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Cpl Ariane Montambeault, Combat Camera Lt(N) Melanie Espina, a doctor for the Disaster Assistance Response Team (DART) medical platoon, examines the breathing of an infant in Dona Victoria Cortes Dais Memorial School in Pontevedra, Philippines on Nov. 19. Canadian Armed Forces personnel are in the country to help the recovery following super typhoon Haiyan, which killed more than 5,000 people. See more on pages 8 and 9.

<p>NEWS 3</p>  <p>Father and daughter share the spotlight</p>	<p>GCWCC 6</p>  <p>Cook-off a tasty way to raise some cash</p>	<p>SPORTS 10</p>  <p>Runner laced up for cool challenge</p>
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O.A.C.



Former commanding officers take the bridge to train new generation of sailors

Shawn O'Hara
Staff Writer

In a small room in Work Point's Collier building, Cdr (Ret'd) Dan Fitzgerald directs his bridge crew from his captain's chair to bring a Halifax-class frigate into port.

Before them is a 330-degree realistic computer-generated field of view. So real, virtual ships can even roll and pitch to feel like it's moving.

A total of eight bridges, six visual and two radar used for navigation exercises, reside in the Naval Officer Training Centre's Navigation and Bridge Simulator (NABS).

The simulator was required after the disbanding of the destroyer training squadron. It was integrated into NOTC in 1997 as a way to train bridge officers without the expense of using a real ship.

The simulator offers training programs for all levels of bridge officers, from those who have never set foot on a bridge to the most experienced naval officers.

To keep it real beyond the virtual ship, NOTC has hired retired Commanding Officers to aid in the training.

"Every real ship has a CO, and when we train we treat NABS as a real ship," says Capt(N) (Ret'd) Ken Watson, manager of NOTC's simulation department.

The NABS Mentor program was developed as a way to fill crucial leadership roles during training that were previously filled by less experienced training staff.



Photo submitted

Cdr (Ret'd) Dan Fitzgerald takes the captain's seat as Commanding Officer during training in the Navigation Bridge Simulator.

This gives us a way to use the experience we gained throughout our long careers to help the new generation of sailors.

-Capt(N) (Ret'd) Ken Watson
Manager, NOTC simulation department

"We had training officers who lacked experience as a CO making decisions a CO wouldn't make," says Watson. "We thought there must be a way to have the leadership in place to make the training more realistic, and the NABS Mentor Program was born."

The program places experienced retired Royal Canadian Navy Commanding Officers in the simulator with trainees.

Mentors are casual employees of NOTC Venture. Watson himself was Commanding Officer of HMCS Yukon from 1987-1989.

"All of us have signed on because, in our retirement, we still want to be able to help the navy any way we can," says Watson. "This gives us a way to use the experience we gained throughout our long careers to help the new generation

of sailors."

The 23 staff mentors include retired Naval Commodores, Captains, Commanders, and even a Rear-Admiral.

"RAdm (Ret'd) Nigel Greenwood signed on pretty recently and has been a tremendous addition," says Watson. "Between all of us we've got something like 800 years experience in the navy, so we've got a lot to pass on."

NABS gives sailors an opportunity to train in situations they wouldn't be able to do otherwise, such as navigating in situations where there is a real risk of running aground, says Watson.

"These are situations they should be prepared for and NABS is the best way to train for them."

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Father and daughter share the spotlight

SLt Noelani Shore
HMCS Protecteur

Able Seaman Rommel Billanes has, for the second time, been recognized during the Canadian Armed Forces' Annual Photography Contest for being one of the major award winners in Best in Show (Advanced Category), with his photograph entitled "War Child."

This year he won first place in Portrait, third place in Special Effects, and an Honorable Mention in Environment, all in the Advanced Category.

Last year he took home several awards in the Amateur Category, including Photographer of the Year (Novice Level), second place in Portrait, second place in Animal, third place in Open Theme, and the People's Choice Award for his photograph "Eskimo Girl."

AB Billanes uses his self-taught photographic proficiency to take photos alongside the Image Technician during events such as Family Days, Fleet Mess Dinners and Remembrance Day ceremonies onboard *HMCS Protecteur*.

He has been interested in photography since he was in college, but, he says, "The turning point was in 2011, when I got posted to CFB Esquimalt after my BMQ. I was away from my family in Ontario, so I decided to buy a Digital Single Lens Reflex camera to make myself busy and express my creative skill."

It was at that time he read a notice in *The Lookout* that the



Photos by AB Rommel Billanes

A People's Choice Award winner during last year's Canadian Armed Forces Photography Contest, "Eskimo Girl" is Able Seaman Rommel Billanes' first submission to the annual contest.

Department of National Defence holds an annual contest for both amateurs and professionals.

"I decided to try my luck by submitting various images of different themes," he said. "I won second prize in the Amateur category in Portraits, entitled 'Little

Miss Sunshine,' and I also bagged the People's Choice Award out of 48 entries."

Like last year, AB Billanes had the opportunity to include his daughter in the photography project. She represented the "Eskimo Girl" last year and the "War Child"

this year.

"My daughter has this innate ability to be empathetic with any character we want to do. For one, when I explained the War Child project, she knew right away the exact feelings that I wanted to capture on camera," AB Billanes said.

His wife and daughter attended the awards ceremony last year. "My daughter gasped to see her winning picture on the big screen and photo gallery. She was definitely thrilled and happy when she learned that her image won an award again this year."

The year's piece was inspired as an image dedicated to all children in war-torn countries who are deprived of happy childhood memories, education, shelter, justice, and love that they deserve.

"This image aims to increase awareness of their existence so that people out there may extend their assistance by any means they can," AB Billanes explained. "Some non-profit organizations have already stepped up and created some noble and proactive movements to join the cause, which you can learn more about at www.warchild.ca."

There were a total of 2,377 entries submitted for the contest from 378 participants this year. The two-day judging session took place on Oct. 9 and 10 in Ottawa by a panel of three judges. All the winning photos are now displayed at www.cafphotocontest.ca.



A moving tribute: "War Child" is the winning submission for Best in Show (Advanced Category) in this year's Canadian Armed Forces Photography Contest.

matters of OPINION

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THAT'S LIFE: TYPICALLY MILITARY



Kim Bolduc
Contributor

I am like many women
in the military family,
navigating life's ups and
downs in a testosterone-

fuelled, male dominated
environment.

The ups and downs?
Well, that's universal, and
if done correctly a lot of
fun.

I am a stay-at-home
mother of three teen
and one 'wannabe teen'
sons. My husband is a
Commander in the navy,
which is code for "Enjoy
the kids honey! I'm off to
Hawaii!" My cat is, well,
you'll find that out in a
later story.

I'm an Esquimalt
girl. Born and raised
in the shadow of CFB
Esquimalt, I grew up
in a close-knit commu-

nity that helped shape
the child, and continues
to influence the adult
even today. I suppose all
hometowns are like that.
No matter how much
time passes or where our
travels take us, to step
foot within their borders
is to come home.

Now, before I become
too maudlin, I should
mention this is also where
I met my husband. It was
over 20 years ago, and we
were both working on the
Base. Since then we've
enjoyed the many travels
and experiences that can
only come from living the
military lifestyle. We've

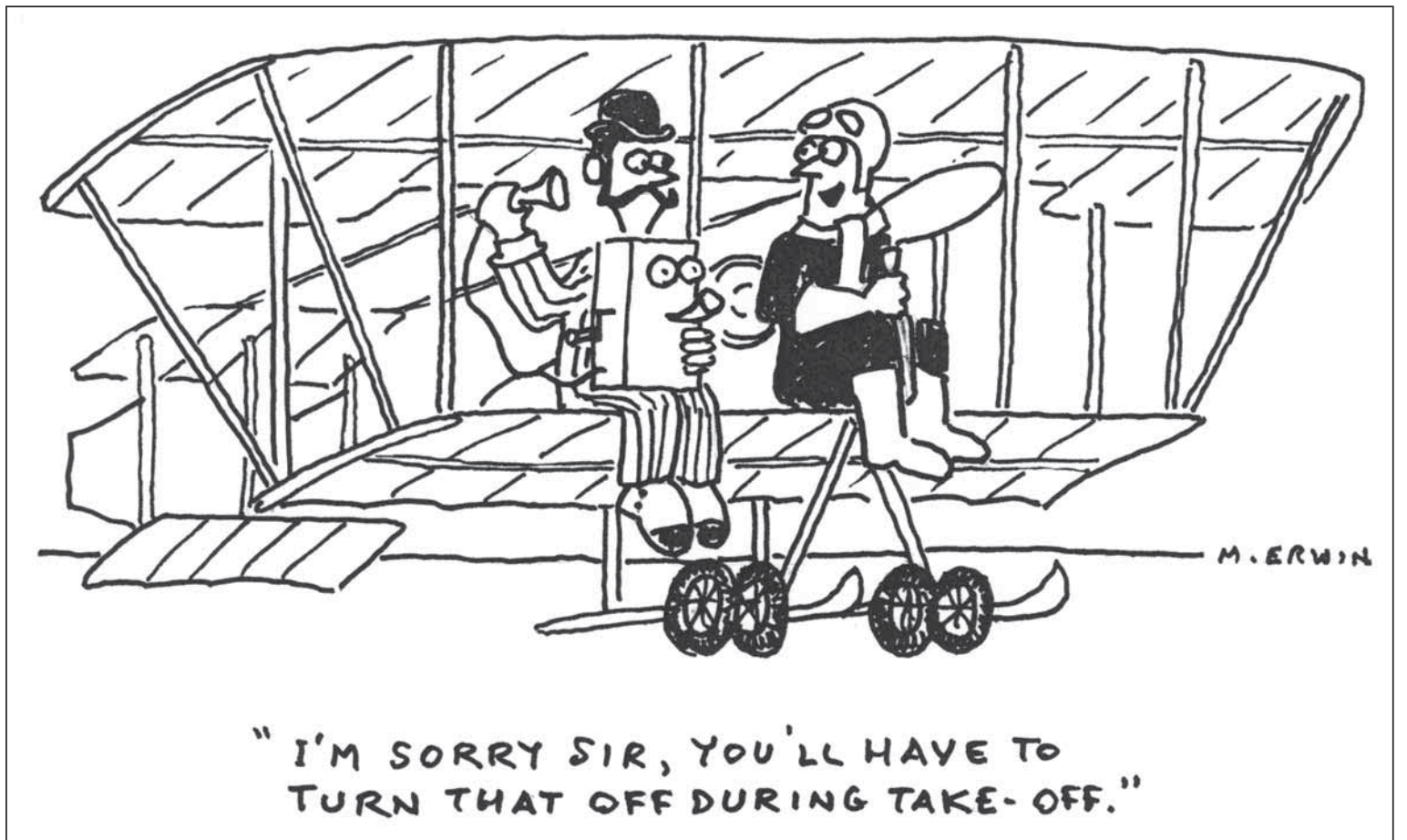
also experienced a few
less-than pleasant, but
ultimately amusing situa-
tions. But let's chat about
that another day shall we?

As for our postings?
Well, the majority were
spent hopping between
Victoria and Ottawa,
with a couple of out-of-
country ones tossed in
here and there to keep
us on our toes. Thus, like
most who've lived this
wanderlust existence, our
friends and family are
scattered across the globe.
But the heart knows no
borders, so it is never
goodbye, simply until we
meet again.

Perhaps you've gotten
to know me a little better
and agree we're not so
different after all; just a
large extended family of
every-day people sharing
similar experiences.

I must sign off. The
boys will be home from
school soon, and I heard
a rumour that Costco is
having a sale on Febzeze,
a much-needed item for a
house load of males.

If you'd like to discover
the occasionally chal-
lenging, frequently joy-
ous, and almost always
humorous side of my life,
check this very page in
two weeks.



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Author Katrin Horowitz will be coming to the library (Bldg 12N) to read from her new book "The Best Soldier's Wife", which was a finalist for the Search for the Great B.C. Novel Contest.

The novel is about a military spouse whose husband (a reservist and helicopter pilot) volunteers for a tour of duty in Afghanistan and what his decision means to his family in Victoria.

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THE SEARCH FOR THE MISSING

Holly Bridges
RCAF

Theodore and Grace Bates never got to say goodbye to their son.

Leading Aircraftman Theodore Scribner Bates died Dec. 13, 1940, after his Northrop A-17 Nomad (tail number 3521) collided mid-air with another Nomad while searching for a missing third aircraft near Lake Muskoka in Ontario.

His body and that of his crewmate, Flight Lieutenant Peter Campbell of the Royal Air Force, were never recovered - until last year. More than 70 years after the crash, the Ontario Provincial Police located Nomad number 3521 in 2010; in 2012, the Department of National Defence retrieved the missing airmen's bodies.

The fallen pair were interred at Woodlawn Memorial Park Cemetery in Guelph, Ontario, this past September, in a ceremony that brought a sense of closure to a grieving family.

"It's been a long time, but there is going to be closure," LAC Bates' brother, Tom, told CTV Barrie last fall.

National Defence's Directorate of History and Heritage is mandated to recover and identify Canada's missing personnel, here at home and around the world. The Muskoka recovery was a combined effort between members of the community who raised awareness about the existence of the aircraft; the Ontario Provincial Police's Underwater Search and Recovery Unit (which surveyed and located the aircraft in July 2010); the Directorate of History and Heritage; and Fleet Diving Unit (Atlantic) (which recovered the remains, personal effects and the aircraft's three .30 calibre machine guns).

"There were a lot of ferry pilots, crews doing patrols and surveys in Canada during the Second World War and a lot of the accidents we have on file happened

in lakes, in the mountainous terrain of B.C. or the east coast," said Laurel Clegg, a forensic scientist and casualty identification coordinator with the Directorate of History and Heritage. "Air Force cases are some of the hardest to solve because of the difficult and remote terrain, not to mention bodies of water, where the accidents occurred."

Approximately 450 Royal Canadian Air Force (RCAF) airmen died on Canadian soil or off Canadian waters and are still unaccounted for; the Muskoka recovery was one file Clegg worked on for several years. It was gratifying work bringing closure to a family after all these years, work that is humanitarian as much as it is scientific.

"We want to make sure the dignity of the personnel who died in these crashes is taken care of - that we remember them and that we honour the wishes of their families," said Clegg.

More than 26,000 Canadian war dead are still unaccounted for, having gone missing in action in the Boer War, First and Second World Wars, Korean War and post-Cold War. Of those, some 8,000 belonged to the RCAF and were killed either overseas or here at home while flying or training with the British Commonwealth Air Training Plan. A total of 131,553 Canadian and Allied airmen graduated from the Plan in Canada, of which 72,835 were RCAF.

"Usually when I hear that an aircraft or remains have been found, I begin my investigation. I try to find out as much as I can, work with local agencies or groups to look for any remains, partial remains, artefacts, work with the local coroner's office, who may have worked on the case or ask surviving maternal descendent family members to donate a DNA sample for verification. Sometimes family members are aware that in their family history someone died or went missing, other times not.

"For Second World War mem-



Laurel Clegg, a forensic scientist and casualty identification coordinator with the Directorate of History and Heritage in Ottawa, reviews files of missing war heroes who died on Canadian soil.

bers we have dental records, which help," she continues. "We try to look for a maternal donor of the person who went missing, which is often easier in the case of Air Force personnel as we have a list of who was on the airplane and from there we try to track down the best donor, usually traced through the maternal blood line. We also seek out the eldest and closest to the deceased in the family for notification purposes. We need some kind of biological confirmation whether that's dental or DNA."

Clegg's work takes her to France, Germany, the Netherlands and remote locations in Canada where Canadian war dead are sometimes found. Once her investigations are complete and the remains are identified, she is responsible for planning the funeral and burial service either in Canada or overseas.

Canadian fallen from the First and Second World War are buried in the nearest Commonwealth

War Graves Commission cemetery, whether in Canada or overseas. In the case of the Muskoka recoveries, LAC Bates and F/L Campbell were buried in Guelph at the request of the Bates family.

The Campbell family, wishing to inter the two airmen in the same cemetery, requested the same. War dead who have been recovered are given a military funeral that is appropriate to their rank and to the regulations in play at the time of their death, or as close as possible. While DND finances the burials, Veterans Affairs Canada assists the family.

With 145 active files on her desk and thousands of missing war dead yet unaccounted for, Clegg might be inclined to grow impatient or give up hope, yet she soldiers on, now in her seventh year, working diligently on each new tip that comes in. It's slow-moving, yet gratifying work.

"My feelings are that you have an obligation, an absolute obliga-

tion [to do this]. I can be pretty gutsy when I have to be and I fight pretty hard when I have to, to make sure we give [the missing members] the best analysis, the best chances for identification and the most dignity that you possibly can. And that's not always recovery. Sometimes it's a matter of closing a file and hoping that some new technology will come along someday to help close it for good.

"The overall meaning of what we do is dignity for the person. But we have to remember that it's extremely rare to find these men, to find family members who are still living to give DNA and all the things that have to come together to make an identification; so when you do have those pieces you have to really go for it."

As she travels the roads of Europe and Canada, searching for men whose mothers never got to say goodbye, Clegg does indeed remember them.



Members of the Loyal Edmonton Regiment carry the casket of Private Thomas Lawless to the La Chaudière Military Cemetery, in Souchez, France, in March 2011. His niece and extended family from Dublin, Ireland, attended.

More than 26,000 Canadian war dead are still unaccounted for, having gone missing in action in the Boer War, First and Second World Wars, Korean War and post-Cold War.



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Shawn O'Hara, Lookout

RAdm Bill Truelove, Commander Maritime Forces Pacific, and Formation Chief Petty Officer, CPO1 Paul Helston help themselves at the RSCU(P) Cook-off.

Tasty way to raise some cash

Shawn O'Hara
Staff Writer

Fork and knife in hand, the staff of the Regional Cadet Support Unit (Pacific) (RCSU(PAC)) lined up with empty bellies and watering mouths to taste the creations of the 2013 RCSU(P) United Way Cook-off.

Money raised through entries and attendance at the event went to the Government of Canadian Workplace Charitable Campaign (GCWCC), while also giving the people of RCSU(P) a chance to kick back, relax. Plus the unit's top chefs got to show off their culinary genius.

"We look forward to this time every year," says Lt(N) Jennifer Stewart, Administrative Officer for HMCS Quadra, and organizer for the past two cook-offs. "It's a really nice opportunity to get together, have some fun, share some food, and raise some money. We love it."

Everything from homemade perogies and Thai noodle salad, to bruschetta-wrapped chicken and hot buttered rum was up for tasting, laid out for judges and employees alike.

This year's event raised \$220 for GCWCC, which benefits programs and families across the region..

"We're so proud to be able to lend a helping hand to our community through the things we do," says Lt(N) Stewart. "It's important to be able to give back since they do so much to support the military."

The event is more than just a friendly get together. There is an element of competition in the categories of Appetizers, Entrees, Side Dishes, Desserts, and Beverages.

"We like to add the little edge of friendly competition," says Lt(N) Stewart. "The top three in each category comes away with a wooden spoon tied with a ribbon saying what place they came in, but most

importantly it comes with some pretty great bragging rights."

The majority of the unit comes down with an entry, with 37 dishes in all at this year's cook-off.

"I entered a dish this year," says Lt(N) Stewart. "I brought some Roasted Ranch Potatoes. It's fun to be involved because this is a good time for us to relax and have some fun outside of the stressful work environment."

The event brought guests. RAdm Bill Truelove, Commander of Maritime Force Pacific (MARPA), and Formation Chief Petty Officer, CPO1 Paul Helston, who loaded up their plates and chatted with employees of RCSU(P).

"It's great to visit with the team doing so much for the cadet corps in our region," says RAdm Truelove. "They're an incredibly busy unit, and to see them taking the time out to support the United Way and the GCWCC is really inspiring."

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Shawn O'Hara, Lookout



Above: Garrett Brown and tattoo artist Celine, co-owners of Twisted Metal Tattoo, stand in front of their parlour on Station Road in Langford.

Left: One of the many poppy tattoos Celine imprinted on Remembrance Day.

Twisted Metal Tattoo lays ink for veterans fundraising

Shawn O'Hara
Staff Writer

A small tattoo parlour in Langford is giving back to veterans the only way they know how: laying ink.

Twisted Metal Tattoo offered \$25 poppy tattoos on Remembrance Day with all proceeds going to the Royal Canadian Legion.

"Tattooing is what we do here, so we thought it was the best way to give a little back," says Garrett Brown, co-owner of Twisted Metal Tattoo. "With the service, dedication, and sacrifice the military gives our country every day, they deserve our support and our respect."

Money from the day's tattooing went to the Langford branch of the Royal Canadian Legion in a partnership Brown describes as "natural."

"We're neighbours, they're just down the street from us," says Brown. "I

asked if they'd be interested and they said they'd love the support. I was honoured to do it."

The goodwill didn't end with Nov. 11. Twisted Metal has implemented a 10 per cent discount for all military members as a permanent policy. In line with that, for every military tattoo over \$250 Brown and Twisted Metal's tattoo artist Celine will donate \$25 to the Royal Canadian Legion.

"We'll never change the policy," he says. "We want to keep giving back for as long as we can."

Brown himself served in the Army for two years and the Navy for four years in Saskatchewan.

"I joined at 16, the earliest I was legally allowed to," he says. "I've always held dear to me the quote 'evil prevails when good men do nothing', so I wanted to do my part as early as I could."

Citing his time in the

military as a boon to future ventures, Brown says the skill learned transferred very naturally to the business world, helping him through tough times running a business.

"In the military there is no giving up; if you find a problem you have to fix it right away," he says. "It's the same with business. If you give up every time you hit an obstacle nothing will ever work out. The military taught me to trust myself and my instincts."

With Twisted Metal and Brown's backroom art studio, and well on the way to a successful run, Brown reflects on the benefits of military service.

"It was a great experience, and completely change the way I live my life," he says. "I think everyone could benefit from the kind of discipline and life affirming revelation the military gives you. I wouldn't trade it for anything."

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OP RENAISSANCE: CLEAN UP AFTER TYPHOON HAIYAN

Cpl Ariane Montambeault, Canadian Forces Combat Camera

Above: Cpl Brown and a colleague, both DART combat engineers, conduct road tree removal to provide access to Dona Victoria Cortes Dais Memorial School in Pontevedra, Philippines.

Below: Engineer Cpl Nathan Miller works to clear a fallen tree in Roxas.

Bottom left: Cpl Dany Tremblay (centre) from 2 Air Movements Squadron, Trenton, and two Philippines Army soldiers load Canadian Armed Forces DART equipment into a truck in Iloilo City.

Bottom right: MCpl Kyle Meery from 2nd Canadian Field Ambulance, Petawawa, moves communication lines that obstruct the road in the town of Sara.



Cpl Darcy Lefebvre, Canadian Forces Combat Camera



MCpl Marc-Andre Gaudreault, Canadian Forces Combat Camera



MCpl Marc-Andre Gaudreault, Canadian Forces Combat Camera

Canada deploys to Philippines for Typhoon Haiyan clean up

Michelle Ferguson
CJOC

With gusts reaching 380 kilometres per hour, Typhoon Haiyan was one of the strongest typhoons ever recorded. Setting off landslides, knocking out power in several provinces and cutting communications in the country's central region of island provinces, the tropical super storm has affected an estimated 11.3 million people across the Philippines.

It has caused significant loss of life, a large number of injuries and damage to many homes and infrastructure.

In response to the humanitarian situation, Canadian Joint Operations Command implemented Op Renaissance 13-1, deploying more than 300 CAF personnel to provide primary medical care, engineering assistance and safe drinking water.

"One of our primary tasks is to open roads that have been blocked by the effects of the typhoon," said Task Force Commander,

Lieutenant-Colonel Walter Taylor. "We have engineers that are operating heavy equipment as well as chainsaws and electrical experts who will be removing a lot of the rubble that's blocking the roads and permitting the humanitarian

Agricultural fields, crops have been blown away; storm surge has flooded the fields with sea water; and fishing boats have been destroyed. So the people are really at a loss not only for their homes, but for their livelihoods.

—LCol Walter Taylor
Task Force Commander

actors, the non-government organizations and the UN agencies, access to those villages to distribute relief supplies."

The production of potable water is one of the most important contributions of the Disaster Assistance Response Team (DART). The Reverse Osmosis

Water Purification Unit is set up and maintained by the Water Production Detachment of the DART Engineer Troop and, under ideal conditions, can purify up to 50,000 litres of safe drinking water a day.

"Agricultural fields, crops have been blown away; storm surge has flooded the fields with sea water; and fishing boats have been destroyed," said LCol Taylor. "So the people are really at a loss not only for their homes, but for their livelihoods."

"But the people here are very resilient," he added. "They're fighters."

DART is a multi-disciplinary, self-sufficient, and flexible military capability which can deploy quickly to anywhere

in the world. DART acts as a stabilization measure and is deployed upon the request of the affected nation immediately after the emergency phase of a natural disaster. It is meant to bridge the gap until civilian aid organizations can set up shop to provide more long-term assistance.



Cpl Darcy Lefebvre, Canadian Forces Combat Camera

Above: Cpl Justin Sturge, a Combat Engineer, pulls a filter out of the Reverse Osmosis Water Purifying Unit brought in to make clean water for a small community outside of Roxas.

Below: Members from 408 Tactical Helicopter Squadron, Edmonton, unload a Griffon helicopter from a RCAF Globemaster in Iloilo City.



MCpl Marc-Andre Gaudreault, Canadian Forces Combat Camera



MCpl Marc-Andre Gaudreault, Canadian Forces Combat Camera

Bottom: Capt Stephanie Smith, nurse for the 1st Canadian Field Hospital, Petawawa, conducts patient triage.

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Sailor laced up for his greatest challenge

Shawn O'Hara
Staff Writer

It wasn't the Statue of Liberty or the mega screens of Time Square that had CPO2 Harold Manderson running around in circles when he visited New York Nov. 3.

It was the miles and miles of pavement – 26.219 miles to be exact.

The elite military athlete joined over 50,000 runners in tackling the New York City Marathon.

From the vantage of his street view, he saw the city's five iconic boroughs.

"New York is a city everyone knows about, even if they've never been there," says CPO2 Manderson. "To get to see the city firsthand, and get to see it all during one run really was amazing."

The sailor has been running for seven years. In 2011 he qualified for the marathon, but had to defer to 2012 due to a deployment in *HMCS Vancouver*.

However, Hurricane Sandy washed away his dream of running the legendary track that year.

"I wouldn't say it was on my bucket list or anything, but I was thrilled to finally get to take part," he says of his 2013 marathon. "It's the marathon. The big one. It was exciting."

CPO2 Manderson stuck to his tried and true methods to prepare for the marathon.

"It was all about endurance," he says. "I was doing increasingly difficult runs, so in terms of mileage I peaked about three weeks before the race. It keeps me in a good spot so my body is in top condition."

Following the endurance training he does what he calls a three week "taper" where he eases back on his distances, giving his body the chance to recuperate in time for the competition.

"It's important to make sure your body is primed and ready to go," he says. "If you push yourself too hard during training you run the risk of injuring yourself during competition. Training is there to hone your body not destroy it."

The race itself was one of peaks



CPO2 Harold Manderson shows off his finisher's medal in downtown New York.

and valleys. It was shorts and t-shirt weather in the days leading up to the race, but on race day things got blustery.

"There was a 25 mile an hour headwind for the two thirds of the race," says CPO2 Manderson. "I felt it, but I was able to keep a steady pace, so I never really hit the runner's wall too hard."

Training and strategy paid off. He crossed the finish line with a time of 3:11:57 and placed 1,671 out of over 50,000.

"My goal was to make it in under

3:15:00 and within the top 2,000, and I made it," he says. "It's really rewarding to set a goal and to be able to beat it so handily. It feels really good."

His running adventures don't end there. He's now training for the Dec. 8 Honolulu Marathon, which he'll run during a stop in Hawaii for a conference.

"I just love running so much, I couldn't pass up this opportunity," he says. "This month I ran on one side of the continent, and next month I'll be running on the other. I'd say that's pretty cool."

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Career managers go to video visits

Marie-Hélène Brisson
Chief Military Personnel Public Affairs

From the fall onward, many career manager visits will be done virtually rather than in person.

In the past, career managers fanned out across the country every year to hold information sessions and one-on-one briefings with individual personnel, regarding career progression and possible postings.

This new effort is called "Career Management Video Visits" or CM2V, and will feel a lot like Skype. Thanks to the enthusiastic efforts on many bases and wings and, in particular, the technical assistance afforded by Assistant Deputy Minister (Information Management) staff, the program is well underway.

The schedule for base and wing "visits" is designed to minimize the time and resources individual bases must commit to the CM2V.

As this is a transition year, some units have offered temporary duty (TD) funds to bring Career Managers to their location for in-person visits. To achieve the full savings intended by this initia-

tive, it is intended that next year, all career manager visits will be conducted virtually.

The important career management principle of ensuring the right individual gets posted to the right job, at the right time in his or her career, remains. Members will continue to progress and benefit from career satisfaction, while meeting Canadian Armed Forces (CAF) operational needs.

The Department of National Defence and the CAF have been examining the efficiency and effectiveness of its programs and operations to improve and modernize the way business is conducted.

As announced in the Defence Renewal initiative on Oct. 7, the Defence Team is embarking upon a series of business process renewal initiatives, and the savings and efficiencies will be invested back into front line operations.

The modernization of the CAF career management process is an example of such an initiative.



LCdr Dave Coulombe, HMCS Vancouver's Executive Officer, represented both his ship and MARPAC at the Royal Vancouver Yacht Club's Remembrance Day ceremony.

Remembrance Day at Vancouver Yacht Club

HMCS Vancouver

Each year, the Royal Vancouver Yacht Club holds a Remembrance Day ceremony on the waters of English Bay. Those who attend do so both on the water in numerous yachts, sailboats, and even kayaks, and on land either on the jetty or the nearby beach.

This year the ceremony was presided over by Reverend Nicholas Parker

and the Yacht Club's Commodore, Geoffrey Peretz.

HMCS Vancouver maintains very close ties with its namesake city and the Yacht Club. With the Commanding Officer away attending ceremonies in Saskatchewan, LCdr Dave Coulombe, the ship's Executive Officer, had the honour of representing both Vancouver and MARPAC at this prestigious ceremony.

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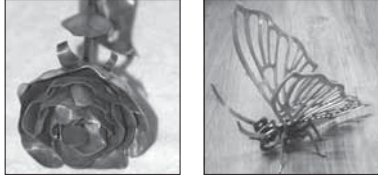
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INFOCUS



Photos by Shawn O'Hara, Lookout

Above: Cdr Patricia Roberts, Base Logistics Commanding Officer, and Wade Walters, SISIP Esquimalt Manager, cut the cake at the SISIP open house Nov. 20. The event was one of several that marked Financial Literacy Month.

Below: OS Taylor Marsh receives his prize of a 32" Phillips Flatscreen TV from Maria Henry of Travelbea and Associates. OS Marsh entered into a giveaway at the Travelbea and Associates booth in Nelles Block during the group mortgage information session.



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WELCOME HOME HMCS PROTECTEUR



Amanda Gagnard, Navy Public Affairs
Above: HMCS Protecteur is guided by tugs into Esquimalt Harbour after returning home from a Task Group Exercise in Southern California. The ship has been away for seven weeks.
Top: LS Kristen Janssen greets her family on C1 Jetty.
Left: Cadet CPO1 Chelsea Anderson from RCSCC Alberni in Port Alberni, B.C., hugs her mother. CPO1 Anderson was one of several senior cadets who sailed with Protecteur.

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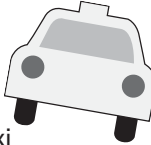
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