



Canadian Forces Personnel Newsletter

ALQ course contributes to professional NCM corps

By 2Lt Isabelle Riché,
Acting Public Affairs
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Defence Academy

Non-commissioned members (NCMs) about to embark on the new Advanced Leadership Qualification (ALQ) course, be warned – the days of sitting at your desk with pen in hand writing down things to be memorized are gone.

NCM Professional Development (PD) staff at the Canadian Defence Academy (CDA) are putting the final touches to the new ALQ course. It's designed to engage candidates with



Class 0001, and staff, of the ALQ course

challenging problems with no perfect solutions, and to develop their confidence and critical thinking skills so they'll be

better able to react to and deal with the problems of an ever-changing, complex operational environment.

As of January 1, 2007, the course, targeting petty officers 1st class and warrant officers, will be a prerequisite for promotion to chief petty officer 2nd class and master warrant officer. Seven serials of the course are scheduled for 2007.

In the spirit of *NCM Corps 2020* and the *Profession of Arms Manual*, the aim of the ALQ course is to develop prospective CPOs2 and MWOs for sub-unit and unit responsibilities in leadership, staff and advisory positions. The adopted PD approach envisions a strong

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BGen Stanley Johnstone is new Chaplain General

From CFPN

Brigadier-General Stanley Johnstone's installation as Chaplain General of the Canadian Forces (CF) was celebrated September 24 at St. Paul's Presbyterian Church in Ottawa.

"I welcome BGen Johnstone's appointment and installation as Chaplain General," said Chief of the Defence Staff General Rick Hillier. "He and all Canadian Forces chaplains have a key role to play in ensuring spiritual leadership for all Canadian Forces members and their families. Their guidance also contributes significantly to our operational effectiveness."

Padre Johnstone, a Toronto-born 58-year-old Lutheran minister, has served at home and abroad, with postings that include Canadian Forces Base (CFB) Petawawa; CF Station Holberg, in the northern Vancouver Island rainforest; Lahr and NATO Base Geilenkirchen, in Germany; CFBs Cornwallis and Borden; and Sarajevo, Bosnia-Herzegovina.

"As spiritual leaders," he said, "we have the opportunity to play an integral part in the lives of service members, and



Brigadier-General
Stanley Johnstone

through cooperation with many faith communities, we will continue to provide spiritual guidance to all service personnel, regardless of denomination or faith."

Reverend Dr. Alan McPherson, Chairman of the Interfaith Committee on

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Project honouring soldier benefits Afghan children

By Ms Ruthanne Urquhart

The mission statement says it all: "Building robust toys for the children of Afghanistan in memory of Master Corporal Raymond Arndt – continuing the mission he was unable to finish."

MCpl Arndt, a Canadian Forces (CF) Reservist from The Loyal Edmonton Regiment [4th Battalion, Princess Patricia's Canadian Light Infantry (4 PPCLI)], died August 5 in a vehicle accident southeast of Kandahar City.

Mr. Trevor Klein is a regional sales and design manager at the Edmonton outlet of Artistic Stairs Ltd. Fellow employee Warrant Officer Chuck Howie, a Reservist, is a sergeant major with The South Alberta Light Horse (Edmonton).

"I've been building toys for kids in orphanages in Russia for years," Mr. Klein says. "When I saw Chuck carving a cross for MCpl Arndt, I began to think. I went camping that weekend, and it all kept playing in my head. Finally, it was my fiancée who suggested making toys for the children in Afghanistan."

Mr. Klein contacted MCpl Arndt's family, and they were in favour of the idea.



Master Corporal
Raymond Arndt

He and WO Howie received permission from Artistic Stairs to use leftover wood, and the project was up and running.

Artistic Stairs' carpenters will be making three models of the wooden toys – two cars and a truck. After speaking to

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CF unveils multi-faith chaplain badges



mosaic has prompted a decision to better represent Canadian society by reflecting the multi-faith nature of today's chaplaincy. Accordingly, the new hat badges are unified by a common theme, but bear the distinctive faith identifiers of the chaplains who will wear them.

In the center of the badge is one of three symbols. Christian chaplains will wear a hat with a badge bearing the Maltese cross, long associated with Christian chaplaincy. Jewish chaplains will wear the symbol of the tablets of the Law and the Magen David (the star of David). Muslim chaplains will wear the symbol of the crescent moon.

To best serve the needs of all CF members and their families, the Chaplain Branch continues to evolve and keep pace with society's values. The new hat badges, designed by CF heraldic artists, signify this evolution and the chaplaincy's steadfast commitment to "minister to our own, to facilitate the worship of others, and to care for all".

From CFPN

Canadian Forces (CF) chaplains will soon be displaying new hat badges, each reflecting the faith of the padre wearing it.

Prior to Canadian Forces (CF) unification in 1968, Canadian military chaplains wore hat badges consistent with their distinct service in the Army, Navy or Air Force. With Forces unification also came unification of many support classi-

fications, including the Chaplain Branch, which was awarded a common hat badge based on the original British Army pattern but modified with maple leaves to make it distinctly Canadian.

However, the expanding Canadian

Defence Advisory Groups choose new champions

From CFPN

Defence Advisory Groups (DAGs) may assist the Department of National Defence and the Canadian Forces (DND/CF) in: developing policies, procedures and mechanisms related to recruitment, training and retention; formulating employment equity initiatives and action plans; identifying systemic employment barriers; solving issues or problems identified; researching employment equity and diversity; and identifying cultural change.

- For more information about the DAGs, telephone 1-888-298-4585 or go to http://hr.ottawa-hull.mil.ca/dmgiee/agsec/engraph/home_e.asp.

Defence Visible Minority Advisory Group (DVMAG)

Lieutenant-General Marc Dumais, Commander Canada Command, is the new Canadian Forces/Department of National Defence (CF/DND) Champion for Visible Minorities.

The DVMAG National Co-chairs are Chief Warrant Officer Kevin Junior (military) and Ms Doreen Gibson (civilian).

- Meet LGen Dumais at http://hr.ottawa-hull.mil.ca/dsa/engraph/general_e.asp.

Defence Aboriginal Advisory Group (DAAG)

Lieutenant-General Andrew Leslie, Chief of the Land Staff, is the new CF/DND Champion for Aboriginal Peoples.

The DAAG National Co-Chairs are Master Warrant Officer Chris Young (mil) and Ms Joyce Bouthiette (civ).

- Meet LGen Leslie at http://hr.ottawa-hull.mil.ca/dsa/engraph/general_e.asp.

Defence Advisory Group for Persons with Disabilities (DAGPWD)

Lieutenant-General Walter Natynczyk, Vice Chief of the Defence Staff, is the new CF/DND Champion for Persons with Disabilities.

The DAGPWD National Co-Chairs are Lieutenant-Commander John Dewar (mil) and Mr. Duane Simpson (civ).

- Meet LGen Natynczyk at http://hr.ottawa-hull.mil.ca/dsa/engraph/general_e.asp.

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command team of officers and NCMs enhancing operational effectiveness.

"The content was excellent," says WO Cindy Flynn of the ALQ pilot course held in August, "especially the parts on leadership and on new command structure. One of the goals was to teach what we can do for our own people. The world is changing so much, we need to learn to change with it to keep the peace."

The ALQ course comprises a ten-week distributed learning module, when candidates study specific material, followed by a three-week residential module held at Campus St-Jean, in Quebec. Course content is delivered in a dynamic format, with maximum interaction encouraged among the candidates. The facilitating staff—CPOs2/MWOs and civilian subject matter experts—uses practical experience to discuss relevant and real-life issues and concerns.

Of the 37 Canadian Forces (CF) personnel, Regular Force and Reserve, who successfully completed the first serial of the ALQ course, two were promoted during the graduation ceremony.

The ALQ course is the result of a collaborative effort of NCMPD staff at CDA, NCMPD Center staff at CF Learning and Development Center, and the PD chief petty officers 1st class and chief warrant officers from the environments and the Primary Reserve. The overall process was conducted under the

guidance of the Directorate of Professional Development at CDA.

With the addition of the new ALQ course to the NCMPD continuum, we can be confident we are developing NCMs who can participate as key members of the command team now and in the future.

- Read about *NCM Corps 2020* at www.cda.forces.gc.ca/2020/engraph/ncm/doc/2020BrochureHR_e.pdf.
- Find the *Profession of Arms Manual* at www.cda.forces.gc.ca/CFL/engraph/poa/poa_e.asp.

Chaplain General - from page 1

the Canadian Military Chaplaincy (ICCMC) and representative of the Baptist Ministry of the CF, presided over the installation ceremony, which was celebrated jointly by the ICCMC and the Department of National Defence. Official representatives of the CF also participated.

Padre Johnstone's most recent appointment was as Director of Chaplain Policy, in August 2003, and he assumed the responsibility of Chaplain General August 15 of this year.

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Outside employment could lead to COI

By Mr. Marc Potter, Senior Analyst, Conflict of Interest (COI)

A second job, separate from your military duties, could have serious implications for the Department of National Defence and the Canadian Forces (DND/CF).

A recent decision by the Canadian International Trade Tribunal (CITT) sheds light on a new risk related to the awarding of government contracts – the outside employment of CF personnel and DND employees.

In *Calian vs PWGSC*, the CITT ruled that the hiring of two non-commissioned members (NCMs) by Valcom Inc, a competitor, created enough of an apparent COI to render the procurement process invalid. It is worth noting that the two NCMs in question were not involved in the contracts procurement process and had no way of influencing it. The CITT concluded that the simple fact that a potential supplier had hired two members of the department involved gave it unfair advantage, and so created a situation of COI.

"Up until now, conflicts of interest arising from outside employment mainly affected the reputation of the organization," says Colonel Yvon Desjardins, Defence

Ethics Program Director. "The CITT decision not only recognized that the risk was real, but stressed the need for greater caution to ensure that the outside employment of CF members and DND employees does not jeopardize the procurement process."

As a result of the CITT decision, DND and CF managers must show greater vigilance and implement measures to help prevent situations that could lead to the potential cancellation of contracts.

"Commanding officers are not necessarily aware of their staff's outside employment," Colonel Desjardins says. "These jobs pose a serious risk, and managers must exercise greater control over them. A contract cancelled due to a conflict of interest not only harms the reputation of the organization but also results in hundreds of hours of lost work and possibly thousands of dollars already invested in the project."

Before starting a second job, you must obtain written authorization from your commanding officer, as outlined in Queen's Regulations and Orders (QR&O) 19-42 Civil Employment. If your CO approves, and your second job is with a company directly or indirectly involved in defence-related matters, you must declare it by submitting a Confidential Report to the Conflict of Interest Section of the Defence Ethics Program.

When your Confidential Report is analyzed, you may be contacted for clarification of your report. Most often, cases are reviewed and closed within three business days.

- Read *Calian vs PWGSC* at www.citt-tcce.gc.ca/procure/determin/pr2g008_e.asp.
- Consult QR&O 19-42 at www.admfincs.forces.gc.ca/qr_o/vol1/tofc19_e.asp or at http://admfincs.mil.ca/qr_o/vol1/tofc19_e.asp for information about civilian employment.
- Learn about the Defence Ethics Program at www.forces.gc.ca/ethics/index_e.asp or at http://ethics.mil.ca/index_e.asp.
- Find a downloadable version of the Confidential Report at www.admfincs.forces.gc.ca/admfincs/subjects/daod/7021/forms/form1a_e.doc or at http://admfincs.mil.ca/admfincs/subjects/daod/7021/forms/form1a_e.doc.
- For information or advice on issues related to conflicts of interest, contact Mr. Marc Potter at Potter.MH@forces.gc.ca or at 613-995-0229. ♦

Valiants Memorial to honour Canadians at war

By Ms Ruthanne Urquhart

Canada's new Valiants Memorial, commemorating 14 Canadians who helped shape our country, will be inaugurated November 5 in Ottawa.

The Valiants are Canadians who, through their unwavering loyalty and courageous deeds, advanced Canada as a citizenry and a nation. They are:

Louis De Buade, Comte de Frontenac (1622-1698): Frontenac and his forces successfully withstood a prolonged siege of Ville de Québec by New England shipborne forces in 1690. To a demand that the town surrender, he responded, "I have no reply...other than from the mouths of my cannon."

Pierre Le Moyné d'Iberville et d'Arillières (1661-1706): This soldier and adventurer was the first native-born Canadian to receive the Croix de Saint-Louis for valour from the French Crown, in recognition of a distinguished career battling British forces from James Bay to the West Indies.

Thayendanegea (Joseph Brant) (1742-1807): Thayendanegea, a Mohawk war chief and statesman, fought beside British and Loyalist troops throughout his lifetime and was instrumental in establishing the Six Nations Reserve in southwestern Ontario.

John Butler (1728-1796): When the American Revolutionary War began, Butler organized a corps of loyalists, dubbed Butler's Rangers, to act together with Aboriginal allies along the frontier.

General Sir Isaac Brock (1769-1812): Brock gave his life in 1812 leading his troops in dislodging an American invasion attempt at Queenston Heights (near Niagara Falls, Ont.). His skill and energy saved Upper Canada.

Charles-Michel d'Irumberry de Salaberry (1778-1829): Salaberry led 1700 Canadian militiamen to victory against 3000 American troops in 1813, preventing a large-scale attack on Montréal and saving Lower Canada.

Laura Secord (1775-1868): During the War of 1812, Secord warned a British commander about a pending

American raid. The resulting June 1813 ambush by British troops netted 462 American soldiers and favourably altered the course of the war in the Niagara Falls area.

Georgina Pope (1862-1938): Pope led the first group of nurses, and subsequent groups, in the field during the South African War, and served again during the First World War. She was the first Canadian to receive the Royal Red Cross.

General Sir Arthur Currie (1875-1933): Throughout the first World War, General Currie led Canadians to victory in battle after battle, and his generalship is recognized as on a par with the best in the Allied armies.

Corporal Joseph Kaeble (1892-1918): Cpl Kaeble was mortally wounded in June 1918 while driving back a German advance near Arras in northern France. His last words, shouted to his wounded companions, were: "Keep it up, boys; do not let them get through! We must stop them!"

Lieutenant Hampton Gray (1917-1945): Flying from HMS *Formidable* in the Pacific during the Second World War, Lt Gray released his one remaining bomb and sank the destroyer *Amakusa* in August 1945 before crashing in the sea.

Captain John Wallace Thomas (1888-1965): Capt Wallace was the only Merchant Navy member to be named Commander of the British Empire, which he was awarded for his skill in handling the *Empress of Japan* (renamed *Empress of Scotland* in 1942) during a Luftwaffe attack off Ireland in 1940.

Major Paul Triquet (1910-1980): As the only surviving officer in his company, Maj Triquet led his remaining 50 men in the capture of Casa Berardi in December 1943. Despite 35 casualties among the 50, they held against repeated counter-attacks until reinforcements arrived.

Pilot Officer Andrew Mynarski (1916-1944): Ordered by his pilot to abandon his crippled Lancaster bomber in June 1944, PO Mynarski, with his uniform in flames, reluctantly bailed out after unsuccessfully trying to free the rear gunner. Mynarski, severely burned, died



Lieutenant Hampton Gray

of his injuries, but the rear gunner, thrown clear when the plane crashed, lived to tell the story.

The memorial, to be located adjacent to the National War Memorial, around the Sappers Stairway, will comprise five statues and nine busts, all in bronze, and a bronze wall. The statues and busts will be situated on the concourses around and near the top of the stairway. The wall, beside the upper stairway, will bear an inscription reading *Nulla dies umquam memori vos eximet aeo* – No day shall ever erase you from the memory of time.

The Sappers Stairway, leading from the concourse adjacent to the National War Memorial down to the Rideau Canal, commemorates the sappers of the Royal Engineers who built the canal, the original bridges crossing it in central Ottawa, and much of the capital's original infrastructure.

- Visit www.valiants.ca for more information about the Valiants Memorial, and for detailed histories of the outstanding Canadians it commemorates.
- Go to National Capital Commission at www.canadacapital.gc.ca/bins/ncc_web_content_page.asp?cid=16300-29496-29502 for information. ♦

CORRECTION: In the September 2006 issue of CFPN, in the article entitled "Colonel and captain (navy) promotions and appointments", the entry for Lieutenant-Colonel Michael Beaudette should have read: "...appointed colonel [acting while so employed (AWSE)] in the dual appointments of Deputy Commander and Chief of Staff (COS) Operations at Canadian Special Operations Forces Command (CANSOFCOM) Headquarters (HQ) Ottawa." Thanks to Colonel Ralph Schildknecht for spotting the error. ♦

Military work hours

QUESTION:

I'm looking for information or policy on military work hours. I know collective agreements establish a 37.5-hour military workweek, and to a great extent the Canadian Forces follows this, especially in work environments such as headquarters and second- and third-line units.

While the CF focus is on maintaining a norm equivalent to that of the Public Service, I want to make sure we follow the policy and treat military personnel accordingly while recognizing that they are obligated to serve 24/7. If the workload increases, I believe leaders, managers and supervisors have the right to place restrictions on the frequency of PT as well as adjusting the priorities of section activities.

Can you help me find a reference for this?

ANSWER:

Aside from a minor reference found in Canadian Forces Administrative Order 16-1 which, in the context of leave for shift workers, reads, "Leave policies are based on a regular or normal work schedule with Mondays to Fridays as normal working days, and Saturdays, Sundays and statutory holidays as non-working days", there is no published policy, directive or guideline dealing with military work hours.

The nature of employment within the CF makes it impossible to regulate the hours you work. Different postings and positions demand different work hours from personnel. Ultimately, work hours are at the commanding officer's (CO's)

discretion. With due consideration given to individual and collective needs and the operational requirements of the unit, COs establish the guidelines to be followed within their units.

A member's commitment to the CF and the Defence mission includes the understanding that all CF personnel are employed 24/7. That said, COs try to establish norms for their unit that are generally in keeping with typical work-time expectations in Canada. Ultimately, the determination of what is appropriate for a unit shall remain with the chain of command.

The Forces' pay system has taken the overtime factor into account in the CF pay envelope – non-commissioned members and general service officers are compensated for overtime through the application of an "overtime factor" to their pay.

Ultimately, COs are responsible for setting unit routine and priorities based on an assessment of the unit's mission, mandate, operational demands, etc. Placing restrictions on PT or adjusting work priorities based on an increase in the workload fall under this authority. Your CO may, of course, delegate the authority to a subordinate commander when appropriate, but it remains the CO's responsibility.

➤ Find CFAO 16-1 at http://admfnics.mil.ca/admfnics/subjects/cfao/016-01_e.asp and at www.admfnics.forces.gc.ca/admfnics/subjects/cfao/016-01_e.asp.



MCPL CHARLES BARBER, SNMGI

HMCS IROQUOIS—Crewmembers lock the ship's chain in place as *Iroquois*, serving as Standing NATO Maritime Group 1 flagship, takes part in a towing exercise with HNLMS *Van Galen*, of the Royal Netherlands Navy.

Project - from page 1

CF personnel returning from Afghanistan, they decided to send dolls, too, so the girls will get something because, Mr. Klein says, "the boys most likely will not share the vehicles, but won't take the dolls." The dolls, made of donated fabric, will also be crafted by Artistic Stairs employees.

And they're throwing in 500 soccer balls for the older kids and teenagers.

"We started small," WO Howie says, "and we went big fast. We're playing catch

up right now, but we're keeping this all under one roof, so we will catch up."

There's only one snag – the CF cannot transport the toys to Afghanistan, so Mr. Klein is looking for an alternative carrier. Anyone with any solid suggestions or offers can contact him at lcr@shaw.ca.

"We're doing this in honour of every CF member over there," he says, "and we'll do it as long as there are boots on the ground."

Operational commitments won't stall your career

QUESTION:

I am almost finished my pre-deployment stuff for my second tour overseas in three years. Someone asked me if all the time around these deployments would put my career on hold, and I realized I didn't really know the answer. Will it?

QUESTION:

My career counselor says putting off PD in favour of a deployment won't hurt my career, but what about all the training time spent before I go, and the reintegration and leave time afterward?

ANSWER:

We've received many questions similar to these, and the Chief of the Defence Staff (CDS) has provided a response via a recent Canadian Forces General Message (CANFORGEN).

Over the past several years, the Canadian Forces (CF) has been increasingly focussed on operations in active duty areas. With this comes an increase in the time you spend preparing for and decompressing from these operations. As a result, many of you have not been able to attend training and courses that would advance you within your military occupations.

The CF, however, recognizes that your participation in operations has garnered you essential skills that you could get only a hint of in a classroom. The knowledge and experience CF personnel bring home from deployed ops enable the CF to make a valuable contribution in operational theatres around the world.

The CDS has directed that no member of the CF is to be disadvantaged during selection board or succession planning deliberations in either rank or employment because he or she is lacking a professional qualification due to deployment-related activities. These include not only your deployment itself but also all pre-deployment preparations and training, and the six-month reintegration period following your deployment.

Chief Military Personnel and Director General Military Careers will instruct promotion boards to employ scoring criteria reflecting this direction. In effect, if you would normally have attended career courses during the months of your



SGT LOU PENNEY, TFA OP ATHENA IMAGERY TECHNICIAN

KANDAHAR, Afghanistan—Bdr Theodore Zaremba, with the 2nd Regiment, Royal Canadian Horse Artillery (2 RCHA) based out of CFB Petawawa, marshals a Black Hawk onto the helicopter landing site at Patrol Base Wilson. Black Hawks fly missions throughout the Panjwai District in support of *Operation MEDUSA*, conducted to clear insurgent forces from the district.

re-integration, promotion boards will give you credit recognizing the practical skills and experience you have gained during those months.

You will also be considered suitable for promotion and for employment at the next rank level despite your lack of formal qualification, unless there is solid evidence that you should not be considered. You and your career manager should get you into the required career courses as soon as is practical after your re-integration period.

Your career manager will ensure that you are identified to the promotion board so that you will benefit from this policy.

➤ Read Canadian Forces General Message (CANFORGEN) 142/06 at http://vcds.dwan.dnd.ca/vcde-exec/pubs/canforgen/2006/142-06_e.asp.

When the last CF boot does leave the ground in Afghanistan, the money remaining in the Arndt Toy Foundation account will be donated either to The Loyal Edmonton Regimental Brass and Wind Band, or to another recipient chosen by MCpl Arndt's family.

➤ If you want to make a donation to the Arndt Toy Foundation, visit any TD Canada Trust branch and make a

deposit to account #6308536, transit #0177.

➤ Contact Mr. Klein at lcr@shaw.ca, and WO Howie at Howie.CL@forces.gc.ca.

➤ Visit Artistic Stairs Ltd. at www.artisticstairs.com/can/html/contact_us/index.html.