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Thunderbird

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COVER

New colours for SAMP patrol cars

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The **Thunderbird Journal**, the official journal of the Security Branch, is published quarterly and is an authorized DND periodical in accordance with CFAO 57-14.

The aim of the **Thunderbird Journal** is to provide a focal point for Branch activities, to provide a forum for the exchange of ideas, and to foster professionalism and esprit de corps.

Items suitable for publication in the **Thunderbird Journal** will vary in terms of topics and format but can include both items of Branch wide interest as well as more informal reports of local events. Articles may be submitted direct or through the normal chain of command subject to the approval of appropriate commanders as applicable.

Letters to the Editor, questions or editorial comment will be welcome, however, the Editorial Board reserves the right to reject articles considered unsuitable for publication.

The views expressed in any material published in this magazine are those of the authors and not necessarily of the DND or any element thereof.

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LETTER FROM THE EDITOR-IN-CHIEF

BY LCOL D.V. McELREA

Welcome to another edition of the Thunderbird Journal. It has been hectic in Ottawa during the past few months as coordinated study and momentous decisions are being deliberated upon. Contributors to this Journal have, unavoidably, been focused on other priorities. As alluded to we are in a time of change. Change has come to the Security and Military Police in a variety of ways. We hope to introduce you to some of those ways in this edition.

In this issue the former DG SAMP, Col P.C. Maclaren, says farewell on retirement and we welcome aboard the new DG SAMP, Col P.M. Samson, from the Former Republic of Yugoslavia.

In this issue we are presenting you with the background and rationale for the changes you are witnessing within the SAMP. As always, unless you spent the last six months on a UN tour in Africa, you have been subjected to the rumour mill. Hopefully this article on Op Thunderbird will set you straight on why things are going the way they are.

Following is an article which will acquaint you with our proposal to come on line with the Internet. Shrinking budgets will force us out of business if we are not innovative in exploring new ways to communicate with you, our readership. This item will explore the idea of an all inclusive approach for many of the SAMP activities such as the Military Police Fund for Blind Children, the Canadian Military Police Association and, of course, this Journal.

Automation has given us the facility to overcome routinized, often boring, jobs with monitoring systems that speed up processes and provide greater accuracy during an emergency. We introduce you to one such system, the MACs in North Bay, Ontario.

The CF has always encouraged personal fitness for its members and the SAMP encourages its members to engage in activities which facilitate career advancement. Taekwondo meets both of these objectives. A number of our personnel have taken up this sport so we take the opportunity to introduce it to you.

Finally, included in this issue are articles on the familiar side, activities which serve to remind us that not everything is changed... yet! The Special Investigation Unit celebrated its 30th Anniversary on 1 April 1996, a CMPA sponsored hockey tournament to raise funds for the MPFBC took place in Borden and CFB Kingston MPs also assisted the MPFBC.

AU REVOIR FROM COL MACLAREN

One of the advantages of retiring from the position of DG SAMP is that I am granted the opportunity to bid all farewell through the medium of the Thunderbird Journal. Knowing, as we all do, the lengthy gestation period of an issue of the Thunderbird, I am writing very cautiously. I must address our future and it is much safer to be a historian than a prophet. Particularly when one's predictions are going to be read by historians! For the last few months, I have been preaching a message of great optimism as I watch take shape the re-engineering of the security and military policing functions. I concede that Canadian military policemen are about to experience a rough period as changes are implemented and they, the ultimate conservatives, react with horror upon the discovery that many of their old and sacred shrines are being abandoned. Some of the changes inevitably will prove to overshoot the mark and there will be a much more logical, effective and enjoyable application of our skills. By the time you read this, the process will have already advanced along its curve and you will be able to begin to assess the degree to which my predictions have been accurate.

As I don my much more comfortable historian's hat, then, let me echo the refrain that so many retirees before me have pronounced. The role of military policeman was my choice and it was the right one. Throughout my time in the Branch, I thoroughly enjoyed my work. As a source of satisfaction, however, the rewards of the work were far overshadowed by the pleasure and pride which I enjoyed as a result of my association with other members of the Branch. As part of re-engineering, we are struggling to ensure that future "specially appointed personnel" are better screened and trained to perform in a role which centres upon that most demanding art and science of all, inter-personal relationships. As we review how little is in place to properly select personnel for the role, I am at a complete loss to explain how we have managed in the past to continually profit from such an abundance of superb policemen and women. Perhaps it results from the fact that the patrolman and the investigator have to be allowed to work independently, confounding the natural inclination of those of us in authority to obstruct the native initiative, dedication and ability of that breed of person who is drawn to the profession.

Whatever the cause, the Branch is composed of an extraordinary supply of devoted, caring and clever members. Being the Director General of such an assembly of talent, dedication, spirit and humour has been both an easy task and an immense pleasure. Thank you all very much!

SECURITAS

BIOGRAPHY
Colonel P.M. Samson, CD

Colonel Samson was born at Charny, Quebec and received an English language education in communities throughout Quebec. Following secondary school, Colonel Samson received her Quebec Teacher's Certificate from St Mary's Teachers' College, Chapeau, Quebec. She subsequently pursued a career in teaching at elementary schools at Grand'Mère and Montreal, Quebec.

In 1969, Colonel Samson became a teacher for the Ottawa Separate School Board. Over the following six years she obtained her Ontario Teacher's Certificate and completed her Bachelor of Arts Degree at Carleton University.

Leaving the school room behind, Colonel Samson joined the Ontario Provincial Police in January 1976. Posted to Casselman, Ontario Detachment, she was employed as a constable until May 1977 when she left to join the Canadian Forces. Following basic training in Chilliwack, British Columbia, Colonel Samson was commissioned as a second Lieutenant in the Security Branch.

In September 1977 she was posted to the Canadian Forces School of Intelligence and Security for a one-year tour, followed by three years as Deputy Base Security Officer at Canadian Forces Base Montreal, Quebec, and three years as the Base Security Officer at Canadian Forces Base Chilliwack, British Columbia. From 1984-88 Colonel Samson was employed at National Defence Headquarters as a staff officer. This tour was interrupted when she attended the Canadian Forces Command and Staff College which was followed by a one-year tour at Force Mobile Command Headquarters. In July 1990, Colonel Samson was promoted to the rank of Lieutenant-Colonel and assumed the duties of Director, Security Operations 2 at National Defence Headquarters. In 1991 Colonel Samson became Commandant of the Canadian Forces School of Intelligence and Security. On 1 March 1995 Colonel Samson was promoted to her current rank, followed by a tour of nine months with United Nations and two and a half months with NATO as Provost Marshal (former republic of Yugoslavia). On 12 April 1996 Colonel Samson assumed the duties of Director General of Security and Military Police at National Defence Headquarters.

Colonel Samson graduated from Ottawa University in 1988 with a Master in Education Degree. She also is a graduate of the Canadian Land Forces Command and Staff College and the Canadian Forces Staff School.

Colonel Samson is married to Mr Gerry Piché.

A Security & Military Police Officer receives the US Army Commendation Medal

Capt André Gosselin, currently posted to Directorate Police Services, was awarded the United States Army Commendation Medal while serving with the United Nations Mission in Haiti (UNMIH) from March 95 to April 96. This medal was presented to him for exceptionally meritorious service, as Deputy Force Provost Marshal, while involved in numerous incidents about personal security and security planning for the President of Haiti, the Secretary General of the United Nations, the Organization of American States and the Presidential Elections.

CONGRATULATIONS!

Capt Gosselin (center) receiving the United States Army Commendation Medal while serving with the United Nations Mission in Haiti (UNMIH) as Deputy Force Provost Marshall, from March 95 to April 96.

NOTES FROM THE BRANCH ADVISER

The Way Ahead

SECURITY BRANCH

By Col P. M. Samson

No doubt, all of you as leaders performed a "vision audit" when you took over the position you currently hold. This audit enabled you to determine your unit's current direction and to decide if that direction is correct. As leaders, it is imperative to set a sense of direction for our organization. The following is my sense of direction for the Branch. The process was not easy given the "cacophony of voices advocating one or another approach."

When taking over the helm of an organization, knowledge of the major environmental factors that affect the entity is absolutely necessary. If, further, is imperative that the new leadership ensure that these factors are taken into consideration and addressed in the strategic plan and reflected in the vision statement. Within the military context where the only "constant is change" an understanding and appreciation of the environmental issues will help ensure the viability of the Canadian Forces and the various entities therein. In the words of Peter F. Drucker "Whoever exploits structural trends is almost certain to succeed... those who continue as before face extinction and those who change fast free opportunity."

The results of an informal environmental scan of the Military Police organization revealed that the current issues facing the public sector also were impacting on the military. The federal government fiscal and restructuring agenda, public accountability, technological innovations and various social issues are influencing the way the Canadian Forces is doing business. The resulting turmoil extends to all military entities including the Security Branch.

My vision, as Adviser for the Security Branch, is based on the environmental factors that impact on the Branch. The vision, which is detailed below, is meant to highlight a positive journey to ensure the viability of the Security Branch.

The Branch will be one of recognized excellence, professionalism and integrity. It will be operationally oriented with an ever increasing sphere of influence and will reflect the cultural dimensions and values of the Canadian public. It will be smaller in size with a viable age and experience balance among its personnel.

The route to be followed to ensure the achievement of the vision will be dotted by at least five sign posts. Each of these posts identify a strategic thrust upon which the leadership must focus.

1 *Promote a Dynamic Environment*

The members of the Branch have to dispel the belief that the only environment in which it can exist is a stable one. Military members like the security of being able to "look back to see what worked and use it again". The only type of organizational that will survive all the current changes and thrive in the future is a dynamic one. It is necessary, therefore, to build dynamism into every structure.

2 *Promote a Value System Based on Professionalism, Accountability, and Integrity*

The core values of professionalism, accountability, and integrity will guide the members in their day to day and future activities. To retain the confidence of the public and to remain a viable entity, the Military Police must be committed to:

a. providing professional, efficient, responsive, and timely service thereby enhancing our value to the Canadian Forces, the Department, and ultimately the taxpayers;

b. ensuring that each member is accountable for his or her actions; and

c. promoting highest ethical standards and respecting ethnic diversity and cultural pluralism.

3 *Champion Information Technology*

Information technology is a resource that requires constant attention at the highest levels. If the Branch is to restructure and realign its process it must exploit technology to its fullest. In the words of Collins and Devanna;

> The last few years has been dramatic in terms of not only the technological developments within the IT area but also in terms of managerial uses and exploitation of IT for obtaining efficiency and effectiveness. Success will accrue to those that can creatively harness the power of IT to solve business problems.

4 *Progress from Employment and Training to Employability and Education*

Employment and training meet today's requirements, employability and education are for tomorrow. There has to be a change in focus to ensure that members are educated, can cope with changes and are employable in all theatres of operations and in any situation.

"The results of an environmental scan of the Military Police organization revealed that the current issues facing the public sector also were impacting on the military."

5 *Promote Creative Leadership*

This process of change the world is going through will not stop. It is important, therefore, that the Military Police be in a position to cope with change. The answer may rest with creative leadership. Selznick states that "The art of the creative leader is the art of institution-building the reworking of human and technological materials to fashion an organism that embodies new and enduring values."

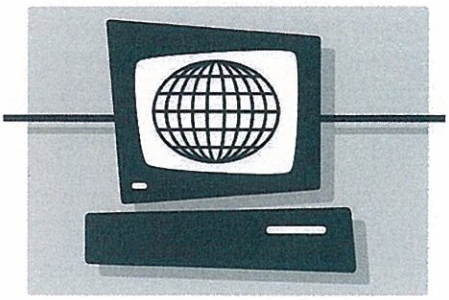
Our journey has just begun. There will be many hurdles in the way, but we cannot give up. Courage, passion for what we do and an ethical stance will make our trip easier. The words of Winston Churchill are worth pondering when focusing on the future "It is no use saying 'We are doing our best'. You have to succeed in doing what is necessary."

THE SECURITY BRANCH GOES "ON LINE"

By MCpl P. Lemieux

In the very near future, Branch members will be afforded the opportunity to access Security Branch current issues on the "Security Branch Home Page" on the World Wide Web, a component of the Internet. Undergoing implementation, the home page will function primarily as a public awareness medium and will offer a multitude of services to anyone with access to the Internet. Preparations are currently underway to introduce an on line electronic version of the Thunderbird Journal. News letters, CMPA, MPFBC and CFSIS correspondence are being considered as items for this home page.

With the increasing popularity of the Internet, it seemed appropriate to take advantage of such a tremendous and relatively cost effective communications medium. The World Wide Web (WWW) is the latest aspect of the Internet that has recently given rise to all the commotion. Today, virtually every type of business, institution or organization have home pages on the WWW, including DND and several CF Units. With a Security Branch Home page, members, regardless of their location, will inherit a piece of cyber space that they can call their own.



OUR MISSION: To provide timely military police and security services, essential to commanders' missions and departmental objectives, anywhere in the world, in any state of conflict.

OPERATION THUNDERBIRD

By LCdr A.Gale

The Security and Military Police Services Action Team (SSAT), also known as Management, Command and Control Re-engineering Team (MCCRT) Project C-18 and as Operation Thunderbird, developed out of two initiatives. The first was a realization within Security and Military Police (SAMP) services that a comprehensive review was long overdue. This lead to the creation of Op Thunderbird. The second was a concern among senior management that National Defence Headquarters (NDHQ) lacks the ability to task and control major MP investigations. As you are aware, the current Force Structure and Chain of Command inhibits direction from NDHQ to Base MP units. In reality, our present Director General SAMP only commands a staff of approximately 69 people in NDHQ. Command of SAMP resources is invested in the Commands and their subordinate Bases or Units. Related to this was the perception that some sensitive investigations have been, or appeared to have been, subject to inappropriate influences. This led to direction from the Deputy Chief of Defence Staff (DCDS) that structures and procedures be put in place to rectify the situation. Given the mandate of Op Thunderbird, the role of MCCRT in NDHQ, and the need for co-ordination, the DCDS issued a study directive on 31 May 95 which was expanded by the creation of an MCCRT study charter on 31 Jul 95. Project C-18 was thus created to encompass these issues among others.

Op Thunderbird evolved from the SAMP Services Strategic Planning Session held in Halifax, 3-5 April 1995. During this session, it was agreed that the following SAMP functions required review: support to deployed operations, policing, security, counter-intelligence and detention. On 24 April 1995, the study which would ultimately change the way SAMP did business was begun. A team was organized to conduct the study under a DCDS charter as part of the overall MCCRT process in NDHQ. However, this study unlike other MCCRT studies would include a review of all aspects of the Security and Military Police process. A wide range of interrelated factors have had an impact on the current processes. The following is a summary of these factors:

CF Reduction and Reorganization

- Reduction in the size of the Canadian Forces will have a direct effect on all Security and Military Police organizations. While we are concerned that viable services be maintained, the decentralized nature of our current business is resulting in a hit and miss approach as each command and subordinate formation reduces. Command reductions may not take proper consideration of future operational requirements to meet CF commitments. There is a very real possibility that the CF will end up with a badly piecemealed SAMP service that is largely ineffective.

- Reorganization of the command structure raises the issue of command and control structures within the SAMP organizations. We currently have far too much duplication, especially when we factor in the Special Investigation Unit (SIU). Reorganization is a golden opportunity to eliminate any unnecessary duplication, while providing appropriate service to commanders.

- A critical enabler to reduction and reorganization will be the part played by information management. Unfortunately, SAMP capabilities within the information management business are lagging far behind both the private and public sectors. Despite years of trying, SAMP do not have an integrated system that handles our needs from top to bottom. Considerable effort is being expanded to resolve this problem and we remain confident in future results.

Primacy of Operations

- As the CF refocuses its attention on operations, we must ask ourselves how we best support those operations. Clearly, direct in the form of field MP units,

Airfield Security Force Squadron, and tactical Counter-Intelligence teams is relevant to commanders. SAMP services have been identified as core activities from the perspective of combat support and public interest. What we have to sort out is the need for our current domestic policing and security services vis-a-vis their relationship to our future operational commitments.

- The considerable increase in foreign operation has been felt within SAMP organizations as demands for our services have grown. In addition to our roles in UN operations, our people are becoming involved in new areas such as war crime investigations and training foreign police forces. In 1995, in excess of 150 MP were deployed in these areas. The foreign reputation of Canadian MP is first class, leading to demand outstripping supply. We need, therefore, to sort our surge and sustainable capabilities and improve our ability to identify and equitably task SAMP resources.

- The SAMP officer and non-commissioned officer occupations have been identified as targets for potential reduction and alternative service delivery. This conclusion was arrived at by comparing our overall occupational establishment to our operational commitments, which clearly points out that the majority of our people are not part of operational units.

- As a final point dealing with operations, SAMP organizations include over 400 reserve MP positions, many of which are not filled by MP, and few of whom are fully trained or authorized to use police powers. This is an issue that is fully immersed in reserve politics and is badly in need of a major review.

Cultural Change

- Issues as devolution, empowerment, and alternative service delivery are all having an impact on SAMP services. Many, such as changes in financial management are a great improvement. However, we have yet to wrestle with the impact many of these changes will have. A few questions to demonstrate. How will SAMP personnel be trained to handle the wider range of responsibilities? How will we ensure that professional standards are maintained within SAMP organizations? Will devolution present more opportunity for crime and more work for SAMP investigators?

> ***"Unfortunately, SAMP capabilities within the information management business are lagging far behind both the private and public sectors."***

- While we are entering a new age, we in the police business must still deal with the realities of the old culture which insists on control in a number of critical areas, and this is where we find ourselves on the horns of a dilemma. Senior management is prepared to devolve authority and responsibility. However, still remains accountable to the government of Canada for the effective control and management of the CF. The military is a potentially dangerous tool which must remain under tight control, especially in peacetime. This requires that senior management have control, audit and investigation assets that it can wield effectively when required. The current SAMP assets do not meet this requirement. We must strengthen the mechanism that will ensure that our investigations are properly controlled and are free, and seen to be free, from inappropriate influence.

- A common thread throughout the policing community is the inclusion of continuous and responsive internal oversight and audit. Our efforts in this regard have met with minimal success, a deficiency that must be resolved.

Our People

- As the final, but most important factor, we need to address a number of critical issues with respect to SAMP personnel. We cannot underestimate the impact of the recent Force Reduction Program (FRP) on SAMP services. FRP represents a huge experience and knowledge loss, in a field that is based more on experience than formal training. We must anticipate problems and mistakes, more than we have become used to.

- Related to this are the issues of personnel selection and training. We are in serious need of overhauling our selection criteria for NCM and officers, to ensure only the best are engaged to serve as MP. Work has already begun in this area, with the implementation of selection standards for occupation transfers. Likewise, the lack of operational training needs to be addressed.

- In the midst of all these changes, the importance of morale must not be lost. The CF expects its people to perform under stressful conditions, and can only expect to achieve success if morale is always kept high on its priority list. While much is being done to ease the way of those taking early releases, we must ensure that the "offer" to those who

remain is equally attractive. While issues such as pay and benefits are beyond the mandate of Op Thunderbird, professional and SAMP issues are not. Job satisfaction, symbols and identity will be essential if we are to maintain morale and need to be a significant part of the team's considerations.

STRATEGIC THRUSTS & OBJECTIVES

Early on this study and in order to facilitate SAMP reorganization to meet the needs of the future, the Op Thunderbird Team developed the following strategic thrusts:

- Command and Control – SAMP command and control will be consistent with operations primacy independent of investigative action.
- Operational focus – The focus of SAMP will be operational activities at home and abroad. SAMP will be organized into easily extractable, deployable units and will be capable of employment across all environments, recognizing the requirement for specialist skill sets.
- Information Management – A national information system will provide technological solutions which will streamline communications, improve quality control and achieve efficiencies.
- Human Resources – Selection, training and employment will provide competent, professional and adaptable SAMP personnel.
- Range of Services – SAMP will be capable of providing professional services and advice in an operational and domestic environment to include policing, security, counter-intelligence, and custodial services.

During meetings and discussions, the team identified 67 sub-processes in which SAMP personnel were involved. 54 sub-processes were identified as requiring some degree of re-engineering. Re-engineering is not about making patchwork fixes, tinkering with what already exists or incremental changes to our basic structure. It is the fundamental rethinking and radical redesign of business processes (in our case SAMP services) to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service, and speed. The intent is to look at our processes (not tasks, jobs, people or structures), defined as the collection of activities that takes one or more kinds of input and creates an output that is of value to our client, ie. CO's, public, etc. The goal is to Reinvent the way to do our work, all towards dramatic improvements in the service we provide.

"It was not entirely unexpected that differences of opinion would exist with respect to operational requirements in terms of numbers and the command and control of MP functions"

DISCUSSIONS

On 18-20 September 1995, the SAMP services Action Team held a joint session with representatives of the Commands and Senior SAMP Advisors in Ottawa. The session was held in order to review the material produced by the team to date and assist in refining the command and control options for SAMP within the CF. This session was later followed up by further research, consultation and ultimately lead to the production of a briefing package for the Commanders of Command outlining succinctly the case for action and proposed options to meet the strategic thrusts previously defined. Meetings with the Commanders and their staff occurred 6-21 November 1995. This briefing to the Commander's represented a substantive step in the process to building a final proposal for DMC in the redesign of how SAMP will conduct its business in the future.

While the Op Thunderbird Team received general agreement in the majority of areas with the Commanders of Commands and their staff, it was not entirely unexpected that differences of opinion would exist with respect to operational requirements in terms of numbers and the command and control of MP functions. First, with respect to operations, the question of the number of MP required to support Ops required further consultation with NDHQ and Command Force Development Staffs. This issue will also be addressed by the Occupational (MOS) Review sponsored by the Vice Chief of Defence Staff (VCDS). The focus of the MOS Review is on military positions within the occupational structure and their relationship to operations. This study will determine the future of the SECUR 81 and MP 811 MOC in terms of numbers and ranks. Given the nature of this review and its methodology, the Op Thunderbird Team will be utilized in achieving the reviews deliverables. Second, the command and control issue is somewhat more complex and contentious. While a certain degree of consensus had been achieved, significant issues had to be resolved with respect to the command and control relationship between DG SAMP and other MP organizations. In order for Op Thunderbird to move

ahead, the team had to engage the DCDS and other Senior Staff.

The primary command and control issue that had to be resolved was the relationship between the SAMP organization at the national level and lower level MP organizations. This issue was examined as a continuum, with total centralization on one end of the spectrum and total devolution (including no MP resources) on the other end. Starting from a range of 12 options, the team had reduced the choices through the initial discussions to four. The status quo and three forms of regionalisation. Armed forces Council (AFC) considered the four options presented to them by Op Thunderbird on the 26 March 96 and eliminated all but one. The remaining option, tentatively named investigative regionalisation, was not approved for implementation. However, the team was directed to develop it in detail. Notwithstanding, this was a significant step as the status quo option was eliminated and there is now clear direction to allow the Op Thunderbird Team to get on with its work. The main concern expressed by AFC centred around ensuring that an accountability framework was put in place that would ensure investigative integrity is protected. This will necessitate a detailed examination of accountability within the MP technical control line and with the chain of command. The investigative regionalisation model is the prevalent model in western nations. This model involves extracting the present criminal investigators from each base and combining them with the National Investigation Services (NIS) in a smaller regional structure. All other MP would remain under command of their current formation or base. While we recognize this option will resolve some problems, such as investigative integrity, it may generate others, the primary one being a potential split between base and strategic assets. Experience and discussion with our Allies has shown that this split could become an irritant that could impede effective police work. Nevertheless, the Team is confident that through consultation and a review of past experience we can overcome the any impediments in developing this option to fruition.

"The main concern expressed by AFC centred around ensuring that an accountability framework was put in place that would ensure investigative integrity is protected"

With respect to operational capability, AFC endorsed the operational structure proposed by Op Thunderbird. While the number of personnel remains subject to validation via the MOS Review, this structure consists of the following:

Navy – Forward Logistics Site Security Platoon

Army – Op Sabre MP Platoon, Immediate Reaction Force MP Platoon, and present MP with combat units

Air Force – Airfield Security Force Squadron

Joint Force – Joint Force MP Unit (Canadian Military Police Support Regiment – created from unit resources)

THE WAY AHEAD

Following the direction of Armed Forces Council, Op Thunderbird can proceed with the re-engineering of SAMP processes, the MOS Review and in due course develop a detailed implementation plan. In order to meet these objectives, a two day planning session was held in April 1996 with representatives of the Commands and re-engineering teams. Further details on the progress and outcomes of discussions will be included in future articles.

While the hard work has only just begun, the Team is confident that the professionalism of all our Security and Military Police members will hold us to our mission.

Op Thunderbird Team members (1995)

M. D. Mackay	Team Leader
Capt(N) P.H. Jenkins	Deputy Team Leader
Maj D. Cooper	AIRCOM (air force) Rep
LCdr A.N. Gale	MARCOM (navy) N37
Maj S. Rene	LFC (army) Rep
Capt J. Fraser	CFSU(O) SAMP (NDHQ)
CWO A. Fitzgerald	SAMP Branch Chief
WO D. Martin	Core Team
Cpl C. Rivard	Core Team
Mr P. Lutfy	DGSGM
Ms S. Hill	CRS (Co-op student)

INNOVATION AND TECHNOLOGY INCREASE SAFETY AND SAVE $500K A YEAR FOR 22 WING NORTH BAY

By Sgt D. Houle

HISTORY

In 1989, an incident occurred in the Underground Complex (UGC) at 22 Wing North Bay that caused the evacuation of the complex. An auxiliary power generator had caught fire and, although it was quickly put out, the resultant smoke caused the evacuation of the underground. As a result of this evacuation, it was quickly determined that the then method of accounting for personnel who were in the underground was slow, cumbersome and inaccurate.

The control of access into the underground at the time of the evacuation consisted of two Military Police persons located in both the North and South Portals. They accomplished this by the use of the "Bingo Card" system. This system comprised of two identical sheets of paper with every conceivable Special Area Pass (SAP) number written on them located at each Portal. When someone with a valid SAP pass entered the Portal, they would call out their number to the MP in the Portal, who would then circle that number on the "Bingo Card" as having entered the UGC. Upon leaving the UGC, the process was reversed and a line would be stroked thru the circle indicating that person had left.

After an evacuation of the UGC, a MP from HQ would drive to the North Portal, obtain the "North Bingo Card" and then proceed to the South Portal, where he would compare the two cards and would come up with a count of the number of SAP passes (personnel) that were still remaining in the UGC. This comparison usually took on average two hours and was not considered very accurate due to its heavy reliance on personnel to compile the sheets and compare them. After the 1989 evacuation and resultant Board of Inquiry, it was deemed essential that this system be replaced with some form of computer-assisted access control system. In 1990, a Statement of Requirement was completed by the then Wing Commander, approved by Air Command and then forwarded to NDHQ for project funding and implementation.

> ***"MACS, within 10 seconds, can open all doors it controls and, also within 40 seconds, it can give an accurate printout of who is in the UGC."***

During early 1994, the proposed access control system was named the Master Access Control System (MACS) and was funded by NDHQ and tendered for contract. The SOR originally submitted by 22 Wing was expanded by NDHQ to include 13 doors in the UGC that provided access into various sensitive areas that had been previously protected by several different security methods. This change brought the number of doors protected by MACS to 17, plus four Sally Port gates.

Also in early 1994, realizing the potential of MACS, it was decided to make MACS an integral part of the Master Implementation Plan involving the downsizing of the 22 Wing SAMP Sqn. As a result, the MACS project was divided into two phases, with Phase One consisting of the installation of an access control system to monitor personnel entering and exiting the UGC under the auspices of Commissionaires and the withdrawal of MPs from the Portals. Phase Two involved the removal of all personnel from the Portals and the monitoring of all activity in the Portals by Close Circuit Television (CCTV), intercoms, intrusion detection and off-site monitoring Commissionaires. In Sep 94, the WSAMPO for 22 Wing was declared project OPI and the contract for Phase One was awarded to DBS Communications of Toronto and installation began in Oct 94, with a completion date of 2 Nov 94.

The MACS system Phase One was designed to be comprised of two components, the Access Control Panels (to control access through doors and Sally Port gates), physically located at the doors and the computer interface (a LAN network to maintain a user database and send data to the panels as to who was authorized to enter what door). These components were connected by fiber optic cable with the LAN server located in the MPHQ of 22 Wing SAMP Sqn. Computers were also located at both Portals. The software used to run the system was purchased from a California based company.

The project came to a halt in late 1994 when it was realized that the software purchased to run the system suffered from a number of

fatal flaws. A search began in earnest to replace the current software with a system that would do the job at the least cost, maximizing the equipment that had been installed to date. After a lengthy selection process, CANSEC of Mississauga, Ontario, was selected to replace the faulty software and the process of installation continued.

On 10 Jul 95, Phase One of MACS was declared operational and all MPs previously employed in the Portals were removed thereby ending an era.

SYSTEM DESCRIPTION

The MACS system presently has a database of 1,500 personnel and can accommodate 64,000 users. These users have been issued a SAP pass, identical to the one currently in use by all Air Command Wings, except that a Hughes proximity card has been laminated into the pass. This proximity card has a chip that bears the user's number and facility code (a separate code issued to each facility that prevents the use of another installation's proximity card at your installation). Also issued to each user is a PIN number which is used to gain entry into the 13 doors located in the UGC which are protected by both proximity and scramble pad code readers.

The Portals are protected by four proximity readers each, two inside the Portal controlling doors that enter and exit the building and two which control the vehicle access gates. The system, through these readers, exclusively controls the entry and exit into the UGC.

CAPABILITIES

MACS, within 10 seconds, can open all doors it controls and, also within 40 seconds, it can give an accurate printout of who is in the UGC, a far cry from the two hours it used to take to produce a questionable count when done by hand.

MACS also offers a number of features previously unimagined. These features include personnel trace, antipassback (if a person does not use his card to enter the UGC, that person cannot enter any other door in the UGC), a distinct audit trail of personnel movements, etc. It also allows all protected doors in the UGC to automatically open when a fire alarm is registered at a fire control panel, a safety feature that was not in existence before MACS was installed.

> ***"22 Wing North Bay has become the first DND installation in Canada to install a comprehensive access control system. The concept of MACS was first envisaged to increase safety of personnel employed within the UGC by providing an automated method of accounting who was left in the UGC after an evacuation."***

SAVINGS

Phase One of MACS was installed at a cost of $200K. Ten MP positions were removed from the Portals as a result of this installation at a cost saving of $500K a year. Phase One of MACS will pay for itself within six months and provide a saving of over $2.3 million in five years. Phase Two will result in the removal of Commissionaires completely from the Portals and result in the further saving of $650K in five years. The total savings with Phase One and Two installed will be three million dollars over five years.

SUMMARY

22 Wing North Bay has become the first DND installation in Canada to install a comprehensive access control system. The concept of MACS was first envisaged to increase safety of personnel employed within the UGC by providing an automated method of accounting who was left in the UGC after an evacuation. As the project progressed, more and more was learned about access control systems, it became very apparent that this technology, when applied appropriately, could result in significant savings through the reduction of PYs. As the 22 Wing SAMP Sqn was destined to reduce with or without MACS, it was determined to exploit this technology to the maximum and provide the same service that had been previously provided but with less personnel. With the completion of Phase One of the MACS project, 22 Wing has now in place a system that provides a safer environment for its personnel, at a substantial savings, while still retaining the capability to respond to security and military police related incidents.

TAEKWONDO IN THE SECURITY BRANCH

By Capt Pete Nicol, assisted by Lt Nathalie Birgentzlen and Lt Karine Chayer

What is taekwondo and what does it have to do with our Branch? Well first of all, taekwondo is the Korean martial art that is currently the official Canadian Forces unarmed combat sport. And the fact that three officers within our Branch have represented the CF in international competitions makes it of some interest to our Branch members.

Although taekwondo has evolved over the past years into a martial sport, it can be traced back at least 1300 years to a form originally known as taekyon. Literally translated, taekwondo means the art of flying hands and feet. For those who have not witnessed this form of martial art, it is much more spectacular that many forms of karate, judo or other well known styles, as it uses many high kicks and jumping techniques. The sport aspect of taekwondo is basically full contact fights between two opponents (or players as referred to in competition). A taekwondo bout is comprised of 3 rounds of 3 minutes, with one minute rest between each round. Points are scored by contact with feet and hands to the opponents mid section or with feet to the opponents head (no punching to the face). A point is scored only when enough force is used to cause "trembling shock". The sport has developed greatly over the past 20 years with international competitions and was introduced to the Olympics in 1988 and 1992 as a demonstration sport. The latest news is that it will be an official sport for the 2000 Games in Sydney.

Within the CF, taekwondo has become well known over the past few years as the CF team has grown and proven to do quite well in numerous competitions, including five CISM (Conseil International du Sport Militaire) World Championships, under the leadership of BGen R. Martineau, patron of the CF CISM Taekwondo Team. Every year, the CF holds trials for the team, in order to select men and women from eight

Oval:
Lt Birgentzlen in action at the 1993 World CISM Championships (Canada). Her hard work paid off and won the Gold medal.

Left:
Capt Nicol (front row center) with the 1992 World CISM Taekwondo Team in Iran with their "bodyguards".

different categories. Once on the team, members are able to compete in one or all of the following competitions held annually:

1. *North American Friendship Exchange* (CF vs US Army);
2. *Canadian Nationals* (to select Canadian team for international competition); and
3. *World CISM Championships* (international military competition) (only held when available). In 1993 CF hosted the Fifth World CISM Taekwondo Championships in Kingston, Ontario at RMC.

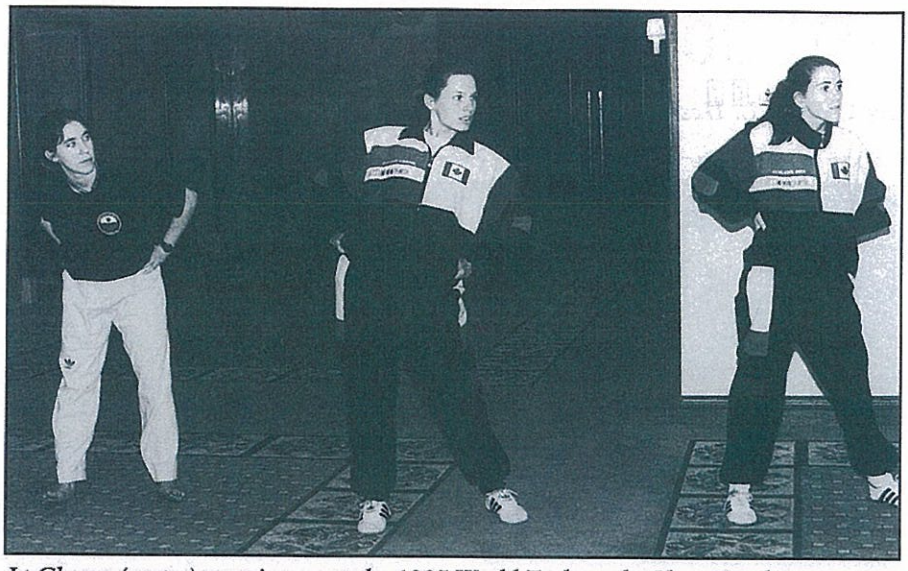
CF team members who make the Canadian National Team are eligible for the following additional competitions:

1. *World Taekwondo Championships* (every 2 years);
2. *Pan-American Championships* (every 2 years);
3. *World Cup* (every year); and
4. *Olympics* (when applicable).

Within the Security Branch, Lt Karine Chayer (5 PPM Valcartier), Lt Nathalie Birgentzlen (SIUS Halifax) and myself have been involved with taekwondo, and specifically the CF team, for many years. The following is a list of achievements, not to blow our own horns, but to give some exposure to the sport and the fact that our Branch has been representing the CF world wide.

Lt Karine Chayer

1991 North American Friendship Exchange – Gold Medal
1991 Canadian Nationals – Bronze
1992 Canadian Nationals – Bronze
1995 North American Friendship Exchange – Gold



Lt Chayer (center) warming up at the 1995 World Taekwondo Championships in Manila, Philippines.

1995 Canadian Nationals – Gold and Female MVP
1995 World Taekwondo Championships
1996 US Open – Bronze
1996 Canadian Nationals
1996 World CISM Championships (Croatia) – Silver

Lt Nathalie Birgentzlen

1992 North American Friendship Exchange – Silver
1992 Canadian Nationals
1993 North American Friendship Exchange – Gold
1993 Canadian Nationals – Silver
1993 World CISM Championships (Canada) – Gold
1993 CF Female Athlete of the Year
1994 Canadian Nationals
1994 World CISM Championships (Peru) – Silver
1995 North American Friendship Exchange – Silver
1995 Canadian Nationals – Bronze
1996 US Open
1996 Canadian Nationals – Silver

Capt Pete Nicol

1990 North American Friendship Exchange
1991 North American Friendship Exchange – Gold
1991 World CISM Championships (Korea)
1992 North American Friendship Exchange – Gold
1992 Canadian Nationals
1992 World CISM Championships (Iran)
1993 Canadian Nationals
1993 World CISM Championships (Canada)

Since I am no longer competing and will be leaving the CF in March 97, I would like to wish them both the best of luck. The two of them have had great results in the past, and I am sure they will continue to do so as the CF team grows and participates in more tournaments. The experience obtained while participating in international competitions has been great for all of us. Some of my best memories (and I am sure some of theirs) are from those times representing the CF, and our Branch, in taekwondo tournaments.

SIU 30TH ANNIVERSARY CELEBRATION

By CWO J.L. Hessian, MMM, CD, UCWO

The two swashbucklers getting ready to cut the SIU cake (from left to right, LCol McElrea, CO SIUHQ, CWO Hessian, UCWO, and Col Maclaren, DG SAMP).

April 1, 1996 marked the 30th Anniversary of the Canadian Forces Special Investigation Unit (SIU) – the acronym, should anyone ask, stands for Seldom In Uniform. At Ottawa, retired and serving members, both military and civilian, gathered in the Rockcliffe Lounge of the NDHQ WOs' & Sgts'/C & POs' Mess to celebrate this historic unit milestone.

Among the more than 115 people in attendance were Senior Security Branch members, former Commanding Officers and "old" Unit Chief Warrant Officers. The ceremony and festivities included a luncheon and cake cutting ceremony. The honour of cutting the cake went to the DG SAMP and former Commanding Officer (87-90), Col Peter MacLaren. He was ably assisted by the current Commanding Officer, LCol Dave McElrea.

Also in attendance were Col Pat Samson (DG SAMP Designate) and former DG Secur and SIU Commanding Officer, Col Bert Hall (73-76). They were joined by fellow former Commanding Officers Sqn Ldr Jordan (66-67), LCol Jack Dunn (73), LCol Peter Dupille (80-84), Cdr John Macquarrie (91-94) and Cdr Paul Jenkins (94-95). Retired Captain and former CWO Claude Vaillancourt (90-93) and CWO Norm Vachon (94-95) added some history to the event!!

The highlight of the event was, of course, the opportunity for friends and comrades to come together for a few hours of conversation, fellowship and good-will. A close second was the sight of Col McLaren and LCol McElrea wielding swords about in a threatening fashion. This caused many serving Officers to ponder their previous interactions with these two gentlemen. The good news was the these two armed swashbucklers successfully drew and quartered the Unit Crest covered – calorie laden cake, which was then devoured by the multitude. Between the cutting and the serving of the cake, Sqn Ldr Jordan proposed a toast to all former and serving SIU members.

As the" wheels of progress" – read MCCRT 18 – turn and the future of the SIU is determined, it is most important that we take a few moments to recognize the contributions to the CF by this unit and it's members. On this, our 30th Anniversary, all who came enjoyed. As we look forward with confidence to the future, we may also glance back with great pride on our history!!.

SECUITAS PER VERITATEM

The SIU cake, waiting to be sliced by these gentlemen.

13TH ANNUAL CMPA MILITARY POLICE HOCKEY TOURNAMENT

IN SUPPORT OF THE MILITARY POLICE FUND FOR BLIND CHILDREN

By WO P. MacFarlane, CFSIS Borden

From 11 to 14 April 1996, CFSIS Borden hosted the 13th Annual Canadian Military Police Association Hockey Tournament played at the Andy Anderson Arena. The tournament involved MP hockey teams from NDHQ Ottawa, CFB Toronto/8 Wing Trenton, 2 MPPL Petawawa/22 Wing North Bay, CFB Halifax and CFSIS Borden. A Meet and Greet was held the evening of 11 April where team representatives met to discuss tournament rules and to view the prize table for this tournament, which was very well supported by local merchants. Round Robin play commenced on 12 April, concluded on 13 April with the finals being played on 14 April. Everything went smoothly until a power failure on Saturday afternoon, which threw the schedule out for a couple of hours. After rescheduling, play resumed and the second day was concluded. The final games were played with CFB Toronto/8 Wing Trenton being defeated by 2 MPPL Petawawa/22 Wing North Bay in the B Division Final. The victors received the trophy and commemorative tournament B Champs ball caps.

Base Commander Col Nicholls dropping the puck for the start of the A Division Final between CFB Halifax and NDHQ Ottawa. (left to right, Capt Gilles Sansterre (CFB Halifax), CWO Delage (CFSIS SCWO), Game Official, Sgt McGuire, Col Nicholls, WO MacFarlane, LCol Battista (CFSIS Cmdt) and Sgt (Ret'd) Charlie Chasle (NDHQ Ottawa).

The A Division Final concluded with CFB Halifax defeating NDHQ Ottawa in a high spirited game. The trophy and individual prizes were handed to the victors. Once completed, the tournament handed out three more awards comprising of prizes to the Best Goaltender – Cpl Eric Bouffard (CFB Halifax), Tournament MVP – Sgt John Trottier (2 MPPL Petawawa), and Most Sportsman Player – WO Pete MacFarlane (CFSIS Borden).

After all was said and done, this tournament raised $1,875 for the Military Police Fund for Blind Children. Many thanks go out to our sponsors and local merchants who so generously contributed to this event. Among these, Mr Ron MacLean and Mr Don Cherry both donated autographed NHL memorabilia which was very popular in the raffle draw held. We would also like to thank the local representatives of the Canadian National Institute for the Blind for their participation and support. The many volunteers and support given by CFSIS, the Base personnel, the support of the CMPA and the hockey teams and players made this tournament a huge success. Hope to see you next year!

Winning Team B Division – 2 MPPL Petawawa/22 Wing North Bay.

Winning Team A Division – CFB Halifax.

CFB KINGSTON MILITARY POLICE FUND FOR BLIND CHILDREN

By MCpl Scott Yantha

Marty MacArthur showing off his new Braille'n Speak, along with Mcpl Yantha on the left and Cpl Roache on the right, both representatives of CFB Kingston MPFBC.

The CFB Kingston Military Police Fund for Blind Children (MPFBC) has had a successful past several months. We've provided a local visually impaired child with a talking computer and attended a Ribbon Cutting Ceremony at the local Canadian National Institute for the Blind (CNIB) which was covered by the local media. In the fall, this section requested funding from Ottawa for a visually impaired child who resides in the Kingston area. We pursued funding so that we would be able to purchase a Braille'n Speak 640 portable notetaker and a disk drive accessory. Funding was granted and the item was purchased. It arrived at Master Marty MacArthur's house just in time for Christmas. Marty has a non-treatable degenerative disease and is legally blind. He is attending one of our local schools and learning the language of braille. The instrument we purchased for Marty will be utilized to read braille, thus assisting him in his education. As this instrument is portable, he is able to use it at school as well as bring it home to assist with his homework.

On the 19th of January, the CNIB held its' official opening of the newly established Children's Resource Centre. In the past, money from the MPFBC was secured and donated to the CNIB so that they could establish this Children's Resource Centre along with a few other children's programs. The opening was held with much fanfare as the local media attended and provided us with coverage.

The Children's Resource Center, which is located in the CNIB Kingston Branch, can be utilized by all visually impaired children in the Kingston area. The centre contains various and assorted items ranging from braille books to narrated videos to interactive toys like Monopoly. The Centre also contains information booklets for the parents of visually impaired children.

So the CFB Kingston MPFBC is back in the planning stages for more events, in an effort to raise more funds for this worthy cause.

IN MEMORIAM

MWO (Ret'd) Ronald Charron

Rolly joined the RCAF in Jan 1963 as a Food Services Assistant and was posted to RCAF Station Holdberg. He remustered to the Air Force Police in 1964. As an Air Force Policeman, he served at RCAF Station Val D'Or, RCAF Station North Bay, CFB Edmonton, BFC St-Jean, BFC Montreal, CFSIS Borden, CFB Chilliwack and CFB Winnipeg. Rolly retired from the Canadian Forces at CFB Winnipeg in 1990.

Rolly was a dedicated serviceman who also enjoyed sports. He was involved in coaching minor hockey within the military community, which was something he loved and he played many military sponsored sports of which curling and baseball seemed to be favoured by him.

He was respected by all he worked with. Rolly led by example and hard work. He will be missed by all whose lives he touched.

MWO (Ret'd) Charron passed away on December 7, 1995. Rolly is survived by his wife Giselle, daughter Sandra and son Mike, his parents Robert and Rita Charron, his brothers Raymond, Maurice, Richard, his sisters Sylvianne, Sloan, Theresa, Monique, in-laws Mr. and Mrs. Leo Picard, sisters-in-law Diane (Gilles) Bolduc, Patsy (Marcel) Gauthier, Mariette Picard and several nieces and nephews.

Rest in Peace