



# IE Focus

Volume 3  
Number 3

Spring 2012

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Dear Colleagues,

We've all witnessed, over the last months, that the Government of Canada is adopting improved enterprise-wide efficiencies through consolidation, Shared Services Canada for IT services being one example of that trend. There are efficiencies to be gained by consolidating some internal services across the government and it is very timely to work towards aligning our Infrastructure and Environment business internally so we can achieve savings and efficiencies for ourselves, as well as prepare for the future. The ADM (IE) Group and the Defence IE Community at large have an obligation and an opportunity to contribute to the deficit reduction efforts of the Government as well as renew our Business Process model, while aligning them with the other departmental initiatives such as CF Transformation.

Our global intent is to apply an integrated approach to Business Process Renewal to IE business including the commitments made in Budget 2012 and to design and establish the IE Community of the future required to support the CF.

In compliance with the Departmental Directive 2011-16, which states that "Defence will be agile, flexible, affordable and resilient (...) will be a leader and a trusted partner, renowned for our operational capability and our financial and management excellence", and in compliance with the CDS vision calling for "...a more agile and integrated force that will allow the CF to be more responsive to an unpredictable operating environment.", our ultimate end state is to set up a fully integrated IE Business model to deliver, under the authority of ADM (IE), a strategically-managed portfolio that is responsive, acceptable, rationalized and compliant, supported by personnel with the right skills and competencies. This will enable the IE Community to efficiently meet current and future CF requirements.

The intensity and scale of organizational change that we are undertaking in the IE community has not been seen since MCCRT in the 90's. I compare the complexity of efforts currently required inside the Group to remodeling an airplane while in flight.

In the coming months, we will focus our efforts on a number of subjects simultaneously:

- Meeting our deficit reduction objectives as set in the 2012 Budget
- Delivering on initiatives highlighted in Budget 2012 (such as Centralizing Real Property)
- Defining a new integrated model of delivery of Infrastructure and Environment (including the Real Property Management Model)
- Redefining the structure of our organization in order to better support these objectives.

At the IE Symposium, Base Commanders delivered a clear message that they value tactical flexibility. Therefore, any new centralized model must be designed to meet the dynamic requirements of its tactical and operational level customers.

I intend to keep you informed of any changes as much as I am able to do so. To achieve this, I will not hesitate to send you emails from time to time or invite you to participate in information sessions. Moreover, I remain open to the idea of answering, to the best of my knowledge, the questions you submit to me on my Intranet page. We are currently working to answers those already submitted via this medium.

Scott Stevenson

- The Few, the Proud, the Green

- NDHQ Organization Change

- Deployment

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## ADM(IE) 2012 Spring Town Hall

### "Nurturing Collaboration through Open Dialogue"

On April 12, ADM(IE) staff members once again made their way to the future Defence Campus to attend the Spring Town Hall for a morning gathering in Nepean. The "collaboration" message was again highlighted with the day's theme "Nurturing Collaboration through Open Dialogue". The event's theme was carefully thought out to be respectful of the uncertain climate in DND as a result of the Federal Budget announced last March.

Since the event was a half a day, the town hall format resembled a more traditional model of past ones as opposed to the recent gatherings that were more interactive and comprised of small group activities and discussion. Kiosks and the awards and recognition ceremony were not part of this event to maximize open dialogue and be mindful of the subdued environment compared to recent town halls.

As with previous two town halls, the morning began with a musical presentation of the national anthem by talented ADM(IE) member. This time around it was CFHA colleague Natasha St. John. Her jazz inspired vocal presentation of our national anthem complemented the gathering and started the morning in an eloquent fashion. This represents the third time that singing of O Canada has started our town halls thus becoming a traditional component of ADM(IE) proceedings. We also welcomed Marc-André Champagne, a new member of the DCAE team as our Master of Ceremonies for the 2012 Spring Town Hall. Marc-André joined ADM(IE) in November 2011 and works under Joe Zulak. It is evident that many "hidden" talents exist in our group and these events allow us a chance to see colleagues in a new light.

The musical performance was positively acknowledged by the attendees and Ms. St. John was thanked by Mr. Scott Stevenson, ADM(IE). The ADM then addressed the plenary focusing his remarks on the March budget announcement and potential impact to DND. As he first discussed in the 2011 Fall Town Hall, he reiterated that DND is going through a challenging period and that things were going to get tougher before they got easier. Once again he emphasized the need for staff to be proactive about their own future, by continuing to educate themselves about their rights, responsibilities and options during this time of transition and change. After the ADM's message, attendees took a short health break to network and dialogue with each other about what they had heard conveyed in the ADM's remarks. When people reconvened after the break, the floor was opened up for Q and A with senior management - which included the ADM, and attendees were invited to dialogue and present their concerns, questions, and opinions on what had been presented earlier. After a very successful dialogue and exchange, the morning session wrapped up with the ADM thanking people for their comments and candour, assuring staff that "their words did not fall on deaf ears".

Some of the key messages staff wanted conveyed to the ADM and were communicated via the post event feedback forms were:

- The ADM's accessibility and open communication continues to be appreciated and he should continue communicating openly, honestly and at regular intervals with staff. People enjoyed the Q & A session with senior management;
- Have regular "mini town halls" - say two hour sessions every two months on a specific topic and only with staff that are impacted by the update;
- Staff appreciated the opportunity to ask questions online prior to the event. This seems an excellent tool and a timely decision to include on the ADM(IE) website during this time of transition;
- Staff liked seeing "one of their own" as MC for the town hall. Having someone from ADM (IE) fulfill this role gives the event a more relaxed, informal and comfortable environment, which was especially important given the subject matter of this recent town hall. This is a positive way of engaging staff and like the tradition of one of the group singing the national anthem, this is a practice that should be continued in the future for these types of assemblies;

- The chance to be together so soon after the budget announcement was appreciated - strength in numbers!

The half day session wrapped up at 11:30 a.m. so staff could return to the office in time for their lunch break. The general sentiment from this gathering was that even though there are still many unknowns about the future, it was good timing to have the event and be with colleagues in order to be mutually supportive during this time of uncertainty and transition.

## Certificate of appreciation

On May 30<sup>th</sup>, Mrs. Lisa Dodd was presented with a certificate of appreciation by MGen Chris Whitecross.

The COS seized this opportunity to express the Group's appreciation for the numerous positive changes and lasting impact that Lisa made during her time with DIESPPC.

Everyone present paused together to share a few words about her experiences with the group, her new and exciting role at VCDS, and the continued friendships and linkages with ADM(IE).



# International Women's Day at RMC Saint-Jean

Captain Line Fréchette

"When I grow up..." It was with these words than one officer cadet (OCdt) addressed Major General (MGen) Chris Whitecross, Chief Military Engineer of the Canadian Forces (CF) and Women's Day guest of honour, after an informal meeting between the MGen and the female OCdts of the Saint-Jean Royal Military College (RMC Saint-Jean).



Major General Chris Whitecross at an informal meeting with female officer cadets. (Photo: Marie-Claude Leblanc)

One of Canada's top 100 influential women, the MGen shared her experience as a woman in the Canadian Forces, and the presence and words of this pioneer certainly inspired the students. Providing a model woman to the OCdts was the goal set by the RMC Saint-Jean Commander, Colonel Guy Maillet for this International Women's Day. All the guest speakers throughout the day's

activities also made a strong impact on the female personnel.

In addition to MGen Whitecross, these influential women included Major (ret) Sandra Perron, Andrée Jetté, Andréa Legros and Annie Surprenant. Each of them contributed to the success of the day and left her special mark on the College.

## Conferences

The day began with two conferences. Andrée Jetté, internationally renowned speaker, presented the five personality types to the female personnel with great energy and lots of humour. Among other things, she presented the basic personalities and how they interact, identifying personality traits through ways of dancing, dressing, telling a fact or organizing one's desk, triggering some fits of laughter.

In the meanwhile, Major (ret) Sandra Perron addressed the men and spoke about the influence her military career has had on her professional civilian career, and the benefits to an organization of the differences between men and women.

Then, MGen Whitecross met with the female OCdts and female staff members. She spoke of the authenticity, passion for work and value of mentoring. At the end of this inspiring hour, female personnel watched a video on the strength of the contribution of women in different countries, a video that Maj (ret) Sandra Perron had prepared and presented to the male personnel a little earlier in the day.

The third activity of the day was a psychometric test presented by Andréa Legros and Annie Surprenant. More than 20 people participated in this activity, a fun exercise for female personnel that helped them to discover other facets of themselves and expose aspects of their personality that had remained unclear thus far.

The women, and men, at RMC Saint-Jean are very grateful to Colonel Maillet for allowing them to celebrate International Women's Day with such a fun and friendly event, giving them the opportunity to take part in activities of self-awareness and to meet inspiring women. Knowing oneself, recognizing personality traits and differences, and mingling with inspiring models are tools for dispelling prejudices, and accepting and dealing with differences and,

consequently, contributing to respect for women's rights. If the response is positive, the activities program of International Women's Day at RMC Saint-Jean will have been a success in its own right.

Captain Fr chet te is the RMC St-Jean Coordinator Training Support.

Original story was published in Servir. Printed with permission.

## ADM(IE) Environmental Achievement Award

On 29 February, 2012, Mrs. Deanna McCullum, Range Biologist of 3 Area Support Group Gagetown, New Brunswick was awarded the ADM(IE) Environmental Achievement Award in recognition of her outstanding performance and lasting contribution to the Defence Environmental Programme.



Mrs. Deanna McCullum, a Range Biologist with 3 ASG Gagetown, a few second after being presented the ADM (IE) Environmental Achievement Award by MGen Chris Whitecross, COS (IE). Col Paul Rutherford, Commander 3 ASG, also attended the presentation.

She has been instrumental in developing the Species at Risk and wetland programs at CFB Gagetown. She has been building multiple partnerships with stakeholders to create a positive view of DND's Environmental Programme to utilize outside expertise and to have more cost effective management of the environment. Furthermore, she has worked on the national Species at Risk Work Group as an integral member and has worked closely with the RCN and RCAF in Atlantic Canada to provide advice and technical assistance. She realizes the importance of her work on operations and has been very successful in illustrating the importance of operations on the diverse and rich ecosystems on the base.

## ABORIGINAL ISSUES UPDATE

Saturday, March 24<sup>th</sup>, marked a major milestone in the comprehensive land claims agreement negotiations between British Columbia, Canada and the K'ómoks First Nation with the signing of an Agreement-in-Principle (AIP). The agreement is significant as it will enable the K'ómoks First Nation to begin a path towards independence and economic development.

The K'ómoks asserts it has traditionally occupied and used an area of land on the east coast of Vancouver Island. Their claimed traditional area includes 19 Wing Comox, HMCS Quadra and the Tip of Goose Spit which is used for search and rescue training.

As a part of these negotiations, the K'ómoks made two requests specifically related to DND. They requested access to their reserve on Goose Spit (IR3) and ownership of the Tip of Goose Spit. Both of these requests were addressed in the completed AIP.

The AIP provides that the K'ómoks will have access to IR3. The intent is for a portion of land to be released along the south shoreline, with the remainder of the proposed access being below the high water mark. While negotiations are ongoing, KFN can access their reserve via the foreshore or through land access provided by 19 Wing Comox at HMCS *Quadra*.

The AIP provides that the transfer of the Tip of Goose Spit is subject to the K'ómoks and Canada reaching an agreement on the terms of a replacement tenure and final agreement provisions that secure the continued use and occupation of the land by DND.

Representatives of all three parties met, including John Duncan, Minister of Aboriginal Affairs and Northern Development, and British Columbia's provincial Aboriginal Relations Minister Mary Polak, and signed an AIP. CFB Comox Base Commander, Colonel Jim Benninger, attended the ceremony as well.

Minister Duncan stated that "The K'ómoks First Nation Agreement-in-Principle is a key step toward a treaty, which will provide the basis for the K'ómoks First Nation to build a new future for its community, bringing change and new economic opportunities to the First Nation, as well as to the regions along the east coast of Vancouver Island."

"This is the first step towards a prosperous future for my people. It is an historic day for the K'ómoks Nation, I am proud to have been a part of this," said Chief Ernie Hardy. The next step in the process is for the parties to negotiate a Final Agreement. This Agreement will bring certainty with respect to K'ómoks First Nation's rights to use, own and manage lands and resources throughout its traditional territory. It will provide the K'ómoks with modern governance tools to build strong and workable relationships with other governments, including federal, provincial and local governments.

A successfully negotiated Final Agreement, will give the K'ómoks First Nation \$17.5 million in cash and 2,043 hectares of land in the Courtenay-Comox area. The Final Agreement will also include provisions on governance and resource-harvesting rights.

In addition, the treaty will recognize the First Nation's right to have a voice on a larger traditional territory, fisheries, access to water, and traditional hunting rights.

The Department of National Defence and the Canadian Forces congratulate the K'ómoks First Nation in reaching this important milestone.

# Arctic Bound

By Maria Booth

When thinking of the Arctic, what first comes to mind? For a “Southerner”, like myself, this question intrigued me as I embarked on the Inuit Tapiriit Kanatami (ITK) “Inuit Arctic Tour”, held over 18-24 March 2012. Over twenty federal public servants representing twelve departments participated on the tour, including DND. The objective was to strengthen awareness about the Inuit people, their lives, culture, as well as social and economic challenges. The intent was to bring back this knowledge and to consider the Inuit’s issues when developing policies, program delivery and consultations.



Drum dancers from Ulukhaktok, N.W.T., performing a traditional dance to welcome our arrival.

The tour consisted of visits to four communities located in the NWT above the Arctic Circle including Inuvik, Aklavik, Ulukhaktok (formerly known as Holmon, on Victoria Island) and Sachs Harbour (on Banks Island). These communities are part of the Inuvialuit Final Agreement which was signed on June 5, 1984. The Agreement is a land claim settlement with the federal Government that includes ownership of selected land (90,650 square km including 13,000 square km with subsurface oil, gas and mineral rights), financial compensation of \$152 million, harvesting rights, and co-management of environmental assessment processes and wildlife.

Immediately, I found the Inuvialuit’s approach to implementing the Final Agreement to be impressive. They have structured themselves as an enterprise known as the Inuvialuit Regional Corporation (IRC). Chaired by Nellie Cournouyea (also former Premier of the NWT), the IRC’s goal is to improve Inuvialuit economic, social and cultural well being. It has investments and shares in a number of ventures, oversees a diversified securities portfolio, and runs community health and social programs. Their policy pays out 15% of investment earnings to beneficiaries and annual payments to elders. The IRC appears focused, determined, well organized and open for business opportunities. Its achievements to date were remarkable.

The Inuvialuit are also impressive from an individual perspective. They demonstrate a strong sense of fellowship and kindness, as well as respect for their community, their culture and the environment. At each visit, communities pulled together to greet us with warmth and generosity. We were well-fed with healthy “country” food including maktuk (whale), caribou stew, musk ox chilli, geese soup, not to mention home-made bannock. Drum dancers greeted us upon our arrival at Ulukhaktok and the entire community, including elders and junior rangers, celebrated our visit with a banquet.



Sled dogs are vital to maintaining the traditional way of life in Ulukhaktok.

It is also clear, however, that the Inuvialuit face significant challenges. The high cost of living, completing a high school education, problems with substance and alcohol abuse and the legacy of the residential schools are evident. These challenges are difficult but the Inuvialuit seem undeterred in finding solutions.

In closing, this experience has informed and reshaped my perceptions of the Arctic, its people, their culture, and the environment. I am definitely planning to return to visit my new friends, but given I'm a Southerner, it will probably be in the summer.

Maria Booth is a Senior Analyst Emerging Issues - Energy and North within DIEIM.

## Honour and Award

Pierre Vézina recently passed 35 years service with the Government of Canada

Col Jacques O'Keefe, DGME, is seen presenting a scroll to mark the event.

Well done Pierre.



## The Few, The Proud, The Green: Military Leads Clean-Energy Deployment

No one knows the costs of fossil-fuel dependence better than members of the armed forces. While securing access to oil in some of the world's most dangerous regions, their missions carry the risk and expense of convoys transporting fuel for their own use. So it makes sense that the U.S. military has emerged as one of the world's biggest champions and funders of clean energy, even if "grunts" and "greens" are rarely thought of together.

On both base and battlefield, the Pentagon – throughout history, no stranger to technology innovation – is deploying unprecedented amounts of clean energy and becoming a critical market opportunity for the clean-tech industry. President Obama's proposed budget for fiscal 2013, even if unlikely to pass Congress, calls for more than doubling Pentagon spending on clean energy and efficiency from its current \$400 million to \$1 billion.

### ***The U.S. Department of Defense is the world's largest single consumer of energy***

The U.S. Department of Defense is the world's largest single consumer of energy, spending about \$15 billion a year and accounting for a staggering 70 percent of the entire energy use of the U.S. federal government. Every dollar increase in the price of oil adds \$30 million to the Navy's budget alone. So even incremental shifts from fossil fuels to clean energy can have huge market impacts, and the Pentagon has much bigger shifts in mind.

Typifying the new market opportunity for clean-tech players is the Marines Corps' Experimental Forward Operating Base program, an annual event at the Air Ground Combat Center in Twentynine Palms, California, to test commercial vendors' clean-energy and efficiency technologies for battlefield use. Some of these so-called expeditionary technologies, such as solar-charged batteries and small-scale water purification, have been deployed in Afghanistan within eight months of testing, a historically rapid deployment.

"We need to get a grip on the permanent vice that this three letter word – oil – has had around our necks," says Marines Maj. Gen. Anthony Jackson, a 37-year Corps member who commands seven Marines bases in southern California and Arizona. "I know the cost of that. I know it up close and personal."

On the operational side, the opportunity is vast. The DoD spends \$4 billion a year powering 2.2 billion square feet of space in 300,000 buildings – three times the amount of real estate operated by Walmart. The Army is leading the way with its NetZero Base program, with the goal of net-zero energy, water, and waste on five U.S. bases by 2020, 25 more by 2025, and all bases by 2050.

Key to achieving these goals is on-site generation, which also reduces the high security risk of dependence on the public grid. In January, SunPower broke ground on a 13.8 MW solar PV array at Naval Air Weapons Station China Lake in California, which will supply 30 percent of the base's power and represents the first 20-year power purchase agreement from a federal government agency. A Siemens unit is building the Army's largest on-site generation project, a 4.5 MW solar PV system at White Sands Missile Range in New Mexico. In early 2012, Skyline Solar won the contract to build solar installations at Edwards Air Force Base in California and the Army's Fort Bliss in Texas. And the military's largest aggregate clean-generation project, SolarStrong, calls for SolarCity (see profile) to install 300 MW of solar PV on 120,000 military housing units across the U.S. in the next five years – the largest residential solar project in U.S. history.

The Air Force – user of about half of all fuels consumed by the military – has mandated 50 percent biofuels use for domestic aviation. The Navy has called for a 50 percent biofuels mix for its ships and aircraft by 2020 – an estimated 336 million gallons of biofuels. In December

2011, the Navy placed the largest biofuels order in U.S. government history, \$12 million for 450,000 gallons of algal and used cooking oil-based fuels from Solazyme and a Tyson Foods-Syntroleum joint venture, Dynamic Fuels.

Operation Sustainability:

*U.S. Military Sets Ambitious Environmental Goals*

*Military Deal To Double the U.S.'s Rooftop Solar Installations*

*Obama Budget more than Doubles DoD Funding for Energy Projects to \$1B*

*US Navy Commits \$500M to Biofuels*

*Four California Military Bases Could Produce 7GW of PV, According to Study*

*China Lake Breaks Ground on Navy's Largest Solar Plant*

**Profile: SolarCity**

**Location:** San Mateo, California

[www.solarcity.com](http://www.solarcity.com)

**Founded:** 2006

**Employees:** 1,500

**Technology**

*SolarCity installs, maintains, and finances commercial and residential rooftop solar PV deployments through 23 operations centers in 11 states. Its five-year SolarStrong project aims to install up to 300 MW of solar on up to 120,000 military housing units across the country, which would double the current amount of residential solar in the U.S.*

**The Buzz**

*SolarCity has helped transform solar PV installation in the U.S. from a local mom-and-pop business to a nationwide industry that includes competitors such as Sungevity and SunRun. The recent historic drop in solar costs has dramatically helped the solar installation industry and made a project like SolarStrong possible.*

**Brain Trust**

*CEO Lyndon Rive co-founded SolarCity after launching a series of startups going back to age 17 in his native South Africa. His brother Peter Rive is co-founder, COO, and CTO; both are cousins of SolarCity chairman and Tesla Motors CEO Elon Musk.*

**Bankrollers**

*Bank of America Merrill Lynch is financing SolarStrong, with an estimated cost of \$1 billion. After a DOE loan guarantee fell through, BofA Merrill and SolarCity were able to come to terms without DOE involvement and announced the deal in November 2011.*

**Our Take**

*SolarStrong is a great symbol of the U.S. military's commitment to distributed clean power generation and reduced use of fossil fuels. If successful – even if it falls somewhat short of 120,000 rooftops – SolarStrong will bring SolarCity and the entire U.S. rooftop solar industry to an unprecedented new level of size and prominence.*

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## NDHQ Organization change to ADM(IE)

There is no change to the English title, only an amendment to the acronym from **DNS** to **D N Safe** for the **Director Nuclear Safety (D N Safe)**.

The following change is approved:

**Director General Environment (DGE)** has been renamed to **Director General Environment and Nuclear Safety (DGENS)** and reports to **ADM(IE)**.

The following Directors report to **DGENS**:

- **Director Environment Stewardship (D Env S)** has been renamed to **Director Environmental Strategy (D Env S)**
- **Director Environment Protection (D Env P)** has been renamed to **Director Environmental Programmes (D Env P)**; and
- **Director Nuclear Safety – Compliance and Standards (DNSCS)** has been renamed to **Director Nuclear Safety (DNS)**.

The following organizations have been disbanded:

- **Director General Nuclear Safety (DGNS)**;
- **Director Nuclear Studies and Analysis (DNSA)**; and
- **Director Nuclear Requirements (DNR)**.

## Deployment



LCol Wayne Gauthier, former DCPD, has been selected to deploy to overseas on Operation KOBOLD, as part of a five-member CF team, serving at the headquarters of the NATO-led Kosovo Force (KFOR), in Pristina, Kosovo. Members of Task Force Pristina work with KFOR's Military-Civil Advisory Division, the group that co-ordinates efforts supporting the Kosovo Security Force (KSF) and Wayne will serve as an Infrastructure Advisor. We wish LCol Gauthier every success on this very important deployment and await his safe return in December 2012. Furthermore, please join us in welcoming LCol Gilles Guignard into the position of DCPD, effective 26 Mar 2012.

## Maritime Helicopter Replacement (MHP), CFB Shearwater



**Aim:** Construction of the Maritime helicopter center (MHTC) to train operators and maintainers on the 28 modern new technology maritime helicopters CH148 Cyclone.

**Cost:** \$56 M

**Funding Source:** Construction in support of equipment (CISOE) - RCAF

**Status:** Construction is completed. Turn over of the facility to DND is expected in winter 2013.

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## Maintenance Facility Extension, CFB Wainwright, Alta.

**Aim:** To design and construct a new 11 700 m<sup>2</sup> to the present maintenance building and to renovate the present maintenance building to meet requirements.

**Cost:** \$58.6 M + \$2.9M GST/HST

**Funding source:** Commander Canadian Army

**Status:** Construction contract awarded in October 2011, start was expected in March 2012.



## Greetings, welcomed back and farewells

**Between March 1st and March 31st, 2012 ADM(IE) greeted or welcomed back the following employees to the organization:**

Maj Carol Sawatsky	Véronique Renaud	Justin Wan
Uwe Spatling	Delaney Boyd	Angela Tully
Janet Neilson	Michael Tulis	Corey Davidson
Terrina Proudfoot	Skip Galloway	

**During that same period, ADM(IE) bid farewell to the following individuals:**

Rose Ireland	Al Douglas	MWO MG Budden
Michael Taravkov	Albani Maingot	

## Submission Guidelines

### **Do you have a story to tell?**

**... an announcement to make, a special event to broadcast, a news item you'd like to share?**

Everyone within the IE Community is encouraged to write pertinent stories to be shared across the organization.

The follow guidelines will help authors to craft articles that are interesting and valuable to all newsletter readers:

#### **Articles:**

May be submitted in English or French

Should include the author's full name and rank (if applicable)

Should answer who/what/when/where/why/how questions

Should provide enough background information to be easily comprehensible

Must include acronyms with their full equivalents

Should include attention-grabbing quotes and pictures!

#### **Photos:**

Accompanying submissions are welcome

Should feature FACES and ACTION

Must give credit; provide the first and last name of the photographer and/or the source

Please send your submissions to [jean.morissette@forces.gc.ca](mailto:jean.morissette@forces.gc.ca)