleled. Whether it be through her work in overcoming the command's multi-national administrative challenges, her involvement in the greater community, or her inspirational leadership and teamwork in the workplace, MS Ogunniya's ability to positively influence her surroundings extended far beyond her current position and had a significant impact on all. MS Ogunniya embodies the best personal and professional qualities of a member of the Royal Canadian Logistics Service and is hereby recognized as the 2019 Logistician of the Year.*

*Servitium Nulli Secondus/Service Second to None*

#### **Logistician of the Year Award - Junior Officer**

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*Capt Spencer Turner, Former with the 1 Bn RCR, currently with CANSOFCOM as Log O.*

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*As the Quartermaster of the 1st Bn, The Royal Canadian Regiment, Capt Turner continually demonstrated that he is an outstanding CSS officer and an exceptional leader. Noted for his intelligence, initiative, and technical acumen, he provided stellar support during multiple Bn exercises, was one of the keys to success during Op LENTUS, and enhanced tactical support with his keen understanding of DRMIS. A quiet, confident leader, he emulates the self –possessed qualities of excellent character, intellect, and natural leadership. These qualities are demonstrated through his physical fitness, dress and deportment, treatment of subordinates, and his hunger for knowledge and professional competence. Capt Turner embodies all the qualities of an outstanding RCLS officer and is hereby recognized as the 2019 Logistics officer of the year.*

*Servitium Nulli Secondus/Service Second to None*

### [LGen Bill Leach Memorial Essay Competition - Winner 2019](#)

It is with great pleasure that the Royal Canadian Logistics Service formally announces the winners of the 2019 Lieutenant-General Bill Leach Memorial competition. Competitors submitted essays on topics that pertained to the RCLS, such as history, doctrine, training, leadership, lessons learned, exercises and operations. There are two sets of prizes, one open to officers (LCol & below) and another open to NCMs. Each set of prizes includes:

- 1st Place Prize is up to \$500.00;
- 2nd Place Prize is up to \$300.00; and
- 3rd Place Prize is up to \$200.00.

### [NCM Winners](#)

1st Place - Avr Rechell McDonald (Supply Tech) from 14 MSS;

2nd Place - Cpl Zachary Zimmer (Cook) from 437 Sqn; and

3rd Place - Cpl Ritu Jacod (FSA) from 400 Tac Hel Sqn.

### [Officer Winners](#)

1st Place - LCol Gord Bennett (Logistics - Land) Commandant of CFLTC.

## [RCLS Bursary Winner - 2020](#)

This year the Royal Canadian Logistics Service awarded five \$1,000 bursaries to deserving dependents of serving RCLS fund members. An additional \$1000 bursary was funded by the Canadian Forces Logistics Association (CFLA) and a honourable mention of \$500. This year the RCLSI received 40 applications. All applications were incredibly strong and the competition fierce. Congratulations to all who applied, and we look forward to reviewing more outstanding submissions next year. More information about RCLS Bursaries can be found at the [RCLS Website](#).

The winners of the 2020 RCLS Bursary competition are:

- Adrian Clementino, son of PO2 C.L. Szabo, Esquimalt, BC;
- Evan Clementino, son of PO2 C.L. Szabo, Esquimalt, BC;
- Émilie Cottreau, daughter of Capt B. Wagner, Greenwood, NS;
- Beth Ladyka, daughter of MWO G.W. Ladyka, Balmoral MB; and
- Bronte Slote, son of WO M. Slote, St-Jean-sur-Richelieu, QC

The winners of the 2020 CFLA Bursary competition are:

- Haley McPherson, daughter of Capt C. Reid McPherson, Hampton, NB; and
- Katherine Weiser, spouse of Sgt D.M.R. Weiser, Kingston, ON (honourable mention \$500).

## [Posting a Note of Thanks](#)

**By Maj C.L. Koekhuyt and CWO M.S. Zoretich**



3 - Major General Richard Goodyear (right), the Senior Canadian Armed Forces Logistian presents Mr. Doug Ettinger (left), President and Chief Executive Officer of Canada Post Corporation, with Royal Canadian Logistics Service Commendation. This award was accepted by Mr. Ettinger on behalf of all Canada Post employees. Captain Navy Francis Turcotte (far right), the RCLS Integrator and Advisor and Chief Warrant Officer Patrick Dufour(far left), RCLS Chief Warrant Officer, also participated in the event. Through their unwavering support, Canada Post Corporation's pursuit of excellence truly exemplifies the Royal Canadian Logistics Service motto "Service Second to None."

Photo Credit: Denis Drever

Amidst cool temperatures signaling the rapid approach of winter, the Royal Canadian Logistics Service Commendation was presented to Canada Post Corporation on 29 October 2020, in recognition of their steadfast and dedicated support of Canadian Armed Forces (CAF) personnel.

2020 marks the fifteenth consecutive year of the [cost-free regular parcel service](#) during the winter holiday period, a reminder not only of Canada Post's commitment to serving those who serve, but also their role as a critical enabler of CAF Postal Services. Responsible for the delivery of 15,000 pieces of mail in 2019, and already underway for the current year, many are familiar with this complementary parcel service. Lesser known, though equally noteworthy, is Canada Post's enduring support of CAF postal services throughout the year and the intertwined histories of Canada Post and the CAF.

The CAFs' historical relationship with Canada Post is as nearly as old as Canada itself, dating back to 1870, shortly after confederation, when the first military post office was authorized in Canada by, at that time, the Canada Post Office Department. This support continued with the Government of Canada ordering support to the Boer War. On May 3rd, 1911, the Canadian Postal Corps was officially founded. As demand surged during WWI and WWII, many civilian postal clerks were recruited into the Canadian Postal Corps. Although difficult to conceive of now and absent modern day technologies, WWI saw the overseas delivery of 107 million letters and 4.4 million parcels. Following WWII, in 1946, there were 162 Military Post Offices in operation, having been established in Europe, the United Kingdom, North Africa, Sicily, Gibraltar, India, Ceylon, Burma, Hong Kong, and Kiska. The same year the Corps was temporarily disbanded and many of the postal workers, now numbering nearly 5000, returned to peacetime civilian employment within Canada Post.

Flash forward to 2005, as CAF members supporting Operation ATHENA in Afghanistan shifted to the more dangerous Kandahar region, Canada Post initiated the free regular parcel service in support of deployed soldiers, sailors, and aviators. Mail was critical to morale and as our troops faced the harshest of circumstances in Afghanistan, Canada Post provided, and continues to represent, a vital link to members and their families at home. In 2019, over 37,615 parcels and 500,000 letters were sent to overseas troops. Continuing its legacy of support to overseas missions in Europe, Africa, and Asia, the modern Canadian Forces Postal Service continues to serve CAF members and their families at 33 locations in 29 countries, owing predominately to the unwavering support of Canada Post, a relationship the RCLS hopes to strengthen in the future.

During this milestone year, in the midst of a global pandemic that has presented enormous hurdles to Canada Post staff as demand again swells, it is timely to express our appreciation.



4 - Mr. Doug Ettinger, President and Chief Executive Officer of Canada Post Corporation;

Major General Richard Goodyear, MSM, CD, Senior CAF Logistician; and

Captain (Navy) Francis Turcotte, CD, Royal Canadian Logistics Service Integrator/Advisor

Photo Credit: Denis Drever



5 - Mr. Doug Ettinger, President and Chief Executive Officer of Canada Post Corporation; and

Major General Richard Goodyear, MSM, CD, Senior CAF Logistician.

Photo Credit: Denis Drever

## Recognizing our Own - RCLS Commendation for CFLA



On 10 November 2020, Captain Navy Francis Turcotte (left), the Royal Canadian Logistics Service (RCLS) Integrator and Advisor, accompanied by Chief Warrant Officer Patrick Dufour (right), RCLS Chief Warrant Officer, presents Mr. John Page (middle), President of Canadian Forces Logistics Association (CFLA), with a RCLS Commendation at National Defence Headquarters, Ottawa. CFLA has been a steadfast supporter of the RCLS and its members. To learn more about CFLA's history, objectives, and news/events visit <https://www.cfla-alfc.org/>.

## Recognizing our Own - Ammunition Technicien

**By CWO G.B.M. Fraser, Co-Advisor Tech Ammo**

During the last few months, the Combat Training Center (CTC) in Gagetown had to change its focus and manning due to COVID-19. At the Canadian Forces School Military Engineering (CFSME), the number of available instructors decreased significantly. In order to contribute to the Force Generation effort of CTC, Sgt Reese, an Ammunition Technician posted to CFSME, was tasked to be an instructor on the Infantry School's Basic Military Officer Qualification –Army (BMOQ-A) course. As a logistian tasked to teach basic field craft and leadership skills to a crew of Army Officers, Sgt Reese was definitely placed outside his comfort zone. Throughout the course, he consistently showed professionalism, motivation and a great attitude. Not only did he volunteer to lead Performance Objectives, he also helped the other instructors by conducting various duties outside of his areas of responsibility and by sharing a different perspective with them. With his great leadership and his unique skill set, he was able to provide mentoring to the students so they could fully understand the material and succeed on the course. Having a member of the RCLS to be an instructor on such course is not very common, and he certainly was one of the first Ammo Techs to do so. He represented CFSME and the trade in a highly professional manner and brought credit to both organizations. This is a big accomplishment for such a small trade!



6 - Sgt Reese at CFSME Gagetown

Photo Credit: PO2 Pettit

## Op SOPRANO

By Capt J.W. Kelford, Op SOPRANO



7 - Canadian Armed Forces Members on Operation SOPRANO, 31 May 2020.

(left to right) LCol Frank Gould, LCol Shawn County, Maj Steve Giberson, Capt Joel Kelford, Capt Lauren Van Veen

Col Vanessa Hanrahan, Sgt Erin Carter, Capt Andre Geneau, Major David Williams, Cdr Michael Lawless

Photo Credit: Capt A. Geneau



8 - Canadian Army Run Team Named JUBA GOOD.

Photo Credit: Capt J.W. Kelford

This year's Canadian Army Run provided members of the Royal Canadian Logistics Service on Operation SOPRANO with the unique opportunity to host the Canadian army run in JUBA, South Sudan. Due to COVID-19, the Canadian Army Run was conducted as a virtual event this year. Participants were able to register online and complete the Army Run from anywhere in the world. Runners from Canada, Australia, Britain, Norway, Lesotho and America came together to support the Canadian Armed Forces in a foreign land on a United Nations Peace Support Mission.

Overall the run was hard earned. Participants started their runs as early as 0430hrs in the morning in order to beat the scorching South Sudan heat. The terrain that the run was conducted on was a mix of rough and graded roadways. Areas of the track were not well lit and were flooded causing runners to traverse debris and potholes throughout their runs. After the run, morale was high for all participants and the group celebrated our achievements with a communal breakfast.

Operation SOPRANO personnel were fortunate to be joined by Sergeant Franklin, the teddy bear front and center in the photo below, for the run. Sergeant Franklin is a morale teddy bear who travels the globe with Australian Defence Force personnel. When Sergeant Franklin is not deployed, he spends his time at school with the children of Australian Defence Force personnel. Sergeant Franklin is used as a mechanism to connect children with their deployed parents. Sgt Franklin regularly reports his activities to Australian children and allows them to have a better understanding of what their parents are accomplishing far away from home. Sergeant Franklin can proudly report home that he has completed the Canadian Army Run!

I mention Sergeant Franklin's story because I have taken his actions as an example to emulate. On my next tour, I will be deploying with a Canadian teddy bear in order to provide my young children with a unique way of learning about what dad is doing overseas. I personally had difficulty communicating with my children while on tour and I am always willing to try something new for improving my kids capacity to adapt to their dad being away.

Operation SOPRANO is the Canadian Armed Forces mission in support of the United Nations Mission in South Sudan. On Operation SOPRANO, Canadian soldiers support the United Nations mandate to protect civilians, monitor and investigate human rights violations, create conditions conducive to the delivery of humanitarian assistance and support the implementation of the peace process.

## Ex CHARETTE AGUERRIE

**By Lt Justin Bowman-Lavarriere**

No matter the time of day, combat service support units must take the necessary steps to establish and maintain a high level of readiness when it comes to their capacity to provide support to front line units deployed overseas or in a domestic context. Their ability to conduct resupply operations in a timely manner is critical to mission success as it enables the sustainment of continuous operations and builds momentum in the fight against the adversary.

In order to refine some of the foundational skills pertaining to resupply operations, Supply and Transport (S&T) company from 5 Service Battalion took part in the Exercise CHARETTE AGUERRIE. The exercise spanned over the course of two weeks, beginning on the 5th of October 2020 and concluding the 16th of October 2020.

The first week was divided into two portions; the preparation of the personnel, vehicles and equipment involved in the exercise as well as a series of theoretical lessons. These theoretical lessons touched on the principles of convoy operations, delivery point operations, radio communication procedures and a review of some basic soldiering skills. At the end of the week, the participants on the exercise had the opportunity to take part in a static demonstration of a convoy to rehearse the various immediate action drills a convoy must perform when they fall under contact. Following the methodical preparation and the insightful lessons learned on the first week of training, S&T Company was ready to move on to the challenges that would lie ahead.

On the second week, S&T Company put the theoretical lessons into practice by deploying to the Canadian Forces Base (CFB) Valcartier training area in order to conduct road moves, convoy operations, delivery point operations and airdrop resupply operations. The focus of the training was to create a progressive learning environment and to promote the collaboration between the members of Supply Company and Transport Company with an emphasis the adoption of strict safety measures to protect the health and well-being of the participants. Overall, the exercise was a great success, and the members of S&T Company are ready to build upon the lessons learned to excel in the future operations projected during the road to high readiness.







## Logistical Challenges Associated with EX READY POSTURE 20

**By Capt L.J.W. Cournoyer, 3 CSU**

EX READY POSTURE (RP) is the annual exercise conducted by Canadian Forces Joint Operational Support Group (CFJOSG). Its objective is to validate the formation's mandate through the deployment of a Joint Task Force Support Component (JTFSC). This year, EX RP took place in Mountain View Ontario from 13 to 30 October. The exercise's main training objectives were theater opening and closing. This year's pandemic context made this iteration of RP unique.

From the outset COVID-19 was an ever present threat and had to be considered in every step of the planning process. On many occasions, key members of the team had to self-isolate at home while waiting for COVID-19 test results. Although isolated, productivity continued as we adapted and overcame through robust information sharing systems and the use of telework.

While we struggled with COVID-19 in developing Ex RP, industry was in a similar situation as we would soon find out. Our advertised extensive contracting requirements for both theater reopening and real life support to the JTFSC often could not be met. Most acutely, the material needed on camp to maintain good hygiene practices (ablution blocks, hand wash stations) were simply not available and even when they could be found, we needed to ensure we didn't deprive the local region of a potentially critical service. We had to adapt to this limited availability of goods and services which put our newly minted contracting team to the test while the JTFSC developed back up plans to nearly every contracted solution by reaching far and wide across the CAF for options.

During theater opening, COVID -19 brought up a number of new logistics considerations. The physical distancing amongst the personnel, constant wearing of masks and their daily cleaning, and of course the building of twice as many tents to allow distancing in all space all had significant logistical impacts that had to be considered well prior to deployment. The professionalism and understanding of the whole team ensured these essential requirements were implemented and enforced throughout the exercise preventing any instance of COVID-19 from affecting the JTFSC personnel.

Operational Logistic capabilities such as the 3rd Canadian Support Unit Production Line, and the 4th Canadian Forces Movements Control Unit Movement Detachment ensured all material generated for Ex RP was accounted for, tracked, and reconstituted as required from warning to redeployment. Critical logistics skills essential to theater opening were considered early on and built into the JTFSC in redundancy to ensure material handling equipment and data entry systems of record could be operated regardless of the situation.

Having achieved all theater opening objectives, Ex RP immediately started on theater closure and the redeployment plan for the JTFSC. Once again logistics planning was critical to ensuring a seamless transition throughout all phases of deployment, employment and redeployment while maintaining operational support capabilities. For the next year, the Ex RP JTFSC will be the team the CAF depends upon to open or close a theater of operations anywhere in the world. They truly are first in last out.



9 - All RCLS members on the Ex.

Photo Credit: MWO James

## Ex READY POSTURE 2020 from a Postal Perspective

**By MCpl Richard Doucet - Postmaster Ex READY POSTURE 2020**



I know what you are all thinking. A field exercise in late October? Cold! Wet! Exhausting! Well, you're mostly right, and it made the first 48 hours crucial for setting up infrastructure and accommodations. With my postal kit and Special Equipment Vehicle (SEV) still 48-72 hours away I was more than content with helping. Thank goodness for tent heaters!

As my first "mock" deployment exercise with the postal trade I was faced with a fair bit of anxiety regarding the exercise, but not long after my SEV unit was set up did much of that anxiety disappear. This marvel of modern times is a rapid deployment and set up mobile post office with ample space for basic mail sorting, operating a financial counter and even with the potential to double as sleeping quarters. Its 5.5KW heater proved more than enough for the worst fall could throw at me. Conversely, its 10 000 BTU AC unit would make any summer day comfortable. Not long after confirming that everything was copacetic with my incoming and outgoing mail routes I officially opened the doors. One thing became very evident after a few customers: Everyone is green with envy of the SEV unit. Considering it is a relatively new technology and is the latest iteration of a deployable post office this is no surprise.

The biggest difference EX READY POSTURE 2020 has with similar exercises in earlier years is that the deployed Postmaster and his office are fully operational; this to the excitement of higher ups in the CoC and junior NCMs alike. Several members took it upon themselves to test out how operational I was by ordering morale related items on Amazon and others sent letters to their families or home units.



10 - MCpl Richard Doucet



11 - Cpl Suzie Landreville (3 CSU) is being served at the counter by the Postmaster, MCpl Richard Doucet.

*Photo Credit: Capt Ariane Philippouci*

## Director General Support / Strategic J4 Signs Bilateral Support Arrangements with Japan and Germany

**By Major Mike Bernardo**

If all had gone as planned, Brigadier General Chris Zimmer, Director General Support and Strategic J4 of the Canadian Armed Forces would have been sitting beside his Japanese counterpart, Rear Admiral Kanezashi Motoyuki, to sign an Implementing Arrangement (IA) for the ‘Exchange and Reimbursement of Fuels’ between the Canadian Armed Forces and the Self Defense Forces of Japan. This was to take place on the sidelines of this autumn’s meeting of the Pacific Area Senior Officer Logistics Seminar (PASOLS) which was to take place in Bangladesh. However, as with many other engagement activities the ongoing COVID-19 global pandemic transformed meeting key partners and allies in person to meeting in a virtual environment. This year’s PASOLS meeting is no different with the conference being conducted in a one-day VTC session on 20 October. PASOLS members include senior military logistics officers of several nations from the Indo Asia Pacific Region and others with strategic links to the Asia Pacific. The scope of PASOLS centers on planning for the provision of support for potential regional conflicts, humanitarian assistance and disaster recovery operations (HADR) and enhancing interoperability for joint operations and exercises. Normally during these meetings there are

several sidebar bilateral discussions scheduled with the logistics leaders of nations of relevance to our global engagement strategy, as emphasized in Canada's Defence Policy "Strong Secure, Engaged."

Despite not being able to meet for a bilateral discussion in person, BGen Zimmer participated in a physically distanced and historic signing ceremony with RAdm Motoyuki, in advance of PASOLS. Although the event was not conducted in the same location or simultaneously, it was conducted amidst the COVID 19 global pandemic complete with PPE and physical distancing measures in place that incidentally, exceeded the two meter standard by several thousand kilometers. The IA for the 'Exchange and Reimbursement of Fuels' was precipitated by the Japanese Navy who had requested refueling support from the Royal Canadian Navy ship MV Asterix. In addition to supporting naval forces, the IA will also facilitate the exchange of fuels between our respective air, land and special operations forces conducting operations and exercises worldwide. This IA comes on the heels of the recent signing of two overarching documents; 'The Agreement between the Government of Canada and the Government of Japan concerning Reciprocal Provision of Supplies and Services between the Canadian Armed Forces and the Self-Defense Forces of Japan (hereinafter referred to as the 'Agreement'), done at Toronto, on 21 April 2018' and 'Procedural Arrangement (CA-JA-01) / DND Identification Number 2012080005 between the Department of National Defence of Canada and the Ministry of Defense of Japan concerning reciprocal provision of Supplies and Services between the Canadian Armed Forces and the Self-Defense Forces of Japan (hereinafter referred to as the 'PA'), done at Tokyo, on 12 December 2018'. Both of these documents formalize the details for the bilateral exchange of logistic support of our respective forces worldwide during operations and exercises.

In addition to recently formalizing our relations with Japan, BGen Zimmer, as delegated by ADM (Mat) on behalf of the Department of National Defence, also recently signed a Mutual Logistics Support Arrangement (MLSA) with the Federal Ministry of Defence of Germany. The signing of this arrangement was done reciprocally by mail during the summer months and not in person, due to COVID-19 travel restrictions. The DND/CAF have several MLSAs in place with key allies and partners worldwide. In short, a MLSA outlines the provisions for the reciprocal exchange of Logistics Support, Supplies and Services (LSSS) with an ally or partner anywhere in the world. The definition of what LSSS includes may vary as determined by negotiations with partner nations, however definitions are quite similar. The recently signed MLSA with Germany defines LSSS as follows:

*'Supply of non-expendables, individually issued expendables and bulk expendables (such as food, water, petroleum, oils, lubricants, clothing, ammunition and spare parts and components), provision of storage capacity, billeting, base operations support and construction incidental to base operations support, training support, repair and maintenance services, calibration services, command support services, communication services, including communication supplies and materiel, medical services including medical supplies, transport, including sealift, airlift and transhipment services, port services, as well as use of facilities. It also includes the temporary use of general purpose vehicles and other non-lethal items of military equipment to the extent that such use is permitted under the national laws of the Participants.'*

The successful negotiations of the Fuel IA with Japan and the MLSA with Germany during the COVID 19 global pandemic represents our resilience in continuing "business as usual" albeit in a

business continuity environment. Both of these arrangements will enhance our ability to provide and receive support with key allies in times of peace and crisis.



12 - BGen Chris Zimmer, Director General Support Strategic J4 of the Canadian Armed Forces



13 - RAdm Kanezashi Motoyuki, Director General Logistics Joint Staff of the Japanese Self Defense Forces

## SJS Strat J4 initiative to develop a Recognized Logistics Picture capability



By LCol J.P. Crow

The Strategic J4 is undertaking an initiative that will seek to address a very longstanding capability deficiency across our logistics enterprise. The bottom line is that the nature of our business is such that every day we see our men and women out across the CAF entering reams upon reams of data into a complex web of IM systems (DRMIS, AIMS, NMDS, FMS, LOGFAS, HRMS, MonitorMass). Currently we are not able to use this information to its best advantage. It is imperative that we create efficiencies that will enhance our ability to best utilize the vast amounts of data that reside in these systems. As such, the Strategic J4 has been actively exploring ways do a better job of leveraging this data in order to provide timely and accurate decision support information. Notably, industry around us is demonstrating that competitive advantage (and survival) now goes to those organizations who can successfully leverage their data into decision support information.

The Readiness Section of the Strategic J4 has been working quietly behind the scenes for a number of years on the concept development of a Recognized Logistics Picture (RLP) which will set the foundation for this work and so it is now our intent to now progress this concept into development as a decision support tool for our collective use at the Strategic and Operational Levels. The RLP will seek to leverage upon existing pools of systems data and our objective will be to provide accurate and timely logistic information applicable to both the operational and institutional needs of the CAF. Our challenge will likely center around the organization and framing of this data into a core RLP capability that would seek to address L1 specific RLP requirements while at the same time generating a single Logistics COP that also meets our op/strategic requirements.

Further, the RLP will provide the logistic information component of CAF Common Operating Pictures (CAF COP) and will thus be integrated into CAF Command and Control Information Systems (C2IS). It will provide timely, accurate and relevant logistic information and advice to the operational chain of command while also providing critical operational logistics data to deployed CAF formations and units.

Through its ability to facilitate the fusion of data from disparate systems, the RLP will enhance joint and combined interoperability that is essential to the successful conduct of CAF operations, both domestic and international. It is an ambitious goal and one that will certainly have challenges however we simply cannot afford to admire this problem any longer.

An important aspect of the RLP will be to exploit emerging technologies such as Business Intelligence (BI) and related analytics capabilities to the greatest extent possible. This initiative will be fully collaborative in nature and it will seek to deliver both an institutional/programmatic RLP perspective as well as an ops/readiness perspective. An example of this would be our RLP approach to ammunition; at the highest level, we will want to know if we have enough ammunition to go to war (based on specific scenario sets) but we will also want to have data driven insight into our state of ammunition readiness as determined by the state of our annual periodic inspections.

We have recently entered into a contract with Gartner in order to advance this initiative. The team have recently completed a series of interviews with key L1 stakeholders. The purpose of these interviews was to benchmark the current decision making and data management capabilities of the Communities of Practice (COP) across the Logistics teams to understand the strategic business and operational decisions that each needs to be able to make to in order to advance our ability to make informed, timely decisions. At the end of this contract we should have a solid prototype RLP dashboard from which we can plan our next steps. Should you have any questions or input that you would like to contribute please feel free to contact the Sustainment Readiness section.

## Materiel Management Technicians, the Supply Technicians of tomorrow

**By CWO Julie Cordeau, Materiel Management Technicians Occupational Co-Advisor**

After 3 years of analysis, hard work, countless hours, multiple phone calls to units and emails, the Supply Technician Occupation Analysis (OA) has officially come to an end. The result of this is a new Military Employment Structure (MES) Implementation Plan IP), for the occupation that has been signed by Assistant Chief Military Personnel as the Occupational Authority. This MES IP will have a significant impact across all members of the occupation.

It all started by a Problem Definition Paper (PDP) submitted in 2016 to the RCLS: "Identifying structural and personnel management issues and challenges facing the Supply Technician occupation. Those issues include the possible occupation name change, the requirement for training at a senior rank to better promote a holistic view of the Supply Chain, and the sustainability of the Parachute Riggers within the SUP TECH occupation".

The OA included a significant amount of work, research and working groups to look at solving the issues identified in the PDP. Additionally extra studies and analysis were required to look at the Parachute riggers in order to find the best course of action for them in the future, and in who would have them under their realm. As a result of the OA there are three major impacts to our occupation:

1. An occupation change name from Supply Technician to Materiel Management Technician;
2. New Job-Based Systems analysis of functions performed by various positions; and

### 3. Separation of the Parachute Riggers from Supply Technician MOSID.

Why a change of name for the occupation? It was determined and discussed during the OA and in a working group, that a name change would benefit the occupation and attract more civilians wanting to have a career in the CAF in materiel management. The name change being a reflection of what functions are being done in the workforce when working in supply chain. This name change was needed to better align with the private sector to assist in recruiting and in training opportunities. Materiel Management Technicians was voted on and adopted.

What is also new in the MES IP are the Job-Based Systems (JBS). "As the Chief Military Personnel Designated Authority for the MES, the Director Personnel Generation Requirements (DPGR) is converting the MES of every NCM and officer occupation into a job-based system (JBS), which uses "jobs" as the primary means of conducting occupational analysis and the development of occupational specifications."

On top of improving career management, the transition to a job based system will allow more efficiency and improve performance appraisal, just to name a few. These new JBS will assist in re-aligning training requirements for all Materiel Management Technicians and enables them to perform a vast number of functions throughout their career and keep pace with advances in the Defence Supply Chain. Lastly, it has been decided that Parachute Riggers would be removed from the MOSID, receive their own MOSID and undergo a name change. Para Riggers will now be known as Air Drop Systems Technicians. The Canadian Army will be the Occupational Authority for the new trade.

Many new capabilities are coming in the near future such as Modernization & Implementation of Sustainment and Logistics (MISL) and Automatic Identification Technology (AIT). They are all new initiatives that will also bring significant changes and I am confident that they will improve how we do business across the CAF and the RCLS. They will help us become even more efficient technicians as we move forward as the Materiel Management Technicians of tomorrow!



## 3rd Canadian Division Brief for the Material Management Technicians

**By CWO T.D. Stewardt**

Friday 30 October 2020, 3rd Canadian Division was honoured to host a briefing to mark the Supply Technician being changed to Material Management Technician.

The name change is a part of the MESIP (Military Employment Structure Implementation Plan) but there is so much more that will begin to be implemented to better the trade. The other major change is that the Parachute Rigger Specialty will no longer be part of the occupation and will form their own trade. Air Drop System Technician will be the new occupation name and they will not be part of the RCLS.

Back to the event, the set-up of the briefing began on Thursday morning to ensure the correct mapping of the equipment under the direction of 3 CDSB Edmonton Imaging Section's MCpl Owen Budge. After two days of trying to get everything working in sync the time came and it went live on the 911 Supply Facebook site. Invited guests and speakers were LCol Grenier-Lachance, RCLS Western Region Senior Logistician, RSM of 1 Svc Bn CWO Wilson, CO of 7 CFSD LCol Brooks and Depot SM CWO Jensen, the 3rd Canadian Division G4 LCol Thompson and RCLS Western Area Senior NCMCWO Runge.

Also invited was the CFLTC exported QL5 Mat Mgt Tech course who provided one of the speakers, Cpl Rasti Al Wandi and members of 1 CMBG, 1 Fd Amb and 408 THS. Due to COVID-19 protocols at Garrison Edmonton the briefing was limited to 50 members in attendance. It would have been great to gather all the technicians from 3rd division, but these are the times we operate in.

The briefing was well received by all members present. The highlight was a video message from the RCLS I/A Capt(N) Turcotte and CWO Dufour and also from the Occupation Advisor LCol Green and CWO Cordeau. Thank you to all for making it a memorable event and one that can be watched again and again as it lives on the Facebook site.



14 - Photo Credit: CWO Stewart



15 - Photo Credit: CWO Stewart



16 - Photo Credit: CWO Stewart



17 - 7 CFSD CO and Depot SM listen to the brief

Photo Credit: CWO Stewart

## 5 CDSG Heavy Haul Tractor Trailer Training

By 2Lt Pablo Cardona, Tn Coy, 5 CDSG Tech Svcs

On September 17th 2020, Corporal Steven Munro, an Mobile Support Equipment Operator (MSE Op) with Transportation Company, 5CDSG Technical Services, planned and executed the heavy haul movement of a Leopard II Main Battle Tank, borrowed from C Squadron, Royal Canadian Dragoons. Upon departing 5 CDSB Gagetown, the Mack Titan TriAxel heavy haul tractor with an 80 Ton Gerry's heavy haul trailer attached, and two escort trucks, embarked on a journey encompassing New Brunswick (NB), Nova Scotia (NS), and Newfoundland (NL).

Conducted with the aim of providing heavy haul tractor trailer training, a capability held only by 5CDSB Gagetown and Garrison Edmonton, as well as integrating the Atlantic provinces' Primary Reserves, this movement across the "Atlantic Bubble" presented a unique opportunity to practice one of Transportation Company's tasks in support of its user units. Moreover, the movement provided an excellent venue to showcase Transportation Company's capabilities and promote the Canadian Army to various communities across the Maritimes.

Over the course of the heavy haul movement, the Leopard II received an extensive tour of Atlantic Canada, stopping in Saint John NB, Halifax NS, Sydney NS, and St. John's NL. The primary purpose of the

move was to demonstrate the diversity of the MSE Op trade, as well as enhancing the skills and competency of the participating drivers. Additionally, as a secondary, yet equally important task, it promoted the integration of the Primary Reserves by incorporating reserve members as right-seaters in the tractor trailer to each of the locations. In total, 12 reservists from 36 and 37 Service Battalions participated.

At each location, further incorporating the “one army, one fight” initiative, extensive Professional Development (PD) sessions were conducted, leveraging the tractor trailer and the Leopard II. The Reservists’ PD included practical lessons on how to properly chain and load a tank to the trailer, in addition to theory on the laws of oversized loads and heavy haul weight management. Generally, MSE Ops do not have this opportunity, so this PD provided them with valuable training in case they are ever employed or contracted to assist with similar tasks.

Of course, driving a heavy haul tractor trailer across inter provincial lines, especially one with a cumulative weight of 105,000 kg, required extensive planning. In the weeks leading up to the heavy haul movement, Corporal Munro oversaw the preparation, which included finding suitable locations for the displays, reconnoitering routes, ensuring that the proper permits were issued, and liaising with local law enforcement agencies and provincial travel and transport authorities. Everything from loading the tractor and its haul on the Newfoundland-bound ferry to confirming the usability of bridges and parking spots had to be confirmed prior to departure.

This heavy haul movement provided valuable trade-specific training and professional development for all involved from Transportation Company and the Primary Reserves. Transportation Company will continue to improve its readiness and focus on integrating the Primary Reserves in attaining qualifications and enhancing their skills through future exercises and training.



18 - Cpl Steven Munro and heavy haul tractor trailer (HHTT) at the Enfield, NS Weigh Scale House.



19 - Corporal Steven Munro & Corporal Max Arsenault at the Enfield, NS Weigh Scale House preparing for the Primary Reserve Professional Development session.



20 - Heavy Haul Tractor Trailer (HHTT) at Marine Atlantic North Sydney, NS with the MV Leif Ericson in the background.



*(Photo Credits: Cpl Jennifer Robinson-McGuire, Image Technician of 5th Canadian Division Public Affairs)*

## Trucker's Rodeo

**By Major Leona Ahn, OC Transportation Company 1 Service Battalion**

On Wednesday October 14th 2020, Tn Coy held the Truckers Rodeo. Starting bright and early on a cold fall morning, everyone came out with big smiles on their faces eager to beat one another and show their truckers pride. The purpose of the Truckers Rodeo is to promote safety and encourage CAF personnel to develop and perfect professional driving skills, as well as, to promote their high degree of professionalism.

The Truckers Rodeo was divided into 3 main events: MSVS SMP, Bus, and Tractor Trailer. The competitors got scored based on how quickly they drove the course and how many obstacles they avoided hitting while driving. The obstacles included: the Narrow Alley Dock, the Offset Alley, the Right Hand Turn, The Serpentine, and the Diminishing Alley.

The winner of each event were as follows:

- MSVS SMP: Cpl Slyziuk with 149 pts;
- Bus: Cpl Rivera with 211 pts; and
- Tractor Trailer: Cpl Brown with 127 pts.

There was a delicious BBQ served at lunch by the kitchen staff, including: hamburgers, hot dogs, pop and water. In light of COVID-19, the kitchen staff served everyone their food and it was required to wear a

mask if you could not keep 2m distance between you and the others. Overall the Truckers Rodeo was very successful, and Tn Coy plans on holding one every year...maybe next year it'll be a bit warmer!







## CFLTC - Showing its True Colours

By Lt(N) Trudy Spurrell

If you step inside the Canadian Forces Logistics Training Centre (CFLTC) you will notice some changes. Like other training establishments here at Base Borden, COVID safety measures have been put in place, but more notable is an updated look that proudly reflects the Royal Canadian Logistic Service.

Pillars and walls have been strategically painted with the Logistics Branch colours. Prominently displayed against this backdrop are the Logistics Principles and CFLTC Crest.

Changes have also been made behind the scenes. For many courses, training that had traditionally been delivered in-house, is now delivered partially or fully via distance.

Prior to 2020, CFLTC's Modernization and Innovation plan set in motion the development of courseware for Distributed Learning (DL). In response to the pandemic, these development efforts ramped up significantly with instructional staff taking on the task of converting courses to an online format.

*"At first it was not an easy task as none of us had developed online courseware before. We accomplished a lot in a few months and continue to improve our courses every day,"* commented Sgt Martine Couture, Transportation Division.

Moving to a Distributed Learning (DL) model relied heavily on the flexibility and cooperation of CFLTC staff. *"We made use of online conferencing technologies to have weekly O-Groups, TGITs and to work on files as a group. This allowed for effective communication and for high morale while working from home"* noted Capt Hellen Ohlke of Ammunition Division.

The attributes of critical thinking and adaptability, embodied by staff and students, have allowed CFLTC to continue training despite limitations imposed by the on going pandemic. *"This has been an unexpected training season that has forced us to find different ways to train. We are excited to take*

*what we have learned and to now hone it and continue delivering quality instruction..."* stated CPO 2 Ben Van Slyke, Music Division.

Just as the new LED crest lights up CFLTC's headquarters, the unit is a shining example of perseverance and determination, exemplifying the principles of logistics.

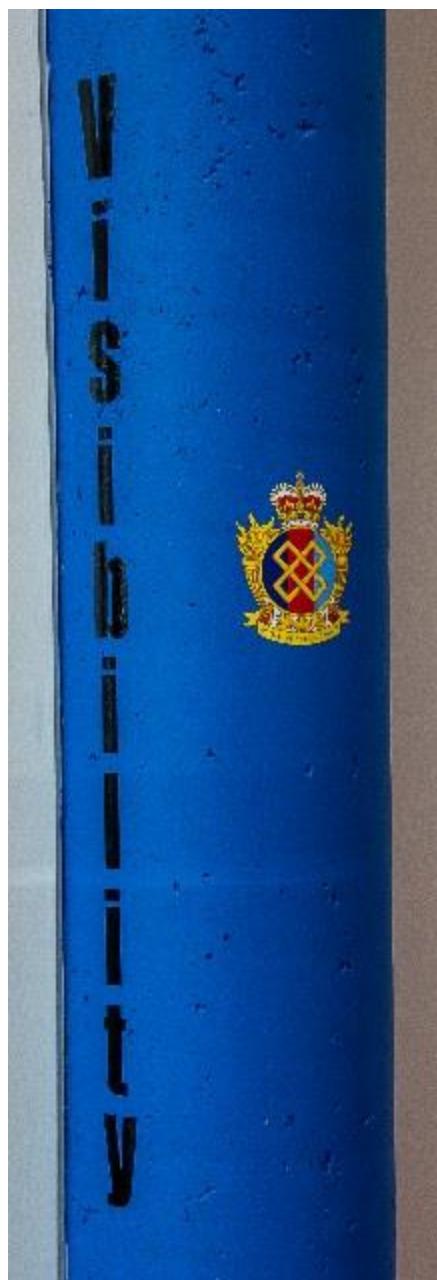


21 - Photo Credit: WO Dale Lalonde



**D**istance





## Lessons Learned on the Pandemic of Ration and Quarters Support Services (R&QSS) Team at CFB Borden

**By: Maj André P. Jean and Ocdt Julien Trudeau Senécal**

In the face of the COVID-19 pandemic, the R&QSS team of the Administrative Services of CFB Borden shone by its resilience and adaptability. Guaranteeing the return to work for the civilian workers summed up to a bi-directional communication a careful attention to the concerns of individuals on all levels and the participation of outside parties.

Many factors weighed in the balance to ensure the success of R&QSS in its endeavors. The first of these factors was a constant communication on the evolution of the situation of the pandemic while the civilian workers were at home. This communication took the form of newsletters sent by the officer commanding of R&QSS and the commanding officer of Administrative services. The second factor in the success of R&QSS was a bi-directional communication to ensure the well-being of employees as well as answering their concerns.

With the input of Preventive Medicine, Real Property Operations and Base General Safety Officer, additional health and safety measures have been implemented in order to protect the personnel. An \$85,000 project was put together for the installation of plexiglass shields in both Curtiss and Vickers dining halls to separate the diners from each other. These shields protect the diners from any potential water droplets generated by other diners. Ultimately, the plexiglass shield ensure the security of the diners during their meal. Segregated shift help in ensuring the safety of the personnel working in the kitchen. This form of schedule helps in limiting the amount of personnel working in the kitchen and remain, thus far, the best option in protecting the military cooks and civilian personnel.

During the first days of the pandemic, a healthy communication with the union has been crucial. Before the established date for the return to work, meetings with the health and safety committee and the Union Management Consultation Committee took place. Active listening and the application of recommendations by the civilian personnel, through the creation of standing operating procedure (SOP), helped in the mobilisation of the team, ensure a safe return to work to answer the challenges brought by the pandemic. These SOPs have been a collective effort: key stakeholders such as the Base General Safety Officer and the Preventive medicine have been solicited in the creation, and revision, process. SOPs are a tool in constant evolution and are an integral part of the improvement of the workplace, mitigate the risks associated to COVID-19 and ensure a safe work environment for all employees.

In the end, it is necessary to mention the efforts and perseverance of the entirety of the R&QSS team. We thank them for a job well done. Guaranteeing a safe workplace for all employees begins first with and foremost with good communication and a common understanding of risks. No matter what the future may hold, R&QSS will be here to answer the call.



22 - Photo Credit: Ocdt Julien Trudeau Senécal

## Canadian Defence Liaison (Washington) Admin Staff Rise to COVID-19 Challenges

By Capt Andrew MacNeil, CDLS(W) Admin O

“Quarantine, lock downs, working remotely, virtually...” words and phrases now commonly used to describe the situation facing all CAF members as they go about their daily routines. It is no different for those working in the Canadian Defence Liaison (Washington) (CDLS(W)) Support Unit. Over the past 7 months, while many in the CAF have returned to their workplaces, CDLS (W) staff continue working remotely, due to Embassy and Washington DC, policies and lock downs. Facing this unique situation, the HRAs and FSAs have risen to the many challenges posed by the COVID-19 Pandemic.

For the most part, CDLS(W) works like any orderly room back in Canada, but additional responsibilities are included in the workload. The unit is primarily responsible for the smooth flow of members into the US, ensuring Admin and Finance issues are managed during their posting, and then making sure the transition back to Canada is seamless. The staff had this down to a science; then the pandemic hit. For the supported members, it often evoked more questions than answers, leading to a flurry of emails or phone calls to CDLS(W). On the receiving end was a staff member, trying to help make sense of it all.

One sub-section of the Support Unit manages all things ‘housing’, ensuring members find suitable accommodations, reviewing leases, and depositing allowances into their U.S. bank accounts. Due to border closures, members posted in or out of the U.S. this year were left with two choices: a virtual HHT or an HHT after Change of Strength (COS). This had a knock-on effect, requiring engagement with different authorities and policy consultation like CFIRP. CDLS(W) support staff navigated these uncertainties and approval processes on behalf of the members.

For members with school-aged children spread across more than two dozen states, frustration reigned as they desperately tried to figure out the ramifications of the pandemic on their children’s education. Back in Canada, parents faced similar concerns, primarily at a provincial level. In the U.S., education decisions became much more confusing as there was often discord as the State and Federal authorities developed their own plans. CDLS(W) has a subsection devoted to Children’s Education Management (CEM), front lining the flurry of parent’s concerns as they flooded CDLS(W) phone lines and inboxes.

Considering the high level of infections in the U.S., parents had to make difficult choices between the health of their children and the adverse effect to their future development. The staff of the CDLS(W) CEM section went above and beyond their regular roles and responsibilities to work through these various scenarios with supported members.

These are just a couple examples of CDLS(W) support staff going to extraordinary lengths to ensure members' OUTCAN experience is as best as possible. In the face of stress and uncertainty, the spirit and dedication of the CDLS(W) support staff remains strong. I, for one, couldn't be more proud to be working with these CAF members.



23 - Avr Michelle Olsen



24 - Cpl Isabelle Beaulieu



25 - Sgt Donna Barrett



26 - MCpl Chris Craig



27 - Ms Michelle Bugeaud



28 - PO2 Geoff West



29 - Pte Marie-Pierre Renaud

### [3 Canadian Support Unit Distributes Non-Medical Masks for Op LASER](#)

By Lt(N) Mkanda



Did you know that 3 Canadian Support Unit (3 CSU) is acting as the Canadian Armed Forces (CAF) non-medical personal protective equipment (PPE) distribution point for Operation Laser (Op Laser)?

Over the past seven months, 3 CSU has been supporting the CAFs response to the Covid -19 Pandemic, Op LASER, by receiving PPE orders on behalf of the Department of National Defence (DND). The unit has also been forwarding the PPE to a multitude of CAF installations andmissions worldwide.

PPE is delivered by DND suppliers to the units Central Material Traffic Terminal (CMTT) on almost a weekly basis. It is also shipped out by the unit on a similar time table. Manning the CMTT are the units Traffic Technicians, who offload the PPE from trucks and verify the delivery paperwork provided by suppliers.

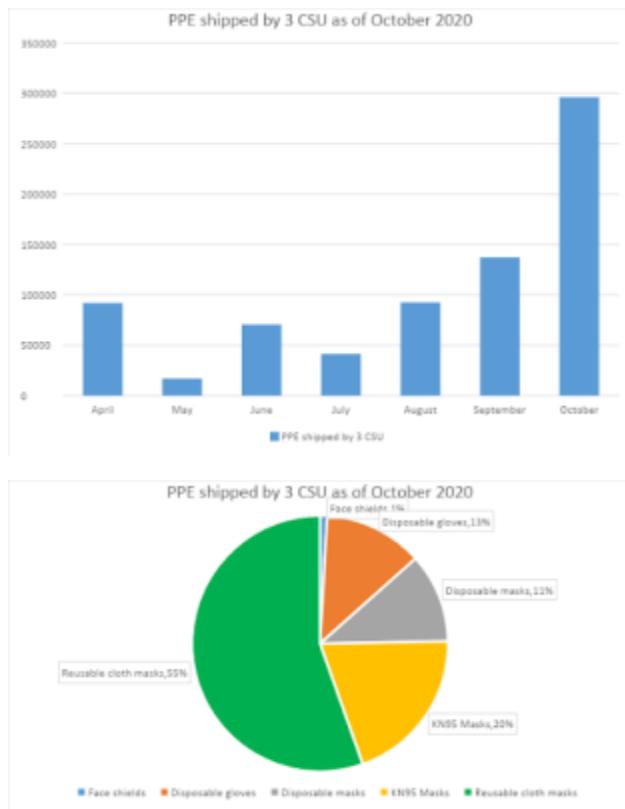
Once the PPE has been offloaded and the delivery paperwork confirmed, it is moved into 3CSUs warehouse to be inventoried by the units Materiel Management Technicians (MMTs). The MMTs also receipt the PPE into the Defence Resource Management Information System (DRMIS), so it can be more easily tracked within the Defence Supply Chain.

When an order is received, the MMTs package the PPE into triwalls and conduct the necessary transactions in DRMIS so it can be shipped to its destination by the CMTT. The Traffic section then arranges the mode of transportation for the PPE depending on destination and the required delivery date.

As indicated on the included charts, the unit has experienced tremendous success in the shipment of PPE over the past few months. To date, over half-million of non-medical masks have passed through 3 CSUs CMTT and warehouse. In fact, if you recently received CAF issued PPE, there is a pretty good chance it was forwarded to you by the folks at 3 CSU.

In spite of the unit's ongoing success with this task, the job has not come without its challenges. The current surge in demand for PPE has led to some items being hand delivered to CAF wings and bases by 3 CSU personnel, in order to meet deadlines. The unit has also experienced personnel shortages in the warehouse due to its ongoing commitments to domestic and overseas deployments. Storage capacity has also been an issue due to the small size of 3 CSUs warehouse, it primarily functions as a transhipment point for CAF material going overseas, and thus some items have had to be moved outside in order to make room for the PPE.

In January 2021, responsibility for the distribution of non-medical PPE across the CAF and DND will be handed over to the Canadian Forces Supply Depots. Thus 3 CSU will return to its primary role of providing logistical support to deployed CAF operations. Until then however, the team at 3 CSU remains busy at work, eagerly assisting in the CAFs battle against Covid-19. Always ready to act, or as per our unit motto, **AGIR**.





30 - From left to right:

Pvt Pagé, Cpl Tremblay, Cpl Fyfe-Miller, Lt(N) Mkannda, MS Hébert, MCpl Clavet, Sgt Levesque, Pvt Parent.

## SEW Team 6

By 2Lt Shawn Trahan



Producing non-medical masks became a top priority in the CAF to enhance our public health measures, and I was put in charge of that responsibility at 14 Wing, Greenwood. Even though I had not finished my training yet as a 2Lt on BTL, I was ready to tackle this task.

As the Production Officer, my role was to set up a non-medical mask production facility upstairs in our Supply warehouse. An assembly line was established consisting of eight sewing machines, ironing boards

and irons and a section dedicated for material measurements and cutting. All were set up ensuring the minimum two meters between each. Add a dedicated team, pulled from across 14 Wing, and in no time we were producing five-hundred non-medical masks each day, more than doubling the wing production that was currently taking place across the Wing.

I got to experience the intricacies of the Supply world first hand, and got the opportunity to learn how it all comes together. From figuring out who has the DOA's to make the purchases I required, to dealing with various vendors to obtain quotes, and going through the procurement process the entire time. It was a great experience that I realized not every Junior Officer gets to experience. Even experienced Logisticians I talked to never had to deal with this type of Logistical planning, so it was very unique indeed.

The members of the production team decided on the name Sew Team 6; a clever play on words referencing the United States famous SEAL Team Six. In the seven weeks I stood this team up, they had produced more than seven-thousand non-medical masks; an incredible feat that had earned the recognition of the command team here at 14 Wing, Greenwood.

Without the incredible dedication and industry of all members who contributed, we would not have so quickly achieved our goal of producing enough non-medical masks to offer and sustain the three masks per person necessary to bring people back to the workplace safely. A true testament to how members of the Canadian Armed Forces can adapt and overcome in order to succeed at any challenge, no matter how unique it may be.



31 - From Left to right:

Cpl Rutz, Cpl Vincent, Cpl DiGiacinto, Avr Pelletier, MCpl Johnson, Cpl Laxamana, 2Lt Trahan, Cpl Chapman, Avr Savard and Avr Ross

Photo Credit: 14 Wing Imaging



32 - From Left to right:

Cpl Laxamana, 2Lt Trahan and Avr Pelletier

Photo Credit: 14 Wing Imaging



33 - The SEW Team 6 in action.

Photo Credit: 14 Wing Imaging

## COVID-19, CFB Ottawa-Gatineau gets Mobilized!

### By Cpl T.S. Michaud CFSG (O-G) Clothing Stores

Terms like non-medical masks and personal health protection measures have become commonplace words in our lexicon today. COVID-19 has had an immeasurable impact on daily life, it has forced us to adapt and to change the way we do business. Flexibility and overcoming adversity are hallmarks of logisticians and Canadian Forces Support Group (Ottawa-Gatineau) was quick to jump into the fight against COVID-19.

With a customer base of over 22000 Defence Team members spread across the National Capital Region, OUTCAN locations, and small missions across the world, CFSG (O-G) Clothing Stores is a very active and

busy section. With the implementation of force protection measures requiring non-medical masks to be worn by all members of the CAF and DND, the vast requirement for masks was an entirely new logistical challenge for the CAF. CFSG (O-G) Clothing Stores tailors quickly re-adjusted and moved from working on service dress and flying gear to producing thousands of masks to aid in the protection of our members.

CFSG (O-G) Clothing's tailors come from a diverse background and bring an exceptional depth of experience to the floor. As key members of the Clothing team, they represent an unsurpassed degree of professionalism and customer service that is recognized by customers and colleagues alike.

One of the earliest tasks was to produce masks for members posted OUTCAN, who are unable to access the immediate CAF supply chain. Getting masks out to them became a priority and the tailors quickly adjusted existing patterns to ensure that all OUTCAN members, and their families, would be protected by the provided masks.

Early in the pandemic, often working from home in make shift shops set up in their own kitchens and living rooms, our tailors began the task of designing, cutting, and sewing various types of masks. The challenge of full time mask production from homes spread across the city involved close team work between the essential staff on duty at Clothing Stores and the tailors at home. Daily transport runs allowed key sewing materials to be delivered and finished product to be picked up for further distribution to end users.

As the pandemic progressed and the situation evolved, our tailoring operations adapted as well. After four months of working from home, our tailors were able to re-establish a small footprint at Clothing Stores, increasing their production capability and eliminating some of the more lengthy processes required in their temporary sewing locations.

While COVID-19 remains a threat, our tailors will continue to produce masks and help ensure that a steady stream of personal protective equipment makes it out to all members of our team. With over 7000 masks produced thus far, working in dispersed conditions and often from home, they are indeed representative of the motto – *Servitium nulli secundus*.



34 - Charles Seck and Cpl Gariepy at work in Clothing Stores.





## Relocation - It Takes a Team!

By LCol F.J.M. Lombardo and Brenda Clarke

### Director Relocation Business Management

2020 has been....well... we are not even sure which adjective to insert in this sentence. This year has been challenging for all CAF members and especially those who have had to conduct a move in a fluid environment of uncertainty and at times perhaps chaotic.

As CAF members we do what we have been trained to do, regardless of the challenge we adapt and overcome, and we move forward making the best of perhaps not ideal circumstances.

There are a lot of people/organizations involved in order to affect a successful relocation and we are grateful to them all this year.

Director Relocation Business Management (DRBM) would like to extend a huge Bravo Zulu to those fulfilling the role of a Canadian Force Integrated Relocation Program (CFIRP) Coord. As one of the first points of contact for members, their advice and assistance helps members navigate a successful relocation. Through a global pandemic and a rapidly changing environment, the CFIRP Coords have gone above and beyond to support our relocating CAF members, and we applaud you for your efforts!

Thank you.

There have been a number of key changes to the relocation process this year. In addition to finding alternative ways to deliver the member initial briefings, each member was provided a detailed move checklist as part of the registration process. The most significant change however was the introduction of a new claims process in early June. The new process has made it easier to file a claim, to track where it is in the system and to have claims settled more expediently. Work has already begun to train BGRS agents for next APS and to provide training for CFIRP Coordinators via a CFIRP Coord Webinar to be held 12 Nov.

If you did relocate this APS, please remember to complete the move survey.

## Canadian Armed Forces Release Administration (CAFRA)

By MWO VanderHeiden

The Canadian Armed Forces Release Administration (CAFRA) workflow management tool has recently been introduced for use by Regular Force Release Administrators across the CAF. This tool enables a more professional, personal, and standardized approach to release administration that is complementary to the intent of OP Transition. As a way of introducing how this tool plays an important role in the transformation of the transition process, let's revisit the reasons behind the need for change.

In March 2016, Commander Military Personnel Command (CMPC) directed improvements to the release process. The problems identified were that the Royal Canadian Navy, the Canadian Army, the Royal Canadian Air Force and MILPERSCOM were each using different processes, procedures and IT systems to effect releases their release. Release processes were out-of-date and often executed in ad-hoc amalgam

of steps that relied on paper forms and a large resource tail of support. In addition to the duplication of effort, it was evident that the process was too linear in terms of how the hand-offs at Base/Unit level to (Director Military Careers Administration (DMCA) to Director Military Pay and Allowances Processing (DMPAP) to Director Canadian Forces Pension Services (DCFPS) occurred. On the Reserve side, especially within the Canadian Army's multiple levels of review (Unit, Brigade, Division & Army HQs) this often resulted in unbeneficial delays. The net effect was to limit the effectiveness of the release process and introduce unnecessary delays in receiving benefits and services from a releasing members' perspective.

As directed by CMP, Director General Compensation and Benefits (DGCB) initiated what was coined the "The Release Renewal Project". The goal of this project was to re-engineer the release experience and make a quantum leap in service delivery by modernizing the process, harmonizing Regular and Reserve Force release processes, making maximum use of new technologies and integrating the process with Veteran Affairs Canada (VAC) services to ensure a smooth and successful transition for all members.

The CAFRA tool has been in development since 2017 by the Military Command Software Centre (MCSC) of the Canadian Army to enable the release process administration to be done in an electronic or digitized format. This is in keeping with the Chief Military Personnel (CMP) vision of administration in the CAF as reflected in the Canadian Forces Recruitment Information System (CFRIMS) and with the recent introduction of the Performance and Competency Evaluation (PaCE), the new personnel evaluation application that also utilizes the Monitor MASS platform. The CAFRA tool includes a series of standardized checklists related to the engagements with a member and the actions to be taken at each consultation. There is an Initial Interview, a Progress Interview, and a Final Interview. The Progress Interview is new and it is to be a phone call to the member about mid-way through their transition period to check to see if the member is experiencing any challenges in completing their release administration or out-clearances. The intent is to ensure that the member will be ready to transition ahead of their release date and before it is too late.

The Release Benefits Administration (RBA) section within DGCB was formed as part of the release renewal re-engineering effort and in addition to their significant role in release process oversight they have been focused on developing and delivering the training in the use of the new CAFRA workflow management tool to all Regular Forces Bases. Implementation to Regular Force Release Sections started in September 2019 and was completed in August 2020 after a short delay due to COVID 19 operational restrictions. We now have all Regular Force member's release administration being processed within the CAFRA workflow management tool.

What does this mean to you as a Forces retiring member or to you as the member's Chain of Command in support of the administration and welfare of that member?

With the Release Sections working within CAFRA, they are able to upload all documentation for the member's release, including documents for the Canadian Forces Severance Pay (CFSP) calculations. RBA can then validate the release authority, verify entitlement, and calculate the CFSP prior to the member's Initial Interview. This will enable a releasing member to make sound financial decisions as to the payout of this benefit at the time of release. RBA has also delegated the responsibility of Payment InLieu (PiL) of Retirement Leave (aka cash out of leave) to the Bases/Wings which means that CFSP and PiL of Retirement Leave processing can be completed in time for the member's release and the payments can be made shortly thereafter. So, you can see that we have come a long way in attaining the goal of

Initiative 28 in the Defence Policy - Strong Secure and Engaged (SSE) which states that we are to “Ensure that all benefits will be in place before a member transitions to post-military life”.

As alluded to earlier, there is a great deal of concurrent or background activity that happens which a releasing military member would not see. CAFRA allows RBA Ottawa to audit the file as the Release Section is still working on the file vice RBA Ottawa only auditing the file after the member’s release. RBA ensures the Release Item and Release Authority is correct to ensure the release is both lawful and administratively complete all the while encouraging a smoother well informed transition experience while drastically cutting down on file errors prior to the member’s release and promoting confidence in Guardian (HRMS) and CCPS (pay system) data.

So, we have made some real progress in release process renewal for the Regular Force but what about the rest of the CAF? At Final Operating Capacity (FOC), expected by 2024, the intent of Release Renewal and the CAFRA tool is to standardize release administration pan-CAF and include all Reserve Force releases. IT capabilities, such as GP Net, polycom and other video conferencing capabilities will be leveraged to address the challenges associated with some Reserve Units not being within geographical areas of Release Sections and the requirement for in person interviews.

In the very near future we intend on implementing further improvements; an online portal will enable a member to request their release online is being developed – this would mean no further requirement for typed hard copy applications or memos. With the online application three organizations will be notified. First the member’s unit and Chain of Command. This enables the Chain of Command to interview the member and do their regular vetting of release applications. Second, the Release Section is notified so that they can provide guidance to the Release Authority on the release date and item, and request the personnel file from the unit to enable them to upload the required release documentation promptly to CAFRA. Third, RBA is notified so that they can follow up on required upload requirements, validate the approved release for correct item and authority, and calculate the member’s CFSP (Severance) entitlement. Therefore, by functioning in a complete electronic/digital format concurrent activity is encouraged and enabled at all 3 levels.

The Chain of Command is also going to be empowered to perform their transition/release-related administration within the CAFRA tool. The release request can be approved, modified or cancelled within the tool by the Commanding Officer who will also be able to use the “e-endorsement” function. Commanding Officers will further be able to complete the CO’s Checklist/Interim Transition Process Checklist within the tool.

We are also intending to automate the uploading of data from CAFRA to Guardian for Release Item and Release Date once RBA approves these items. This efficiency means that the Release Section will not have to do this entry manually and that VAC will receive advance notice of a member’s release to assist members sooner.

In summary, a tremendous amount of excellent work has already been achieved with cooperation and efforts from DGCB/RBA, CAFTG, ADM(IM), and the Canadian Army MCSC to enable CAFRA for all Regular Force bases. Trials for Res F CAFRA are underway as we continue improve the transition experience and to include all Reserve Force releases into the CAFRA process in the near future.



## Canadian Forces Artist Program

The Canadian Forces Artist Program (CFAP) is the latest military art program of the Canadian Armed Forces. The tradition started in 1916. Canadian war art officially began with the creation of the Canadian War Memorial Fund. It commissioned and exhibited over 800 paintings, sculptures and prints from artist serving in the military. Throughout the years many different funds and programs were put together to capture the art that demonstrated our military history. In 2001, the CAF, under Chief of Defence Staff General Maurice Baril, started the Canadian Forces Artist Program.

Their website is: [www.canada.ca/en/services/defence/caf/showcasing/artists-program.html](http://www.canada.ca/en/services/defence/caf/showcasing/artists-program.html)

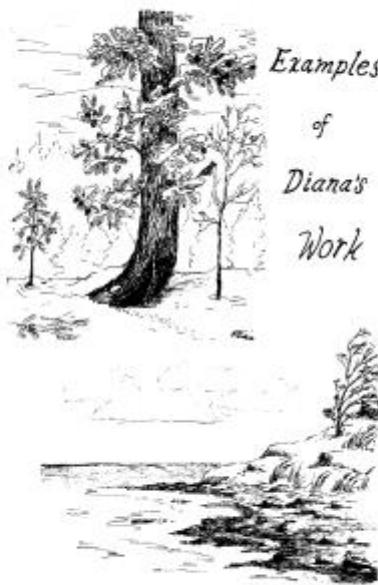
Cpl David Collier, a member of the CFAP, wants to recognize an artist found at CFB Borden who has been serving the CAF for 17 years, Diana Dobson.



Over nine years ago, coming to Canadian Forces Base Borden - a long time now as my retirement looms - Diana Dobson has been working in the dining hall, washing dishes, scrubbing in the dreaded pot room... but part of the kitchen crew's rotations also include shifts at the 'cash' which consists of blessed sitting while hundreds of people pass their mealcards over a reader. These shifts at the cash give Diana a chance to get some artwork done, in addition to her small paintings, done at home. Her drawings are small, about 4x6 inches, mostly memories of landscapes seen growing up around Georgian Bay, giving passerby lucky enough to glimpse them a welcome respite from a hectic day.



*Diana*



Examples  
of  
Diana's  
Work

**ASK THE ARTIST** Diana Dobson, who has worked at CFB Borden Dining Halls for 17 years, which she prefers - the old or the new mess -



35 - Picture by Cpl David Collier

## RCLS Collector's Edition Coin





The RCLS is proud to introduce its first Collector's Edition coin. These are available now at Canex to some location and of course online at Canex.ca.

The coins are limited and are all numbered. This is a great addition to any collection as they are unique in design. The chain links, which represent us all, is mounted on a shaft which make them spin. Grab one before it is too late!

The Collector's Edition initiative would like to call on you to create and present the next coin. You have an idea? Send it to [patrick.bergevin@forces.gc.ca](mailto:patrick.bergevin@forces.gc.ca). If your idea is picked, you will receive the first coin on us!

## RCLS CWO Corner



36 - CWO P. Dufour

Greetings to you fellow logisticians,

Wow, we're in November and the Ottawa region has already experienced the first signs of winter. I would like to say where did Fall go but to be honest, I don't think I am done processing the fact that Summer is over, and it would not be surprising to hear that many of you feel the same. Nonetheless, there are exciting things happening in November and one that comes to mind is the results of the Promotion Boards showing up in EMAA. Some of you will undoubtedly be excited to see your standing which may result in a promotion and everything it entails. Of course, for others it's not going to be as exciting and you may find yourself asking "What am I doing wrong?" or "Why didn't I rank higher?" If that is the case, have you ever taken the time to look at the SCRITs for your rank and occupation?

What are SCRITs you ask? In short it stands for Scoring Criterias and as the name implies, they provide a breakdown of how each file is evaluated by the various merit boards. If you are interested in finding out more about the SCRITs for your specific occupation and rank, feel free to take a look at them on the [Production](#) side of our webpage.

Speaking about the [RCLS webpage](#), the team has been working hard at updating the content and various links so I invite you to take a look to see what's in there. Our goal is to use it as a repository for Logistics related news, information, and other resources, and we're always open to suggestions.

November also means that Remembrance Day is at our doorstep and I was discussing what it will look like with several CPO1/CWOs from various locations across the country. I'm sure that the administrative instructions are out by the time you are reading this and there is no doubt that, for most of us, it will be unlike any Remembrance Day before. But, circumstances dictate that we must adapt and remain vigilant if we do not want the sacrifices of the past 7+ months to have been for nothing.

While we're on the subject, I would be remiss for not taking the time to thank every single one of you for doing your part in this global fight. I know that it's not always easy but we're all in this together, so if you are having a tough time I urge you to find someone to talk to, we're a big family and we are there for each other, that's what families do.

Take care and stay safe,

## 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! Please send us articles with no more than 400 words and don't forget to include high resolution pictures with photo captions. If your Unit / Base / Wing / Headquarters is doing something interesting in the Logistics world we want to be able to share it with everyone! Please ensure articles are submitted in both official languages. If you have questions or feedback, do not hesitate to contact us at [RCLSSecretariat-SecretariatduSRLC@forces.gc.ca](mailto:RCLSSecretariat-SecretariatduSRLC@forces.gc.ca).

Next Publication - Special Greeting Holidays

Deadline: 4 December 2020