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GOODYEAR **DUNLOP**

Photo contest honour's 2011's best images

Jen Seipp
CFPFSS

From tender family moments to gripping images of soldiers at work, the 43rd Annual DND Photography Contest showcased incredible photos that reflected the diversity of life in the Canadian Forces community.

Organized by Canadian Forces Joint Imagery Centre and Canadian Forces Personnel and Family Support Services, this year's contest received 1,164 entries from 186 amateur and professional photographers, including military members, family members, civilian employees, and retired personnel. Their lenses captured everything from military operations in Afghanistan, to newborn babies, to mountain bike races.

All of the photos were on display for the Photo Contest Awards Ceremony, held Nov. 17 in Ottawa. Before the awards were handed out, the photographers, distinguished guests and sponsors admired the strikingly diverse collection of winning images, enjoying the chance to meet fellow photography buffs and discuss their personal favourite shots.

"Photographs share our story with Canadians," said Robert Fonberg, Deputy Minister of National Defence and Photo Contest patron. "They can connect to us operations, military life and interests we share in common."

During the awards portion of the evening, several photographers were honoured for the high calibre of their individual photos and collected work. Major award winners were:

- Professional Photographer of the Year: LCol (ret'd) Jean Lapointe, Gatineau, QC
- Amateur Photographer of the Year: Cpl Mark Schombs, CFB Petawawa, ON
- Best of Show Professional: MCpl Angela Abbey, CFB Esquimalt, BC
- Best of Show Amateur: Cpl Josée Girard, Brussels, Belgium
- Environment Award: LCol Geoff Carter, Ottawa, ON
- Family Life Award: Melissa Gauthier, Ottawa ON

Winners took home prizes donated by sponsors. The winning photos were also exhibited at the NDHQ Concourse from Nov. 21-28 for the local military community to enjoy, and are available online at www.DNDPhotoContest.ca.

In addition to being the contest's patron, each year the Deputy Minister also honours one special photo that best depicts the Canadian military with the Deputy Minister of



**Deputy Minister of National Defence
award-winning photo.**

National Defence Award. This year's winner was A Nation's Pride, A Nation's Sorrow by Cpl Josée Girard, a stirring image of the Canadian flag waving over the Vimy Ridge Memorial.

"Many historians view the true birthplace of Canadian nationalism as the battle that took place at Vimy Ridge on April 9, 1917," said Deputy Minister Fonberg. "With that great triumph there was also great loss. The winning photograph by Cpl Josée Girard reminds us of the pride and sacrifices of battles past and emotions of operations today."

Congratulations to Cpl Girard and all of this year's winning photographers.

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Message from the Chief of Defence Staff

Gen W. J. Natynczyk

With the transition into the Afghanistan training mission largely complete, and our air and maritime assets redeployed after very successful operations in Libya, it's a good time to take stock of where we are, and where we need to move over the coming year.

First, while the combat mission in Kandahar has drawn down, we remain deployed in Afghanistan and continually tasked elsewhere. As the recent deaths of Sgt Gilbert and MCpl Greff remind us, all CF missions can be dangerous.

In particular, an operational theatre as vast and varied as our great country demands vigilance, robust capability, and operational agility – qualities that Canadians rely upon on a daily basis, and which make the CF a potent force internationally, as well as here at home. Even at home however, the CF must confront and mitigate hazards through a commitment to training and readiness.

Sustaining today's readiness levels will be a challenge. Increased investment in the CF over the past few years has resulted in new equipment, capabilities, and structures, allowing us to excel in full spectrum operations.

But the proportion of the Defence budget we spend on overhead has also increased. At the same time, our government has asked us to reduce spending wherever possible. The first round of Strategic Review identified approximately five percent of the CF/DND annual budget for reduction, with a further five to 10 percent being sought through the Strategic Operating Review.

In the coming months, we must strive for greater efficiencies to preserve and build upon the essential operational capabilities needed in an ever-turbulent world. To do this, we will build upon the recommendations of the Transformation Report to further rationalize our processes and organizational structures, while

continuing to focus on readiness as the cornerstone of successful operations.

The recent announcement of the National Shipbuilding Procurement Strategy is great news. We need to recapitalize our fleets, as we seek to advance the Navy's program in parallel with the progress made by the Army and Air Force.

But the challenges of the future are not confined to the sea. Around the



world, militaries are urgently grappling with the peril posed by transnational cyber threats – a critical warfare domain that will increasingly rival the traditional land, sea and air environments in importance. And of course, we must preserve our vital telecommunications and surveillance interests in space – the strategic high ground upon which so much of our information infrastructure depends.

Finally, on a personal level, I remain strongly committed to the vital task of caring for our soldiers, sailors and airmen and women, as well as their families, and the families of the fallen.

Huge strides have been made over the past several years, and we continue to advance, investing in Military Family Resource Centres, in community health clinics, and providing resources for rehabilitation and counselling.

But the need is great – some of you are returning from Afghanistan and other theatres wounded in body and

mind, often in ways that are not always obvious or easy to treat. The challenge for command, as resources become scarcer, will be to find more efficient ways to deliver the services required, while continuing to focus on readiness and operational effectiveness.

Individually, I urge everyone to "be the difference," to support each other, and to demonstrate compassion for those recovering from their wounds.

We are privileged to be part of a strong family and have continuous support from the Department of National Defence. We are also fortunate to have dedicated partners in other government departments, non-profit organizations such as the True Patriot Love Foundation, Canada Company, the Military Families Fund, and ordinary Canadians, who show their support in a myriad of ways.

More than ever, Canadians understand and appreciate the essential security role the CF can play in an uncertain world. In return for their trust and support, we must continuously work to demonstrate not only our operational relevance and competence, but also our integrity, loyalty, honour and compassion – qualities that distinguish the men and women of the CF.

In conclusion, you should be rightfully proud of our accomplishments at home and around the world. We are entering a difficult fiscal time that will challenge our ingenuity and leadership. It will also present opportunities for the CF to continue to demonstrate excellence in operations around the world.

We will be busy, but I am confident that we will rise to meet the challenges we will face in the future.

I ask of you all, as ambassadors of the CF, to maintain your professional standards and to support our fellow Canadians and the communities in which we live and work.

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SPORTS trivia by PO2 Bill Sheridan Contributor

QUESTIONS?

- What is the nickname of sports teams at RMC?
- Reconstructive surgery on a baseball pitchers elbow is named after whom?
- What was the name of Rocky Balboa's dog in the first movie?
- In orienteering what symbol represents the starting point of a race?
- What country has won all four Kabbadi world championships?
- Which Grey Cup winning quarterback is the quarterback coach for the Packers?
- Who was the first NASCAR driver to host Saturday Night Live?
- Which NFLer was nicknamed the Minister of Defence?
- What Hall of Fame LPGA player was a two time Olympic champion in javelin and hurdles?
- What was originally called the DAC trophy?
- Who is the only head coach to win all four major bowls, Orange, Sugar, Rose and Cotton?
- Who inspired Gary Trudeau to name the Doonesbury character BD after him?
- Which three NHL Hall of Famers came out of retirement to play?
- Who was the Demarco-Becket trophy named for?
- Something royal and Bold Ruler were the dame and sire for which Triple Crown winner?
- What stadium is nicknamed the big house?
- What are the dimensions of an NBA court?
- The Corbillion Cup is given to the best female in which sport?
- Björn Dæhlie is known for this reason in the Winter Olympics
- Upon the outbreak of WW1, Scotty Davidson became the first in which sport to enlist?


ANSWERS

1. Paladins
2. Tommy John
3. Butkus-a Bull Mastiff
4. Triangle
5. India, but they defeated Canada in the final this fall.
6. Tommy Clements
7. Jeff Gordon
8. Reggie White
9. Mildred 'Babe' Didrikson Zaharias
10. Downton Athletic Club become known by its manager John Heisman
11. Joe Paterno
12. Brian Dowling, quarterback for the Yale team in the late 60's
13. Gordie Howe, Guy Lafleur and Mario Lemieux
14. Two CFL all-star players who when returning from the all-star game in 1956 were aboard a plane that crashed in BC. It became known as the Mount Slesse aircraft disaster.
15. Secretariat
16. Michigan Stadium University of Michigan in Ann Arbor,
17. 94 ft by 50 ft
18. Table Tennis
19. Most Winter Olympic gold medals
20. He was a hockey player who had won the cup with the Toronto Blueshirts. He died in action in 1915 in France, and is commemorated on the Canadian National Vimy Memorial and was inducted into the Hockey Hall of Fame in 1950.

SUDOKU PUZZLE

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ANSWERS ON PAGE 15 Level: Intermediate



Little Gnome Fact

Did you know the phrase, "Chewing the Fat" originated in a maritime milieu? "God made the vittles, but the devil made the cook" was a popular saying amongst sailors in the last century when salted beef was a large part of diets at sea. This tough, cured beef required prolonged chewing to be edible and men often did so for hours as if it were a piece of gum. Now I don't know what all the fuss was about, I couldn't get enough of the stuff! I'd often sneak an extra piece or two, or eat the ones left behind by the crew. Taking extra rations was always a risky move and it was inevitable my ever-expanding beef-belly got me more than one stern talking to from the ship's captain.

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Pulling down the barriers for families

CF Health Services Ottawa

The Directorate of Quality of Life (DQOL) recently sent a team to the 2011 Family Medicine Forum (FMF) in Montreal, with the goal of bringing attention to the challenges Canadian military families face within the present health care system.

Currently, Canadian Forces (CF) families move three times more often than civilian families and are four-times less likely to have a family physician. In a country where comprehensive health care coverage is publicly

funded, the mobility inherent to military lifestyle prevents many Canadian military families from accessing primary health care resources and services.

Participation in this year's FMF provided DQOL with more than 200 leads, which will be shared with Canadian Military Family Resource Centres and CF leaders in an effort to establish on-going primary health care for our CF families.

The Canadian College of Family Physicians and other professional health care associations have expressed an interest in forging partnerships with

the CF, in an effort to help to pull down the barriers CF families face in accessing primary health care.

DQOL will be working in the months ahead with various industry professionals in determining how to bridge the gap between primary health care and the Canadian military family community.

DQOL remains proactive in responding to the obstacles military families face, working towards establishing continuity of health care for CF families before, during, and after relocations.

Final PSP services at Kandahar Air Field

Steve Cowan, PSP Operations Manager

The morale and welfare services of the Canadian Forces' Personnel Support Program (PSP) of Operation Athena at Kandahar Air Field (KAF) came to an end Nov. 30.

After almost 10 years, starting with the first deployment to Kabul in 2002, and then the move to Kandahar in 2005, PSP deployed staff have provided morale and welfare services to Canadian military personnel on operations in Afghanistan.

Military members could get a free haircut and have a moment chatting with the PSP barber, or workout at the PSP gymnasium to recover from injuries or stay in fighting shape. Members could rely on the PSP travel staff to arrange their leave, so they could join family or friends at home or abroad. Everyone relaxed with hometown and base newspapers or magazines from Canada, or watching a movie at the PSP New Canada House facility.

Everyone savoured the taste of home with a coffee and donut from the PSP-operated Tim Horton's outlet, and

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ACT - proactive on safety

Mike Hillian
Contributor

Working hard and meeting deadlines is important, but going home safe at the end of the day is even more important. That's why the Action Cooperation Training (ACT) team is proactively working to improve safety in work shops.

ACT is a behavioural-based safety initiative operating out of Fleet Maintenance Facility (FMF) Cape Breton. They are dedicated to empowering FMF employees to take direct control of their safety.

"We go around looking for at-risk behaviours and try to find a way to stop those behaviours before the accidents happen," said ACT Facilitator Steve Cleugh.

The program was instituted in 1992 to help prevent injuries and promote behaviour-based safety. ACT is administered by one full-time facilitator, Cleugh, a co-op student, and a dedicated team of volunteers. Some volunteers make up a steering committee and others conduct worksite observations.

"The observers are our front-line guys who go out half an hour a week to do observations," said Cleugh. "Usually we prefer about four observations a month for each observer. They bring us the data from their observations and they talk to their co-workers about safety and at-risk behaviours."

After observers collect information, Cleugh compiles the data and examines the trends. When accidents do happen, they investigate to find the root cause. They promote the program with posters, flyers, and a bi-monthly newsletter, the Observer, to continually encourage safe behaviour within FMF.

Cleugh joined DND five years ago after 25 years in the hospitality industry. Safety has always been important to Cleugh, which makes ACT a good fit.

"When I saw this program I decided it was definitely for me," said Cleugh. "It's talking to people and it's keeping people safe, and I've always been on the safety side of every job I've ever had."

There are some misconceptions about ACT and why observers are used. ACT representatives are not there to tell you how to do your job, says Cleugh, just how to do it safely. Every day that goes by without an accident is a success in Cleugh's eyes.

"My favourite part of the job is the rewards - the unseen rewards," says Cleugh. "When everyone goes home the same shape they came in with, I don't see that on a stat anywhere but I know it happened."

To learn more about this initiative, or if you're interested in volunteering, check out one of the ACT displays in Dockyard Building 250, visit their website, or e-mail Steven.Cleugh@forces.gc.ca.



Co-op student Jenelle Yonkman (left) and ACT Facilitator Steve Cleugh (right) in front of an ACT display in FMF D250.

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JANUARY

FEBRUARY

MARCH

APRIL

January

- HMCS Ottawa and the CFB Esquimalt Fire Station earn top honours for best lighting display during the 2010 Navy Lighting Contest.
- Maj Richard Winters, the real-life inspiration for HBO's hit series "Band of Brothers" passes away in Pennsylvania at 92.
- Cmdre David Craig takes command of the Naval Reserve from outgoing commanding officer Cmdre Jennifer Bennett.
- Cdr Paul Francoeur takes over command of HMCS Calgary from LCdr Sylvain Belair.

March

- HMCS Charlottetown departs Halifax for Libya during Operation Mobile, the Canadian Forces contribution to Canada's emergency evacuation response to the situation in Libya.
- Duncan Army Cadet Corps 2924 Kowutzun is officially stood up as the only B.C. cadet corps dedicated exclusively to First Nations youth.
- The Sea Service Insignia is officially launched to mark those who have spent extended periods of time away at sea.
- HMCS Charlottetown joins its NATO allies in the Mediterranean off the coast of Northern Africa.
- Honorary Capt(N) Tung Chan visits various units and ships at CFB Esquimalt.

February

- HMC Ships Vancouver, Winnipeg, and Protecteur depart Esquimalt for Hawaii as part of a Canadian Task Group designed to help train prospective U.S. Navy submarine commanding and executive officers.
- CFB Esquimalt's old timers, men's, and women's hockey teams, as well as the base basketball team defeat CFB Comox to win regionals.
- Construction of the new Base Fire Hall and Emergency Response Centre gets underway at its future Esquimalt Road site.
- Prime Minister Stephen Harper and Peter MacKay, Minister of National Defence, visit 443 Maritime Helicopter Squadron in Patricia Bay to announce the government will build a new facility to house the Cyclone helicopters that are replacing the aging Sea Kings.
- RAdm Nigel Greenwood, Commander Maritime Forces Pacific, conducts a series of town halls at CFB Esquimalt to highlight future priorities for the Formation.
- CFB Esquimalt is awarded a contract to construct a new Canadian Towed Array Sonar System (CANTASS).

April

- Quebec-native LGen Charles Bouchard takes over leadership of NATO operations in Libya.
- OS Sonja Allison-Ryan is named the 2010 Sailor of the Year.
- HMCS Victoria leaves dry-dock bringing an end to its extended docking period.



MAY

JUNE

JULY

AUGUST

SEPTEMBER

OCTOBER

NOVEMBER

DECEMBER

May

- Battle of the Atlantic ceremonies take place in Victoria and across the country.
- The Lookout Newspaper is named the Best Canadian Forces Newspaper for the second year in a row.
- The new Veteran Sailor statue is unveiled near the original Homecoming Statue in downtown Victoria.
- The Canadian Forces Sailing Association opens its 63rd annual opening day in Esquimalt harbour.
- Reservists from HMCS Malahat join hundreds of others from across Canada to provide aid to flood victims in Manitoba.
- HMCS Oriole tackles the Swiftsure Yacht Race.
- Various Royal Canadian Naval assets participate in Operation Trident Fury.
- LCdr Jeff Kibble takes over command of HMCS Oriole from LCdr Erik James.

July

- A dozen marchers from Maritime Forces Pacific participate in the annual Nijmegen marches in the Netherlands.
- HMCS Vancouver deploys to the Mediterranean to replace HMCS Charlottetown during Operation Mobile.
- The Duke and Duchess of Cambridge begin their Canadian tour, including various stops to Canadian Forces units across the country.
- The Canadian Forces celebrates Canada Day with festivities ranging from coast to coast.
- Capt(N) Alex Rueben relinquishes his role as Chief of Staff of Maritime Forces Pacific and Joint Task Force Pacific to Capt(N) Michael Knippel.
- CFB Esquimalt celebrates its annual Formation Fun Day with family-friendly activities set up all over Naden.
- VAdm Dean McFadden relinquishes his role of Chief of Maritime Staff to VAdm Paul Maddison.

September

- Governor General David Johnston visits Victoria and CFB Esquimalt.
- HMCS Charlottetown returns home after six months deployed in the Mediterranean.
- VAdm Paul Maddison, Commander Royal Canadian Navy, visits CFB Esquimalt.
- HMCS Winnipeg enters its mid-life refit as part of the Halifax-Class Modernization project.
- HMCS Victoria conducts a series of static dives in Esquimalt harbour to test some of its systems.
- The Government of Canada Workplace Charitable Campaign kicks off at CFB Esquimalt with a goal set of \$725,000.
- HMCS Charlottetown earns two Canadian Forces Unit Commendations for its role in Operation Altair in 2007/2008, and more recently in Operation Mobile/Unified Protector.

November

- Remembrance Day ceremonies are conducted at cenotaphs all across Canada.
- The CFB Esquimalt Running Team wins the Canadian Forces Team of the Year at the annual Sports Awards Banquet in Ottawa.
- MCpl Angela Abbey, an image technician at CFB Esquimalt, wins Best of Show in the Professional division in this year's DND Photography Contest.
- HMCS Algonquin hosts three Russian vessels – the cruiser Varyag, the tanker Irkut, and a sea-going salvage tug – during their visit to Vancouver.
- The Victoria Royals hockey team blends with players from CFB Esquimalt for an exhibition game in support of this year's GCWCC.
- VAdm Paul Maddison visits HMCS Vancouver at sea during operations in the Mediterranean.
- It's announced that a Royal Canadian Navy ship will remain in the Mediterranean until the end of 2012.

June

- HMCS Ottawa departs on a four and a half month deployment to various nations along the Pacific Rim.
- The Wardroom hosts local guests from surrounding First Nations communities to celebrate National Aboriginal Day.
- NOTC Venture graduates 21 students from Puncher Division.
- The Formation Appreciation Barbeque sees dockyard fill with live music, food, and street hockey games.
- CFB Esquimalt hosts Quebec TV stars Geneviève Borne and Dany Turcotte for an episode of La Petite Séduction.

August

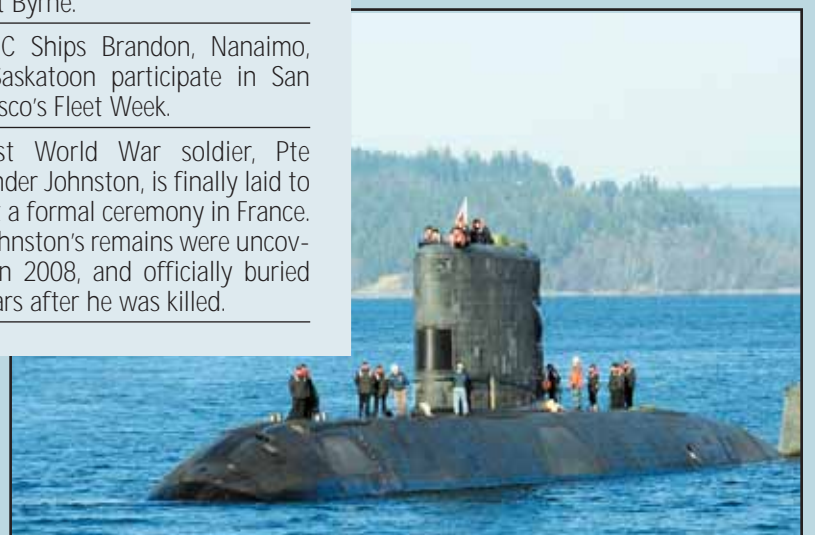
- Chilean tall-ship BE Esmeralda visits Victoria.
- The Canadian Forces honour Canadian Peacekeeping Memorial Day with a ceremony at the Victoria Legislature.
- HMCS Calgary's bell is given to the Mayor of Calgary for safekeeping while the frigate enters its Frigate Life Extension project.
- HMCS Vancouver officially takes over for HMCS Charlottetown during Operation Mobile.
- The "Royal" designation is reinstated to the Canadian Forces.
- More than 300 runners participate in the Navy 10K.
- Various Canadian Forces personnel help crash victims of First Air Flight 6560 in Resolute Bay, Nunavut.

October

- HMCS Ottawa returns home after four and a half months away.
- The Naden Band introduces their new commanding officer, SLt Matthew Clark, who replaces Lt(N) Robert Byrne.
- HMC Ships Brandon, Nanaimo, and Saskatoon participate in San Francisco's Fleet Week.
- First World War soldier, Pte Alexander Johnston, is finally laid to rest at a formal ceremony in France. Pte Johnston's remains were uncovered in 2008, and officially buried 93 years after he was killed.

December

- Nelles hosts the annual Junior and Senior Yuletide meals.
- HMCS Victoria departs Esquimalt harbour for the first time to conduct sea trials of various systems.
- The 24th annual Navy Lighting Contest gets underway.
- A Board of Inquiry finds HMCS Corner Brook's summer crash in Nootka Sound to be caused by human error.



Bravo ZULU

Lt(N) Lefresne receives an award from Gen Natynczyk, Chief of the Defence Staff, for his efforts on board HMCS Regina as the Combat Officer.



MS Johnson receives an award for his two years as the Master Seaman and below PMC.

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New trade, couple of firsts

Ben Green
Staff Writer

At the end of November, the recently formed Weapons Engineering Technician trade held their inaugural mess dinner under their new title, at the Chief's and Petty Officers' Mess on Signal Hill.

The occupation officially stood up Sept. 1, combining the Naval Electronics Technicians and the Naval Weapons Technicians' occupations. In recent years, the occupations had been afflicted with poor recruiting and balancing training times and workloads in their common department; the merger looked to focus recruiting into one trade, as well as streamline training sailors needed to serve at sea.

"It was the first major change since 1985 in our trade," says CPO1 Dexter Goulding, Fleet Combat Systems Engineering Chief. "It was huge to say the least."

Almost three months later, on Nov. 24, 120 serving and retired Canadian Forces personnel gathered for the trade's first formal mess dinner on the West Coast (the trade held a similar ceremony for east coast members). Personnel ranging from Ordinary Seamen to Lieutenant Commanders attended the lavish event, enjoying a few courses of appetizing food and rousing conversation. The audience was also treated to a speech from the night's guest of honour, CPO1 (Ret'd) J. Watts, who explained how the trade has arrived at its current state of being and the exciting future that lies ahead for electronics and weapons technicians.

"[The dinner] was well

received by all," says CPO1 Goulding. "One of the highlights that people enjoyed were the coins we had manufactured for this first dinner."

The evening also hosted the presentation of the first Rheinmetall Weapons Engineering Technician Award of Excellence, the most prestigious award the occupation bestows.

Given to a sailor with a rank between Leading Seaman and Petty Officer Second Class, the award honours an individual who had a positive impact on the operational capability of their ship/unit and demonstrated a persistent effort and strong technical development throughout the year. A nominee must be from the Weapons Engineering Technician Sub-Occupations, Armament, Communications, Fire Control, Radar, or Sonar, and must display exceptional conduct and ethics.

"It's the only official trade award we have right now," says CPO1 Goulding, adding that this scarcity increases the stature of receiving it.

Each West Coast unit within the Weapons Engineering Technician trade was invited to submit possible nominees. From there, about a dozen finalists were chosen.

During the dinner, PO2 Gawain Solyom from HMCS Ottawa was named the inaugural recipient of the Rheinmetall Award. CPO1 Goulding says it was PO2 Solyom's relentless work prior to and throughout Ottawa's WestPloy mission, as well as his motivation to complete personal training on board, that earned him the award. His positive and professional

demeanour has reflected the Canadian Forces (CF) in a positive light, most recently at the CF Recruitment Drive at the Annual Nanaimo Marine Festival where he received a letter of appreciation for his efforts at interacting with the general public.

Despite the accolade, PO2 Solyom says winning the award will only nudge him forward in his progression as technician in the Royal Canadian Navy.

"I've always tried to do my very best at work and have encouraged others in my team to do the same," he says. "Winning the Rheinmetall Award definitely validates that philosophy and motivates me to stay the course into the future."

Although he acknowledges the award on a personal level, he says it really reflects the cooperative environment his trade is all about.

"The concept of teamwork is central to how the Combat Systems Engineering (CSE) department functions as an organization," he says. "Our mission is to resolve unforeseen problems on a daily basis, and we do so as a team. Being the first recipient of the Rheinmetall Award reflects highly on not only me, but on everyone who works hard every day within HMCS Ottawa's CSE department and the Weapons Engineering Technician trade as a whole."

Along with a personal trophy for PO2 Solyom, a plaque will be added at Canadian Forces Fleet School (Esquimalt) where the names of future Rheinmetall recipients will be inscribed.

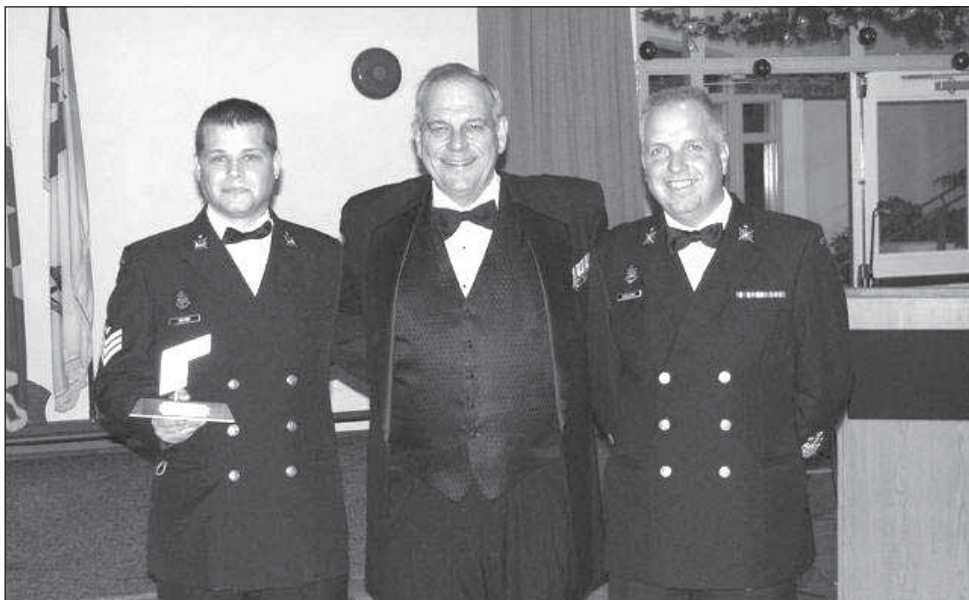
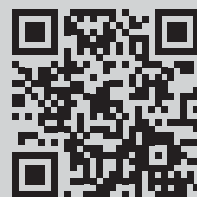


Photo by CPO1 Dexter Goulding

On Nov. 24, the new Weapons Engineering trade had their first formal mess dinner at the Chief and Petty Officers' Mess. More than 100 serving and former CF personnel attended. Here, PO2 Gawain Solyom (left) holds his Rheinmetall Award as he poses for a photo with Capt(N) (ret'd) Kevin Laing (centre) and CPO1 Dexter Goulding (right).

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Change: we're in it together

Jill Claessen

Corporate Internal Communications

Do public and private organizations cope with change differently? Some change management experts would argue that they do.

National Defence managers and supervisors on the West Coast heard firsthand how organizations in the public sector navigate through complex periods of change through a different, much more public lens, than their private-sector counterparts. The public service poses a series of unique challenges and opportunities for its management community, which sometimes feels "sandwiched" between the demands of senior management and the needs of its employees.

About 150 participants from the Department of National Defence, other federal departments, and from the Province of British Columbia, attended this year's annual Leadership Forum. Hosted at CFB Esquimalt, the forum helped managers better understand the dynamics of change in the public sector. The event also reinforced the important role of managers through periods of change.

Working in a fishbowl

Dr. Linda Duxbury, a professor of change management at Ottawa's Carleton University, discussed the strain on managers during times of organizational change.

Dr. Duxbury said that public servants, as opposed to their private-sector counterparts, are in a sort of "fishbowl", and are forced to manage "outwards". Due to the nature of working for the public service, there is always scrutiny regarding how business is managed. Because public servants are accountable to the public, there is a huge focus on external relations, which sometimes leaves less time and fewer resources to focus on communicating internally.

The change process is especially difficult for managers, Dr. Duxbury explained, as "they are simultaneously change recipients and change implementers, since they are responsible for absorbing change and passing it on."

They are the transmitters of change, and are given the task of implementing the strategies from leadership; at the same time, however, they must undertake their own personal change and support their staff through the change, while continuing to meet their business objectives.

Capt(N) Don Smith, commanding officer of Fleet Maintenance Facility Cape Breton, reinforced that, throughout change, "...it is all about the people, as it is the middle managers that will make all this change happen. We need to give our middle managers an opportunity to think about how they will do this."

Tremendous opportunity to network

"Days like today offer us the opportunity to 'down tools' and interact, learn and share with managers from other areas," Capt(N) Smith said. "We need fresh ideas from everywhere to face the challenges of the future and we need to build those ideas upon the lessons learned from our past endeavours."

The idea of exploring the changes together really seemed to resonate with the participants. Margot Cutcher, J14 Human Resources Business Manager with Maritime Forces Pacific, shared how this provided a

great learning opportunity.

"I love meeting my federal colleagues," she said. "It's great to talk about what their issues are and to learn a lot from them."

Change as an opportunity

Rear Admiral (Ret) Roger Girouard discussed change as an opportunity. He explained that change is exciting because it gives us the opportunity to do business better. According to RAdm Girouard, we should always be looking for an opportunity to improve and, although there is much ambiguity and stress associated with change, it should not always be thought of as a negative thing.

"Change is about recognizing the importance of every product line and service that you all represent," he said. "Operations don't happen without the support side—never have; never will—and so, as this yet-to-be-defined change board comes down, look at the opportunity that you have to make your office a reflection of your capacity and improvement."

RAdm Girouard encouraged the audience to prepare and learn about the change initiatives that are happening within the department.

"There are things that are going to go on in the workplace and in the domain that you're in. And the simple question, as you come to grips with the fact that change is occurring, is: Do I want to be a master of my own destiny and get out in front of what's going on, or do I want to be more passive and have change hit me at its pace, when I'm perhaps not ready?"

Attendees were also able

to participate in several workshops, including building resiliency, common mistakes in leading change, business process improvement, and communicating difficult messages. The workshops were designed with the change the department is going through in mind.

Dan LeBlanc, Chief of Staff for Canadian Fleet Pacific and forum participant, enjoyed the opportunity to explore change.

"I think the forum is great," Mr. LeBlanc said. "It gives an opportunity for us managers to take a break from our usually stressful work and to reflect on some of the tools that are available for us to deal with the coming changes."

"I've taken away quite a bit," he said, explaining what he will bring back to the office from the forum. "I've discovered some new methods of how to manage change both for myself and for people that work for me, and also about communicating the message properly. In other words, how to define what change is and how to make sure that my team and the people under me understand what that change means to them, and to help them go through the process."

Support for Managers

In order to support managers to communicate and support their staff through the change process, three Manager Guides have been created. Managers are encouraged to use these and other resources available to them on the Defence Team Focus on Change intranet site. Resources as well as information on all the change initiatives currently underway can be found on this site.

This year's annual event was organized by the Learning & Career Centre (Pacific) with support from Maritime Forces Pacific, the National Defence Managers Network and National Managers Community.



Photo by M.C. Chris Ward, Canadian Forces

Bombardier Jason Pridham (right) advises an Afghan National Army Sergeant during a live fire exercise of the D-30 Howitzer at the Kabul Military Training Centre (KMTC). More than 200 Canadian Forces advisors and support staff serve at KMTC as part of the contribution to the NATO Training Mission in Afghanistan.

Working shoulder-to-shoulder with Afghans

Capt Mathew Molsberry
Op Attention

Beneath the pristine blue sky, the stillness of the desert 10 kilometres east of Kabul is shattered by the blast of a 122-mm D-30 howitzer, a weapon of Soviet design. Moments later, the shell explodes at the base of the mountain range in the distance.

The Afghan gunners immediately turn to their Canadian mentor for some indication of how they did, and Captain Mike Astalos smiles and nods his approval. They're making progress.

Morale is running high in the Artillery Training Team – Kabul (ATT-K), currently made up of soldiers of the 1st Regiment, Royal Canadian Horse Artillery from Shilo, Manitoba. Deployed on Operation Attention to serve with the NATO Training Mission–Afghanistan, the Canadian gunners are actively engaged in guiding soldiers training at the Afghan National Army (ANA) School of Artillery at the Kabul Military Training Centre.

In a nation with a 70 per cent illiteracy rate, teaching recruits the intricacies of ballistics is not a straightforward task, and a mentor needs patience as much as professional knowledge and

skill. The soldiers working the guns must apply precise numbers correctly if they are to put their rounds on target safely. Many of them carry out this task only a few short weeks after learning to read and interpret these numbers.

What is even more challenging is that many Afghan soldiers tasked with computing firing data and sending it to the guns began their training with very little knowledge of numbers, and no mathematics at all.

By the time some of them finish their training, they will have covered the vast distance between learning to count above 10 to performing the calculations required to lob a 23-kilogram (50-pound) shell more than 15 kilometres to hit a target they cannot see — and do it accurately and safely. But teaching Afghan soldiers how to use artillery proficiently isn't even half the equation. The ultimate goal is to build capacity in the ANA, so Afghan military leaders can teach their own recruits. Consequently, the NATO training mission must focus on a "train the trainer" curriculum that will continue after the nations of the International Security Assistance Force turn the reins of security over to the ANA and the Afghan

National Police. A more complex task, this involves not only conveying technical knowledge, but also nurturing leadership skills to ensure that the Afghan forces develop and sustain the discipline they need to overcome the insurgencies they face.

NATO's over-arching aim, applied to the Afghan artillery, is to ensure sustainability, quality, professionalism, and capacity of ANA artillery instructors.

As the NATO training mission develops, control of classes will shift gradually from Canadian and other coalition mentors to ANA instructors. Currently, some classes are taught almost exclusively by ANA instructors, while others are instructed mainly by NATO mentors.

The artillery mission is still in its infancy and the ANA artillery has work to do before it is ready to stand on its own, but today's progress indicates that the mission has a good chance of success.

That's why his students' determination to succeed

brings a smile to Capt Astalos' lips. "This mission is gratifying in that we're giving the ANA the tools it needs to carry on the fight against the insurgency," he said. "The Afghan soldiers are eager to take the lead in this conflict."

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1-800-461-5353
coastcapital@royallepage.ca



LOOKOUT Classifieds & Real Estate

RATES: MILITARY and DND PERSONNEL: 25 words \$7.84 • ALL OTHERS: 20 words \$8.96 • Each additional word 17¢ • HST Included • DEADLINE FOR CLASSIFIED Advertising: Thursday at 11a.m.

Call 363-3014 to book your display or word ad

ANNOUNCEMENTS

VIEW ROYAL READING CENTRE. Conveniently located at Admirals Walk Shopping Centre. We have books, audios, videos, & DVD's for all ages. Internet is also available. For hours of operation and other information please call 250-479-2723.

TREAT YOURSELF TO A VISIT FROM WELCOME WAGON! IT'S FREE. We are a community service whose aim is to bring you greetings, gifts, and information regarding the area you live in. Call Welcome Wagon 1-866-518-7287 and arrange a short visit. I look forward to bringing you my basket of goodies!

CAREGIVING FOR SOMEONE with dementia? The Alzheimer Society of B.C. has support groups for caregivers. Contact the Alzheimer Resource Centre at 250-382-2052 for info and to register.

3005 11 Svc Bn ARMY CADETS has a great, fun, safe, purposeful program. There is no cost and youth M/F 12-18 years of age are eligible to join. Weekend and Summer Camps, Band, First Aid, and Marksmanship are all offered. Thursday 6:30 - 9:00 pm, 724 Vanalman Ave Victoria. Call 250-363-3194 or email 3005army@cadets.net.

EXPERIENCING THE EARLY SYMPTOMS of dementia? Would you like information and support? Contact the Alzheimer Resource Centre at 250-382-2052 about education, support groups, and information.

VOLUNTEER

RECREATION INTERGRATION VICTORIA is looking for volunteers of all ages to assist individuals with disabilities to get out and be active! Time commitments are as little as 1 hour a week. No experience necessary as orientation, disability specific information and support is provided when matched. Planning on running in one of the Good Life Fitness Victoria Marathon events? Join the RIV "Equalizers" to help fundraise for our Inclusion Service for Children & Youth and our Volunteer Services! For more info or to volunteer please call the Leisure Assistance Coordinator at 250-477-6314 or volunteers@risonline.org

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APPLIANCES

WESTCOAST APPLIANCE CENTRE LTD.
LARGEST SELECTION GREAT PRICES

- Reconditioned
- New • Builder
- In Home Services

Corner of Gorge Rd East & Jutland • 382-0242

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Father & Son need work, we'll do the job the others won't. Trash hauled from \$5. Plus dump fee. No job too small.

OAP rates
• Any weather
• Demolition

Refuse Sam
250-216-5865 or
250-475-0611
SAME DAY SERVICE

MOTORCYCLES

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Honda, Yamaha, Kawasaki
382-8291
730 Hillside Ave.

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GET A PORTRAIT of your special person. Charcoal, pencil, pastel, or oil. Ask for a military discount. Call Jim 250-516-1408 or visit www.ArtistJimGenovese.com

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LOOKOUT-CLASSIFIEDS

Lookout News
Delivered Weekly
only \$3/month
250-363-3014

REAL ESTATE • FOR RENT

SIDE BY SIDE DUPLEX walking dist. to dockyard. 3 bedrooms, 2baths. no pets, no smoking. 250-595-7077 please phone for details aft. 5pm. \$1200/mo. + Utilis.

3 Bed 2 Bath Duplex, Quiet Cul De Sac, Colville/Admirals. 5 Appliances, Hardwood, F/P, New Kitchen, Carport, Deck, Yard, Pets Ok, NS. Feb 1. \$1500 +util. 250 294 9527, Queenspeedy@telus.net

Walk To Work! House For Rent, (\$1800) Or 2 Separate (up/down) 900 Square Foot 2 Bedroom Suites (\$950). 1 890 Admirals Road. 2 Complete Kitchens & Bathrooms, Private Entrances, Hardwood/Ceramic Tile Floors, Radiant Heat, All Appliances, New Front Load Laundry. 3 Blocks (5 Minute Walk) To The Naden Naval Base. Just Pay Electricity With A Low \$20/month Flat Rate Water Bill. Parking For 3 Cars. Call Jordan 250 381 8836 Or 250 508 4039. Available Now!

SHORT TERM RENTAL starting in January 2012. New 1 Bdrm, downstairs, fully furnished with linens. Suitable for one person. Laundry can be arranged, parking & internet access avail. Great location near the Base & walking dist. to town. \$1000/mo. NS/NP. 250-370-1351

BRIGHT, QUIET, WARM 1 BDRM cottage backing onto Esquimalt's Cairn Park. Close to bus routes and town. Utils, laundry and garden maintenance incl. NS, small pet considered. Avail Immed. \$1200/mo. 250-588-7255

Lookout Classifieds Work.
363-3014

AUTO TRANSPORT

Get Home Safe!
Drive Smart Designated Drivers

250.661.0181
YOU AND YOUR CAR, HOME.

DND 20% Off

6PM to late

Master Card VISA Interac

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10% MILITARY DISCOUNT

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MED SPA FOCUSING ON:

- LASER HAIR REMOVAL
- NON-INVASIVE SKIN TREATMENTS

Phone: 250-383-5598 • 880B Esquimalt Rd (at Head Street)

APARTMENT VERY CONVENIENT to base, light, private and cozy. Private. Parking. Access to garden. Fully furnished with all equipment and linens. laundry service and periodic cleaning by arrangement. Heat, hot water, internet and cable TV. Suitable for someone posted from out of Province. Musicians welcome. \$1000 per month, inclusive of heat hot water, internet, cable TV. Available February 1st. pcatling@gmail.com



Gorge Waterway \$ 1950/month

Beautiful character features, fir floors & leaded glass windows. Large kitchen, generous master BR, updated bath, central vacuum system & living room w/ wood burning fireplace. Down you will find a perfect rec room. A huge back deck perfect for summer BBQing overlooks a lovely spacious backyard offering raised beds and fruit trees.

Susan Dunn • DFH Real Estate Ltd.
250-477-7291 • 1-800-668-2272



Better the 2nd time around!

PITCH-IN CANADA
www.pitch-in.ca

NEW FLOAT HOME Permanent at Westbay Marina. 2 Bdrm, stove, fridge, cable & heater (wood stove look). All inclusive except for propane. Ceramic & electric radiator incl. NP/NS \$1500/mo. (may be negotiable)
250-654-0230

JUMP START YOUR CAREER WITH LOOKOUT CLASSIFIEDS
CALL 363-3014

The Seagate

Apartments
707 Esquimalt Rd

Ocean front, Olympic mountain views, seawalk to downtown, spacious and clean.

Bachelor, 1, 2 & 3 bedrooms

Rent includes:

- Hot water
- Heat
- Secured parking
- Squash court
- Indoor pool/hot tub
- Fitness centre
- Games room

Building is wired for Shaw@home.

Reasonable rent in a very quiet building.

Call to view

383-1731

Ask about our DND Discount!



Christie Point Apartments

- 2 & 3 bedroom suites
- 3 bedroom townhomes
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- Beautiful ocean views
- Close to CFB Esquimalt

2951 Craigowan Road
250-405-3450



www.bwalk.com

RENT NOW

Ask about our move-in BONUS!

MILITARY DISCOUNT OFFERED

70-76 Dallas Road
2 Bedroom Starting From \$1,250

200 Gorge Road West
1 Bedroom Starting From: \$880

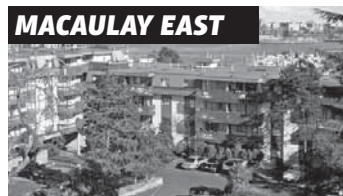
625 Constance Avenue
1 Bedroom Starting From: \$785



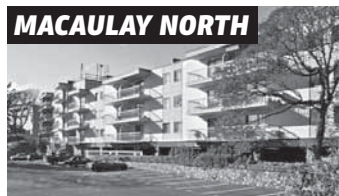
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Manager 250-380-4663



MACAULAY NORTH
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FREE Heat & Hot Water

To view these and other properties, visit
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MILITARY DISCOUNT OFFERED

Esquimalt Town Center

1 bdrm, \$745 - 2 bdrm \$895
FREE: heat, hot water & parking
Quiet, adult building

250-888-1212

RESULTS PREDICTED!
with Classified Word Ads
DND 25 words or less
\$7.42
Civilian 20 words or less
\$8.48

363-3014 DEADLINE Thurs. 11am

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REAL ESTATE • FOR RENT

Devon PROPERTIES LTD.
www.devonprop.com

LARGE SUITES
741 Admirals
2 bdrms from \$980 avail Jan 1
250-995-2315

855 Ellery
2 bdrms from \$925 avail NOW
250-385-2157

No Pets allowed in any building

Esquimalt

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Local or National
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Base Newspapers
16 Bases - One contact
250-363-8602 ext 2
Joshua.buck@forces.gc.ca

Invitation to view the Jordan River Vacation Chalets!

Located next door to China Beach (Juan de Fuca Provincial Park) just a couple of minutes west of Jordan River on West Coast Road, then turn right on Trailhead Drive.
Open Saturday and Sunday 12 noon to 4 pm.

Chalets starting at \$250,000

Nancy Vieira
Pemberton Holmes Ltd.
250-514-4750

MILITARY DISCOUNT OFFERED

MOVE IN NOW!
13 New Townhomes Starting at \$449,000 • 3Bdr/Garage

Walk to the Base!
Nicole Burgess / Walt Burgess
250-384-8124 | E: nicole@nicoleburgess.com

934 Craigflower

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ESTABLISHED 1887

PACIFIC VILLAGE II
1445 CRAIGFLOWER ROAD

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1 & 2 BEDROOM APARTMENTS
RENTALS CENTRALLY LOCATED
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FRIDGE/STOVE INCLUDED
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5% Military discount on Installations

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ON THE OCEAN

Princess Patricia
APARTMENTS

NEW BALCONIES • EXERCISE ROOM
14TH FLOOR LOUNGE

703 Esquimalt Road
250-382-2223

Now Renting
Bachelor • 1 BDR Suite

Study God's Word

Wednesdays 12:15 p.m.
Bldg D211
2nd deck conference room.
Feel free to bring your lunch.
For details, contact:
Padre Heemskerck at 363-7550 or
CPO McMullen at 363-5439

Got a group?
Get a free historical tour of Dockyard.
Contact Base Public Affairs 363-7060

Base Taxi Service
for Naden, Dockyard & WorkPoint
Operates 7:30am to 3pm
Monday to Friday.

Try to use Base Rounders before calling the Base Taxi to reduce wait times.

Available for military-related appointments or meetings on base only.

Taxi Dispatch 363-2384

Sell your home in the Lookout

Call 363-3014 to advertise

BROWN BROS SINCE 1918
250-385-8771

\$1250 - Goldstream Ave.
Townhouse with 2 BR. + Lg. den, 2 ba., 6 appls., fp., garage, NS/pet consid., avail Jan 1, 6 month lease only

\$750 - 734 Lampson Street
1 Bedroom available immediately
Manager 250-385-8771

\$695 & up - 837 Ellery St. Move in BONUS!
Clean & well managed building.
1 & 2 bdrm available immediately
Close to CFB Esquimalt. Heat H/W included. No pets.
Manager 250-217-0757 | 250-217-1718

Base Library Catalogue Online

<http://library.esquimalt.mil.ca>

Unfortunately, holds cannot be processed online at this time. If an item you want to borrow is out, call 363-4095 or email irwin.sl@forces.gc.ca to place a hold.

For women with single-track minds

Join us on the trails - beginner, intermediate and advanced rides.
Plus Clinics, getaways and shop discounts

Dirty Girlz Bike Club
www.dirtygirlzbikeclub.ca

SUDOKU ANSWERS FROM PAGE 4

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 7 | 2 | 4 | 5 | 1 | 8 | 3 | 6 | 9 |
| 9 | 5 | 3 | 7 | 6 | 4 | 2 | 8 | 1 |
| 1 | 8 | 6 | 2 | 9 | 3 | 4 | 5 | 7 |
| 5 | 9 | 7 | 8 | 2 | 1 | 6 | 3 | 4 |
| 6 | 4 | 8 | 3 | 7 | 9 | 1 | 2 | 5 |
| 2 | 3 | 1 | 4 | 5 | 6 | 7 | 9 | 8 |
| 8 | 7 | 5 | 6 | 4 | 2 | 9 | 1 | 3 |
| 3 | 6 | 9 | 1 | 8 | 7 | 5 | 4 | 2 |
| 4 | 1 | 2 | 9 | 3 | 5 | 8 | 7 | 6 |



Got a Bravo Zulu?
Send to
melissa.atkinson@forces.gc.ca
please include a full caption and
include first and last names.



Neil McBride from Visits and Protocol receives a certificate for 35 years service to the Government of Canada from LCdr Carol Ensing.



Anthony Zegers from OPS Research receives a certificate for 15 years service to the Government of Canada from LCdr Carol Ensing.

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CAMERA FOR HOLIDAY
MESSAGES FROM
LOVED ONES



www.combatcamera.forces.gc.ca/common/combatacamera/index-eng.asp



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refreshing!

