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LOOKOUT

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Keel good and truly laid for the future HMCS Protecteur

Vice-Admiral Art McDonald, Commander of the Royal Canadian Navy, and Chief Petty Officer First Class David Steeves, Chief Petty Officer of the Navy, give a thumbs up at the laying of the keel ceremony for the future HMCS Protecteur. See page 2 for full story. Photo by Lt(N) Bradley Spencer

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Keel Laying for first Joint Support Ship

A/SLt Michelle Scott

January 16, 2020 was a momentous day for the Royal Canadian Navy when a keel-laying ceremony was held for the future HMCS Protecteur, the first of two Joint Support Ships (JSS) being built at Vancouver shipyards.

A keel laying event represents a significant milestone in the construction of a ship as it marks the birth of the vessel. As part of the ceremonial event, a newly minted coin is laid near the keel where it remains for the life of the vessel and is thought to bring the ship and crew good luck.

The ceremony was presided over by Vice-Admiral Art McDonald, Commander of the Royal Canadian Navy, the Honourable Jonathan Wilkinson, Minister of Environment and Climate Change Canada, on behalf of Defence Minister Harjit S. Sajjan, and CEO of Seaspan's Vancouver Shipyards Mark Lamarre.

The lucky coin, which was laid by long-time Seaspan employee Jeff Smith, was jointly designed

by the RCN and Seaspan and features the badge of the future HMCS Protecteur above a rendering of the new ship. Mr. Smith placed the coin near the centre section of the ship as the design of the JSS does not have a traditional keel.

"Today's ceremony marks another critical milestone in the renewal of the RCN Fleet via Canada's National Shipbuilding Strategy," explained VAdm McDonald during the ceremony.

"Once delivered, these warships will be strategic assets that will once again afford Canada the sovereign capacity to deliver – even in harm's way an enduring at-sea replenishment...as well as significant Humanitarian and Assistance and Disaster Relief capacity."

The future HMCS Protecteur is one of two new JSS ships that is being built as part of the ship building strategy. The new ships will replace the RCN's former Auxiliary Oiler Replenishment Vessels, and eventually be commissioned under the same names of Protecteur and Preserver. The new ships will include modern self-defence and damage control

systems that will allow them to operate in a variety of different operations, including high-threat environments. This will allow the RCN to extend the range and endurance of Canadian and Allied ships through the provision of fuel, food, ammo and other needs.

"Ensuring that our sailors have the modern and effective ships they need to carry out their work at home and abroad is critical for maintaining Canada's maritime security," wrote Min. Sajjan in a released statement.

While construction began in June 2018, it is expected that the first of the JSS will be complete in 2023. The JSS is part of the versatile, modern fleet promised by the Canadian Government through its Defence Policy, Strong, Secure, Engaged, and includes the new Canadian Surface Combatants, and Arctic and Offshore Patrol Vessels.

"As you know, the Royal Canadian Navy's in the midst of the most comprehensive period of renewal in peacetime history," said VAdm McDonald. "For a sailor like me, these are exciting times as we prepare for our future fleet."



Above: Left to right, Mark Lamarre, Chief Executive Officer, Seaspan Shipyards, the Honourable Jonathan Wilkinson, Minister of Environment and Climate Change and Member of Parliament for North Vancouver, 45-year Seaspan employee Jeff Smith, who placed the coin on the keel, and Vice-Admiral Art McDonald, Commander of the Royal Canadian Navy, during the ceremonial keel laying event for the Royal Canadian Navy's future HMCS Protecteur.

Top left: 354 Royal Canadian Sea Cadets Corps Invincible joined representatives from the Government of Canada and the Royal Canadian Navy, Seaspan employees, and other guests for the ceremonial keel laying event.

Left: On January 16, 2020, representatives from the Government of Canada and the Royal Canadian Navy, many of Seaspan Shipyards more than 2,800 employees and other guests gathered for a ceremonial keel laying event.

New SALTS schooner to be named Leonora

Peter Mallett
Staff Writer

In an effort to bolster the reach of its youth sail training vessels, the Sail and Life Training Society (SALTS) plans to add a new schooner to its fleet.

The Victoria-based charity recently named its planned third vessel 'Leonora' and intends the new ship to join its existing tall ships, Pacific Grace and Pacific Swift. Each year SALTS sail training programs reach approximately 1700 young people between the ages of 13 and 25, including Royal Canadian Sea Cadets from across Canada, providing them with the opportunity to develop their sailing skills aboard a tall ship.

SALTS Executive Director Loren Hagerty says that he is hopeful construction on Leonora can begin this year. The addition of Leonora will allow the society to provide another 850 spaces for its programs each year. Hagerty says a builder of the ship has yet to be determined but anticipates bid requests will be sent to shipyards later this year.

"We are seeing real

momentum in the fundraising for this project, which is a very large undertaking for a smaller charity like SALTS. We are optimistic that in years to come we can get more young people out to sea in our transfor-

mational programs," said Hagerty.

The ultimate goal of SALTS, says Hagerty, is to provide an ideal platform for youth mentorship at sea along with providing them with a confidence boost and

sense of wellbeing while developing "relational and teamwork skills."

The most recent cost estimate for the project is \$5.5 million, but the budget will be updated once bids from shipyards are received. An

upsurge in donations and gifts-in-kind in the last two years will certainly help the project, says Hagerty. The previous schooner, Pacific Grace, was completed in 2001 for about \$2.3-million.

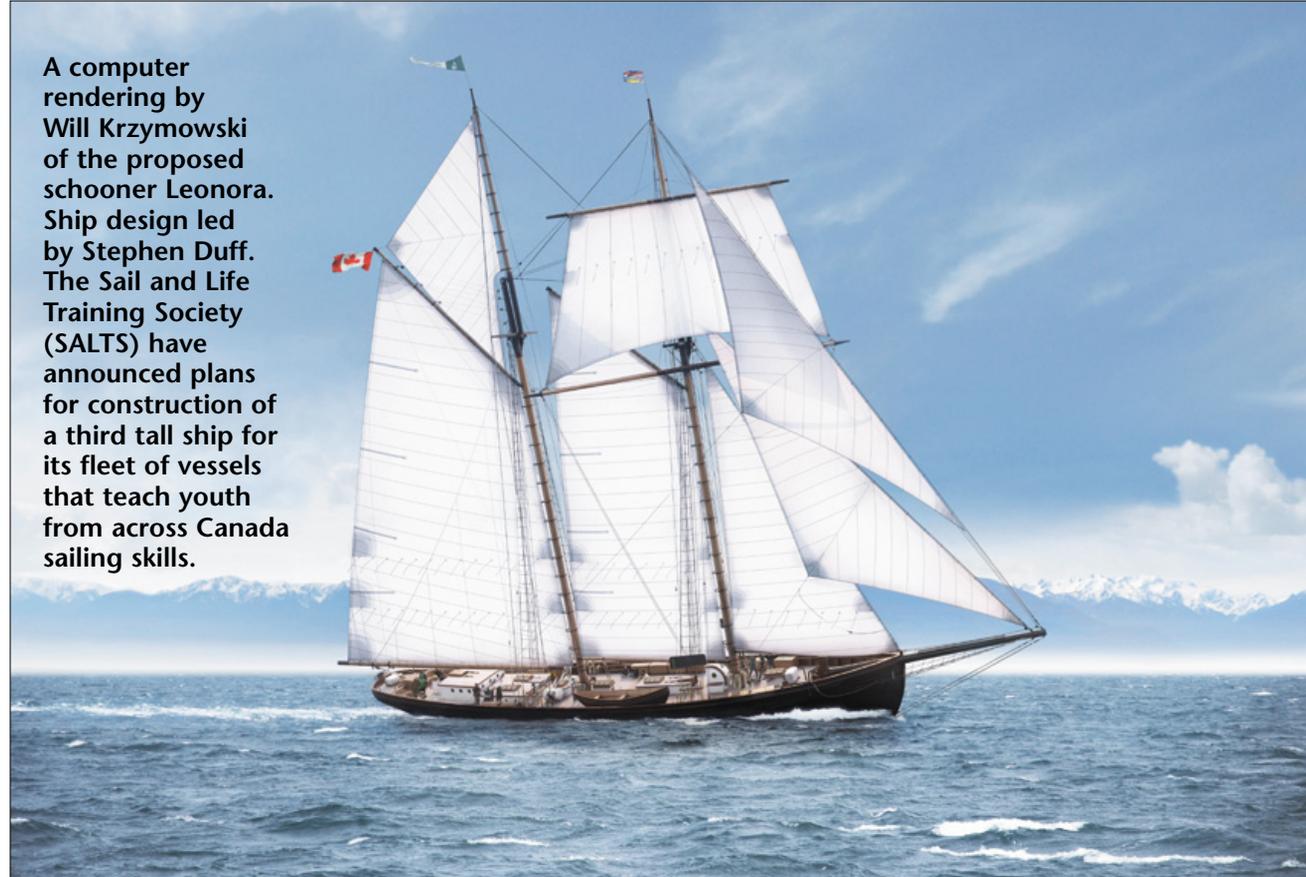
Unlike the Society's two

other ships, the new vessel will be constructed with a steel hull, which in itself would take at least a year to construct. Its rigging and fit-out will likely take an additional year, said Hagerty, or longer if all funds needed are not raised in time. Leonora will be a slightly larger ship than its forerunners, measuring nearly 150-feet in sparred length compared with the wooden-hulled Grace and Swift measuring 138-feet and 111-feet respectively.

Though the Society's existing schooners both have names beginning with "Pacific", a new approach was taken this time with "Leonora." "The short form of Leo means 'Lion' which is in keeping with the new schooner's power and strength and our invitation to our young trainees to act with courage," he explained.

"Leo is the name of the lion-shaped constellation of stars, connecting this name to celestial navigation and Leonora is a hearty and distinct female name that is not overly common today," he said.

For more information about SALTS visit their website: www.salts.ca



A computer rendering by Will Krzymowski of the proposed schooner Leonora. Ship design led by Stephen Duff. The Sail and Life Training Society (SALTS) have announced plans for construction of a third tall ship for its fleet of vessels that teach youth from across Canada sailing skills.



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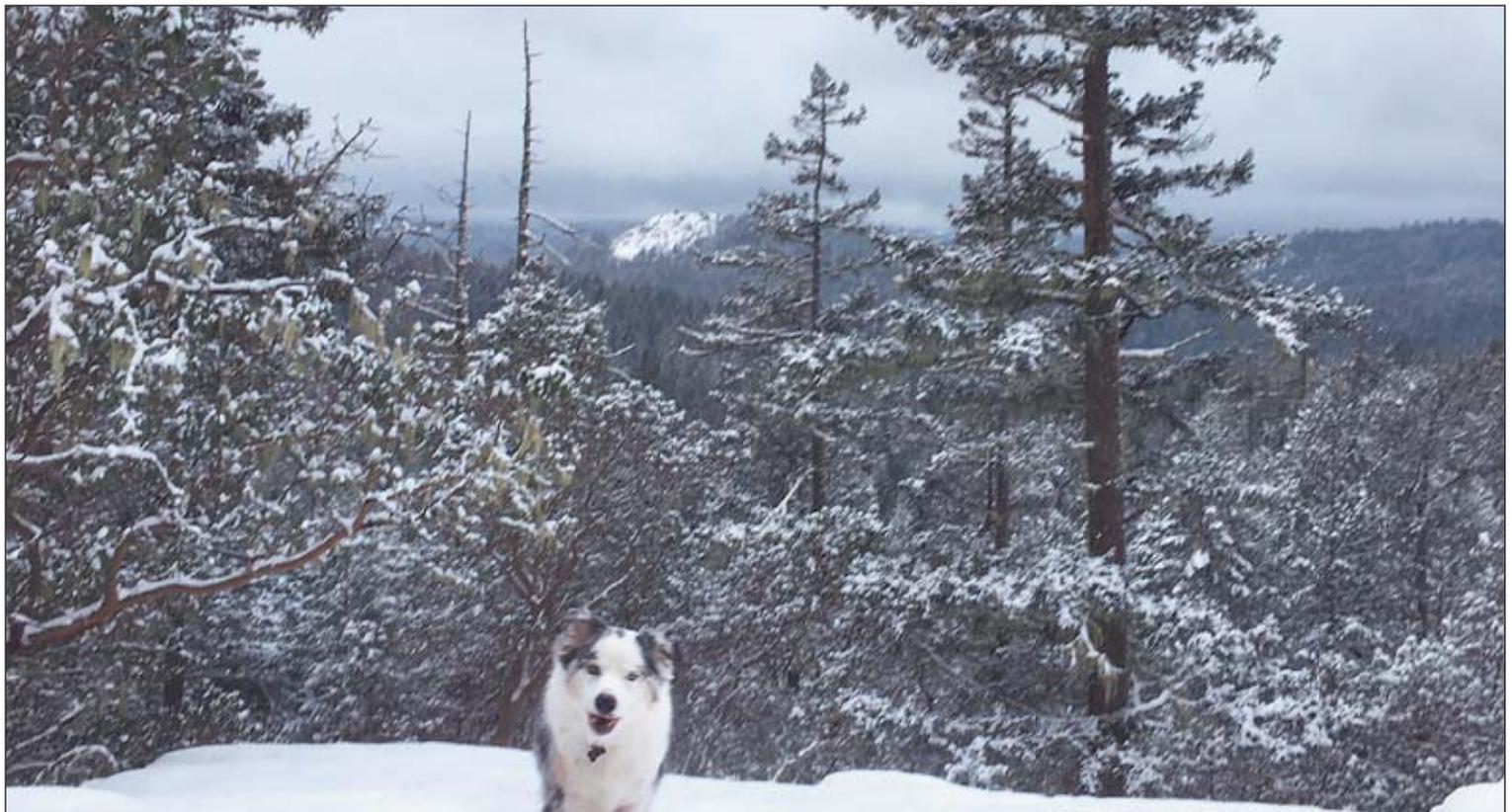
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WHAT SAY YOU



Odi, an Australian Shepherd, playing in the pretty snow on Mount Work.

Photo by LS Valerie Leclair



We asked you to send in some photos from your snow day and you didn't disappoint.

HOW SATISFIED WERE YOU WITH YOUR EXPERIENCE AT THE GALLEY TODAY?



Have your say! Do you have suggestions or feedback you would like to share regarding Base services? Well now you can, thanks to new customer satisfaction kiosks installed in the Nellies Block galley, Wardroom galley, Work Point galley, and the Base Orderly Room. These kiosks allow users to make comments regarding meals and services received from these locations. User feedback is valuable and will enable

the Base to continually improve user experience for all members of the Defence Team. A responsive customer feedback system will help improve morale by taking feedback and turning it into actionable improvements to Base services. The data will enable an evaluation of services over time by providing a real-time score card and a good vehicle for capturing positive and negative feedback for the Base team. Feedback

is divided into four categories ranging from high satisfaction to high dis-satisfaction. These are then sub-divided into categories such as cleanliness, staff friendliness, as well as other key sub-services. Key Performance Indicators (KPIs), such as Customer Satisfaction Scores (CSAT), will be used to feed the RCN's Command Analytics system, whose Vision is "A data-driven culture that leverages evidence-based decision-making

in order to achieve a combat-ready Navy that is Ready to Help, Ready to Lead, Ready to Fight." Kiosks have been implemented as a one year trial – if the feedback gathered proves valuable, the intent will be both maintaining and expanding the mechanism to gather user feedback from a broad range of other Base services. Your input is valuable, so please take a moment to provide feedback at a Kiosk.



The fountain behind the Legislature Victoria, BC.

Photo by Stephen Ban (@blackfishphoto), Royal Canadian Marine Search and Rescue



Sophie Fuerbringer make the most of the Snow Day by exploring the rural winter wonderland in Metchosin following last week's snap snowstorm on Vancouver Island.

Photo by Capt Peter Fuerbringer



A view of the Salish Sea from atop the Wardroom.

Photo by SLt M.X. Déry



Smile, it's just snow!

Photo by Capt Peter Fuerbringer



The dockyard gate dons its rare winter coat.

Photo by SLt M.X. Déry



Wiener Dogs don't enjoy snow days.

Photo by Tanner Semeniuk

Tunisian naval officer completes

fleet school training

Peter Mallett
Staff Writer

A naval officer from Tunisia recently became the first international participant to enrol and graduate from Naval Fleet School Pacific's Command Development Course (CDC).

Just ahead of the holiday break course instructor Captain (ret'd) Kevin Greenwood of the Naval Training Development Centre (NTDC) (Pacific) presented Tunisian naval officer Lieutenant (Navy) Khayri Bouzaiene with his course certificate at the Collier building. It brought to a conclusion the 32-year-old's first-ever visit to Canada and also his first-ever experience commanding a vessel of the Royal Canadian Navy (RCN). Lt(N) Bouzaiene who mostly speaks Arabic and some French gave a highly positive review of his experience prior to his departure on Dec. 14 while also stating his unfamiliarity with English wasn't a deterrent to his learning.

"I really liked my experience here in Victoria and the Royal Canadian Navy was an impressive organization to learn from," said Lt(N) Bouzaiene. "The peo-

ple were wonderful and very helpful and when I didn't understand something and the communication gap got in the way they were there to help."

The aim of the ten-week program says Greenwood is to develop senior RCN lieutenants the Command-level knowledge, leadership, appreciation, critical analysis and decision-making skills necessary to successfully command HMC Ships. Components of the course include leadership skills such as command and control and decision making, collision avoidance, bridge resource management, seamanship and ship handling, maritime law, use of force, damage control, logistics, administration, engineering and maintenance. The program culminates in a two-week at-sea phase aboard Orca-class training vessels.

Lt(N) Bouzaiene, has enjoyed a 14-year career in the Tunisian Navy and had an edge over many of the other 14 students taking the course. That's because he has commanded a Tunisia navy patrol boat for the past two years. Although there were some topics covered, such as towing operations, that he was unfamiliar with, for the most part it was old hat for him.

One new facet for him was some of the technology he encountered during the course, including the NTDC(P) ship simulators where students learn to manoeuvre and execute operational plans.

"The simulator is very impressive and gives you the exact feeling of being on the bridge of a ship including the impact of the winds and currents on the vessel," said Lt(N) Bouzaiene. "But the best part of the course for me was when we got to go out on the sea and practice what we learned in real-life situations."

Lt(N) Bouzaiene noted the stark differences between sailing a vessel in Mediterranean Sea and the Pacific Ocean including the number of days with poor visibility and fog, which is uncommon to him. Other struggles included coming to terms with a whole different list of naval terminology specific to the RCN. None of it seemed a major stumbling block for him because the other students were able to help says Greenwood.

"It was quite clear from the beginning that Lieutenant Bouzaiene has a lot of experience in ship handling which gave him an edge over the other students



Captain (N) (Ret'd) Kevin Greenwood, Naval Instructor at Naval Training Development Centre (Pacific) presents Tunisian naval officer Lt(N) Khayri Bouzaiene with his Command Development Course certificate at the Collier Building at Work Point.

Photo by Peter Mallett, Lookout

but he also became someone they could also learn from," said Greenwood.

Greenwood once participated in a similar exchange with the Royal Australian Navy and says he fully backs the idea of cultural exchanges.

"I had sympathy and full understanding of the challenges he faced because as a junior officer I was also involved in similar cultural exchange when I spent a year as the only officer

aboard an Australian ship," said Greenwood.

The Canadian Armed Forces relationship with the Tunisian military began in 2017 as their new democratic government looked to build new international partnership. A Canadian delegation led by Commander Maritime Forces Atlantic (MARLANT) Rear-Admiral Craig Alan Baines discussed the idea of a cultural exchange and in the end a deal was struck to get the

first Tunisian naval officer into the CDC program.

Greenwood says Tunisia won't be the only nation to participate in the CDC as a similar cultural exchange will take place in April 2020, when a Moroccan sailor will be enrolled in the CDC. For more information about the CDC visit the webpage: <https://collaboration-navy-marine.forces.mil.ca/sites/NPTG/NFS/NFSP/NWOCDC/SitePages/Home.aspx>

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Dan Bourgoin of Personnel Support Services (PSP) is the man in charge of the new regional office for Soldier On which opened at Nelles Block recently. The fitness trainer and instructor says he is looking to hear from potential participants in the program about what sports and activities they enjoy.

Photo by Peter Mallett, Lookout

Sign-ups on for Allied Winter Sports Camp

Soldier On is looking to attract fresh recruits for its annual Allied Winter Sports Camp which takes place at Whistler BC from February 18 to 27, 2020.

The camp gives ill or injured veterans and currently serving military personnel an opportunity to learn and participate in six different winter sports with other competitors from Australia, United States, United Kingdom.

Event organizers say the intention of the camp is to allow participants the chance to develop new skills, engage with others while personally challenging themselves.

This year's events will include six competitions involving sledge hockey, alpine skiing, snowboarding, biathlon, bobsled and cross-country skiing with assistance provided through the Whistler Adaptive Sports Program.

For more information about eligibility requirements and Soldier On visit their website: www.soldieron.ca or contact event organizer Sergeant James MacIntyre directly at James. MacIntyre3@forces.gc.ca

Soldier On office opens at Naden

Peter Mallett
Staff Writer

If you are an injured veteran or military member looking to improve your level of physical fitness and activity, the director of the new Soldier On regional office wants to hear from you.

The mandate of the Canadian Forces Morale and Welfare Services (CFMWS) program is to provide resources and opportunities for veterans and current-serving members across Canada with a mind to helping them "adapt and overcome" both physical and mental health injuries through participation in sports and physical fitness activities. Dan Bourgoin, a Personnel Support Services (PSP) employee with over 22 years of experience as a fitness trainer and instructor is the man in charge of the Soldier On Regional Office which recently opened its doors here at the base.

Located on the ground floor of Nelles Block the office is open from 7:30 a.m. to 3:30 p.m. and is one of ten new regional to open

across the country. Bourgoin says his first order of business is setting up a dialogue with the military community whether its in-person, over the phone or through Soldier On's social media platforms. His intention is to gauge people's interest levels and also find out about the types of activities, sporting goods equipment and support they are looking for Soldier On to deliver.

"My doors are open and I would like to hear from people," said Bourgoin. "We don't create events for the sake of creating events, we create opportunities for people who have specific interests in certain sports and activities and we need to establish a network of contacts here in Esquimalt and across B.C. in an effort to help shape our programs."

While he admits Soldier On is more widely known for its role in organizing Canada's teams at the widely popular and high-profile Invictus Games and Warrior Games, Bourgoin says the main focus of Soldier On is really to offer year-round activities, sup-

port, advice and sports equipment for those looking to enhance their level of fitness. These activities can include sport-specific camps but also group outings like hiking, canoeing and fishing trips too and his organization can also provide participants with the equipment to do it.

He says that patience and a down-to-earth attitude needs to be taken with both participants and administrators when it comes to healing and sports.

"Although they are not an instant, over-night cure-all, good health and peer support have been shown to be helpful tools for many people as they recover from physical and non-physical injuries," says Bourgoin. "It's really all about creating an enhanced or more-balanced healthy lifestyle."

Those benefits pay big dividends says Bourgoin and he should know because for the past 15 years his focus has been at helping members of the military maintain their fitness and combat readiness as both an instructor, trainer and administrator. His

work with the Department of National Defence has taken him to PSP headquarters in Ottawa, CFB Borden and Galetown, Royal Military College in Kingston, Ont., and also military operations in Southeast Asia and Afghanistan.

When Soldier On recently announced it would open 10 regional offices across the country to enhance their level of service, he and his family relocated to Victoria. His office is currently planning for three winter sports events this year. The first two, a ski camp at Mount Washington and a Scuba Diving Camp in Comox, both in Jan. Then in February, Whistler B.C. will again host the Allied Winter Sports Camp a multi-sport event that draws competitors from across Canada and the world.

For more information about Soldier On and its programs visit their website <http://www.soldieron.ca> or email Bourgoin directly at SoldierOnBC-CBSanslimites@forces.gc.ca

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Commodore Ed Ahlgren, Royal Navy (Left) relinquishes command of Combined Task Force 150 to Commodore Ray Leggatt, Royal Australian Navy (right) during a ceremony at Combined Maritime Forces Headquarters in Manama, Bahrain. The change of command was presided over by Commander Combined Maritime Forces Vice Admiral James Malloy (centre).

Australia assumes command of COMBINED TASK FORCE 150

Lt(N) Tony Wright
CTF 150 Public Affairs
Officer

In December, Commodore (CDRE) Ray Leggatt assumed command of Combined Task Force 150 (CTF 150) in a ceremony held at Combined Maritime Forces (CMF) Headquarters in Manama, Bahrain.

CDRE Leggatt's team, comprised of members of the Royal Australian (RAN), Royal Canadian (RCN), and Royal New Zealand (RNZN) navies, came together as strangers in

late September. After six weeks of preparation and Mission Readiness Evaluations in Sydney and two weeks of handover with the outgoing UK/French contingent in Bahrain, the team is now tightly knit and ready to assume the duties of CTF 150.

"I am truly honoured to be taking this command; the 8th time that Australia has led CTF 150," said CDRE Leggatt on assuming command. "We are fortunate to have an Australian, Canadian and New Zealand staff composition, which I believe will bring valuable diversity in thinking and

experience, providing us with agility and unity of effort in prosecuting our mission to disrupt terrorist organizations by restricting their freedom of maneuver in the maritime domain."

CTF 150, headquartered in the Kingdom of Bahrain, is one of three combined task forces within the CMF.

The 33 member nations of CMF work together to strengthen maritime security in the Middle East Region, conducting maritime security operations, capacity building activities, and regional engagement.

"It's taken a lot of work to get to this point and we've put in a lot of miles," said CTF 150 Deputy Commander CAPT Sean Stewart, RNZN. "We are excited to be here and really looking forward to getting stuck into the work we've trained for."

For this mission, Australia has deployed 16 Royal Australian Navy personnel, while 7 members from the Royal Canadian Navy and 5 from the Royal New Zealand Navy make up the remainder of the staff. They will join around 100 coalition members currently supporting CMF.

"Doing the work ups in Sydney and coming to Bahrain to take part in this mission with such a diverse team is one of the highlights of my career," said Operations Room Officer LCDR Rob Brunner RCN. "I've learned a lot from our Australian and New Zealand team members and I'm sure the Canadians here have passed on some tricks to them."

This Australian lead rotation of CTF 150 is expected to run until late March 2020 when another CMF participating nation will take over.

GREAT START FOR AUSTRALIAN LEAD COMBINED TASK FORCE 150

Lt(N) Tony Wright
CTF 150 Public Affairs
Officer

In a little over a week, Combined Task Force 150 (CTF 150), led by Australia with a staff of Australians, Canadians, and New Zealanders, have conducted a pair of successful boardings netting almost 3.6 metric tonnes of narcotics whose proceeds would have otherwise made their way into the hands of terrorist organizations.

CTF 150's mission is to

disrupt terrorist organizations and their related illegal activities by restricting their freedom of manoeuvre in the maritime domain. The activities of CTF 150 are a critical part of global counter-terrorism efforts, as terrorist organizations are denied a risk-free method of conducting operations or moving personnel, weapons or income-generating narcotics and charcoal.

The Australian-led team's success began with some bad luck for the smugglers on Friday the 13th of December. French Ship

(FS) Courbet, a frigate of the Marine Nationale operating in the Gulf of Oman in direct support of CTF 150, seized 3.5 metric tonnes of hashish from a vessel they had been tracking.

This haul had an estimated regional wholesale value of \$1.8 million U.S. dollars.

Less than a week later on December 19, Her Majesty's Ship (HMS) Defender, a United Kingdom Royal Navy destroyer working in direct support of CTF 150 made another bust.

A suspicious vessel was first detected using Defender's shipborne helicopter. Defender then closed in on the dhow and a team of Royal Marine Commandos secured the vessel and its crew. It was then searched by a Royal Navy boarding team who found 131 kilograms of crystal methamphetamine with an estimated regional wholesale value of \$280,000 U.S. dollars.

Taken together, the estimated regional wholesale value of these two shipments is over \$2 million U.S. dollars; worth many

times more on the street.

"In a very short time, we've kept a great deal of narcotics from their intended destination," said Commodore Ray Leggatt, Royal Australian Navy, the Commander of CTF 150. "With this action, and more to come, we are impacting terrorists' ability to operate in this region and around the world. Along with the decisive actions of Courbet and Defender, our diverse team of Royal Australian, Royal Canadian, and Royal New Zealand Navy professionals have done outstanding work and we have begun this mission with a great deal of momentum that we intend to carry through our deployment."

CTF 150 has remained

on watch and vigilant throughout the holiday period.

"We trained for this mission knowing we'd be far from home over Christmas," said Lt(N) Justin Sowley, a Canadian member of the 24 hour Battle Watch that keeps an eye on the area of operations and helps coordinate the work of ships supporting CTF 150. "It's the support of our families and friends that keeps us going. Without them, this would be a much harder mission."

This is the 8th time that Australia has led this mission and this rotation of CTF 150 is expected to run until late March 2020, when another CMF participating nation will take over.



Left: FS Courbet's boarding party with some of the 3.5 metric tonnes of hashish seized from a dhow in the Gulf of Oman on 13 December, 2019. The estimated regional wholesale value of this bust is \$1.8 million U.S. dollars.

Royal Marine Commandos from HMS Defender approach a suspicious dhow in the Gulf of Oman while patrolling in support of CTF 150. 131 kgs of crystal methamphetamine was subsequently found and seized.



98.5 OCEAN
Robin & AJ
Good morning. Good times.

**CANADIAN FORCES
TRAUMA TRAINING CENTRE WEST**

Building civilian-military relationships



Major Philip Dawe

Carrie Stefanson

Canada doesn't have military hospitals, so it's important for military doctors to see injuries typical of the battlefield. The Canadian Forces Trauma training program began about 20 years ago, and is instrumental in keeping Canada's military medical personnel trained in advanced trauma care so they can deploy when needed.

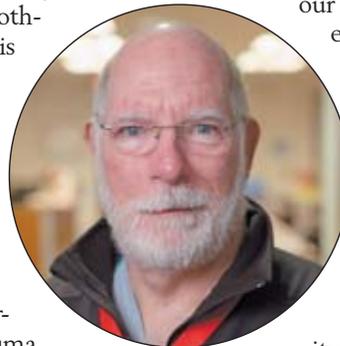
Major Philip Dawe heads up Canadian Forces Trauma Training Centre West in Vancouver. He's a trauma and acute care surgeon at Vancouver General Hospital and comes from a family with a long history of military service. His father and three brothers served in the Canadian Forces and his youngest brother Matthew, died in a roadside bombing in 2007. "If I could save one military person's life overseas, then my career will be worthwhile," says Maj Dawe. "Preventable deaths occur in deployed operations and if I could prevent one of those it would be a good day."

Maj Dawe is the third military surgeon to head up Canadian Forces Trauma Training Centre West. The centre's mandate is to facilitate trauma training for Canadian

Forces physicians, physician assistants and nursing officers. Many of Canada's military medical personnel have trained at centres in Vancouver and Montreal prior to their deployments.

"As care for the wounded continues to gain more importance in both public opinion and policy, the mutual benefits of a robust civilian-military relationship have become increasingly evident," says Maj Dawe. "On one hand, lessons learned from our overseas experiences are being delivered to our colleagues at home to enhance patient outcomes. On the other, our colleagues at home have helped us to get ready for those deployments by affording us cross-training and refresher opportunities to ensure we're providing best-possible care to our troops in our limited-resource deployed environments."

Dr. Ross Brown, trauma/general surgeon and Senior Medical Director with Vancouver Coastal Health/Coastal Community of Care now working at Lions Gate Hospital in North Vancouver, was the first embedded military trauma surgeon in Canada and is credited with establishing the program in Vancouver. "It's a win-win for the Canadian Armed Forces, the health authority and the surgeon to have this additional expertise, as well as the health care professionals who are continuously learning new skills."



Dr. Ross Brown

As care for the wounded continues to gain more importance in both public opinion and policy, the mutual benefits of a robust civilian-military relationship have become increasingly evident.

Major Philip Dawe



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Is it alright to complain to my manager? How do I initiate the discussion?

Ken Ashdown,
CCMS West/North
Esquimalt/Comox/BC AOR

This is the third in a three-part series on whether it's appropriate to complain to your supervisor/manager, and if so, how to do it effectively. So far, our series has focused on raising complaints about (or to) a co-worker, or about a workplace situation. But what if it's your supervisor/manager who's doing something that bothers you? What if the issue that you need to resolve concerns their behaviour or decision? The same rules covered previously still apply. Generally if you use an assertive approach as opposed to a passive, passive-aggressive, or aggressive communication style, you'll be able to initiate the conversation without the common risks described above.

Here are a final few tips to help the conversation go well:

Avoid doing it via text or email

It may be true that putting complaints on paper can help you

organize your thoughts, and put some emotional distance between you. But it can also lead to misinterpretation, as the written word lacks the nuance of nonverbal and paraverbal communication, referring to things like tone of voice, volume, and body language. Even the most eloquent of wordsmiths can accidentally inflame a situation when the instant feedback of face-to-face isn't available, and it's harder to follow up with clarifying questions. In person communication is always preferred, even if it can be anxiety-provoking.

Note there may be occasions when a written complaint regarding discrimination, harassment or grievance is warranted. The distinction can be difficult to make, and your local CCMS office can help you determine if one of those formal approaches is the right one for your situation.

"Manage upward" – show empathy

Choose an opportune moment, perhaps by asking when it might be convenient to have a private conversation. Save them time and

energy, both of which may be in short supply. Be prepared to offer potential solutions, without being positional or clinging too fast to any one remedy. Often, the most satisfying and durable resolutions are those that the parties work out together, which is a core principle behind interest-based alternative dispute resolution approaches. Offering potential solutions shows that you've thought through the potential benefits, as well as drawbacks, and that you're not just trying to pass the monkey.

Remember that managers are people too

They have feelings, even if their professionalism means they rarely display those feelings in public. Remember the golden rule, and deal with them accordingly – even if you feel you've been unfairly treated yourself.

Be prepared to lead the dance

Managers and supervisors sometimes rise to their roles due to seniority, experience, specific technical skills or expertise, and not necessarily because of their inter-

personal problem-solving. If you are the only one with any training in conflict resolution, then you might need to take the lead in the conversation. Avoid assuming they have received (or remembered) any training in managing complaints or conflicts, or are familiar with all four approaches. There's a lot on a supervisor/manager's plate, so it helps if you can be a resource as well as a partner in resolving issues. And if you don't have any such training yourself, help is readily available via your local CCMS office.

The Integrated Conflict and Complaint Management (ICCM) program integrates the Canadian Armed Forces' previously separate existing harassment, grievance, human rights and alternative dispute resolution conflict resolution systems. Full operational capability was reached on July 20, 2018, with 16 Conflict and Complaint Management Services (CCMS) centres located across Canada that are now available to provide local guidance and support. Expert personnel provide the Defence Team

with knowledge and skills to prevent or address workplace conflicts early, locally, informally, and at the lowest appropriate level.

For further information visit <http://intranet.mil.ca/forces-conflict-management.page> where you can find links to your local CCMS office; you can contact us nationally via our General Inquiries Positional Mailbox at ICCMInquiries.demandesreque-teGICPDGGP@forces.gc.ca or call Toll Free: 1-833-328-3351. CCMS Centre Esquimalt, responsive to CFB Esquimalt, 19 Wing Comox, 39 CBG, and others members of the CAF or employees in DND residing in the province of BC can be reached at ++CCMS Esquimalt@VCDS DGICCM@Esquimalt (CCMSEsquimalt@forces.gc.ca).

Ken Ashdown is a Conflict Management Practitioner with the Conflict and Complaint Management Services (CCMS) Centre in Esquimalt. He is the co-author of several books on conflict resolution and group dynamics, and ran a successful private practice prior to joining the CCMS team.

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NCIOP Graduation

Commander Annick Fortin, Commandant of Naval Fleet School (Pacific) presented Certificates of Military Achievement during the Naval Combat Information Operator graduation ceremony Dec. 13.

Photos by Leading Seaman Sisi Xu, MARPAC Imaging Services



Naval Communicator CISON Supervisor Course
MS Bryce McAuley receives his Certificate of Military Achievement.



Naval Communicator CISON Supervisor Course
MS Ryan LaSaga receives his Certificate of Military Achievement.



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PO2 Erin Flannery receives her Certificate of Military Achievement.



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AB Tomasz Kononowicz receives his Certificate of Military Achievement.



AB Tomasz Kononowicz receives a Certificate of Achievement as the Top Student.



LS Bryant receives his Certificate of Military Achievement.



Bravo Zulu

CAF Official of the Year

CPO2 Robert Cook (centre) accepts his CAF Official of the Year award from Rick Campagna (BMO), Omar Abouzaher (BMO), Dave Fraser (Canadian Tire), and Chantal Tourangeau (Westjet).

CPO2 Cook is a committed hockey and lacrosse official. He was selected to officiate at the FIL Men's World Lacrosse Championship in Israel in recognition of his experience, fitness, and level of officiating. After playing hockey for over 40 years, CPO2 Cook is now giving back to the sporting community and is an outstanding example of commitment to fitness and sport.



NFSP 0060 course Graduation

Commander Annick Fortin, Commander Naval Fleet School (Pacific), presented Certificates of Military Achievement to graduates of the Marine Engineering Technician PH10 0060 Course.



LS Abela receives his Certificate of Military Achievement.



LS Drapeau receives his Certificate of Military Achievement.



LS Lafontaine receives his Certificate of Military Achievement.



LS Lange receives his Certificate of Military Achievement.



LS Lange receives the top student award.



LS Lefebvre receives his Certificate of Military Achievement.



LS Murphy receives his Certificate of Military Achievement.



LS Richardson receives his Certificate of Military Achievement.



LS Russell receives his Certificate of Military Achievement.



LS Smith receives his Certificate of Military Achievement.



Promotion

AB Chelsea Forrest is promoted to her current rank by Lt(N) Jenna McGrath accompanied by LS Ek, AB Forrest's husband.



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