



## Canadian Forces Personnel Newsletter

# ALQ course contributes to professional NCM corps

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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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## 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](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](http://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](mailto: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](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](mailto:lcr@shaw.ca), and WO Howie at [Howie.CL@forces.gc.ca](mailto:Howie.CL@forces.gc.ca).

➤ Visit Artistic Stairs Ltd. at [www.artisticstairs.com/can/html/contact\\_us/index.html](http://www.artisticstairs.com/can/html/contact_us/index.html).