



National
Defence

Défense
nationale

The **Thunderbird** *Journal*



Canada

Spring 1989

The Thunderbird JOURNAL

Spring 1989



EDITORIAL POLICY

The **Thunderbird Journal**, the official journal of the Security Branch, is published quarterly and is an authorized DND periodical in accordance with CFAO 57-12.

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 welcomed, 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.

Articles may be reprinted from this **Journal** without further permission providing credit is given to both the author and the **Thunderbird Journal**.

PUBLICATION SCHEDULE

Season	Final date for receipt of articles	Publication Date
Winter	15 Nov	30 Jan
Spring	15 Feb	30 Apr
Summer	15 May	30 Jul
Fall	15 Aug	30 Oct

There is a ten week lead time for submission of articles to DG Secur. This remains as the absolute minimum time necessary to meet the publication schedule allowing for translation, work processing and subsequent printing. Your adherence to these time restrictions would be greatly appreciated.

Direct all correspondence to:

Managing Editor
The Thunderbird Journal
NDHQ/DG Secur
101 Colonel By Drive
Ottawa, Ont. K1A 0K2

Contents

Cover

Col. Gauthier — farewell

General

Up the Down Route	1
Open Letter from the Editor	2
Curriculum Vitae	3

Branch Activities

Notes from the Branch Advisor	5
-------------------------------------	---

Feature Articles

Art of Leadership	8
Perspectives on Accident Reconstruction	12
City of Chichester	18
Experiment in Integration	21

Of Special Note

Col. Gauthier Hobby	26
Branch Prayer	28

Memories

Where are They Now	29
In Memoriam	29
Security Branch Bids Farewell to Two Old Timers	29

CFSIS Kit Shop Price List — May 1989	31
---	----

Last Laugh	32
-------------------------	----

MANAGING EDITOR

Lt(N) D. Boot

GRAPHIC ARTIST

R.M. Lalonde

DDDS 7-2

TRANSLATION SERVICES

Translation Bureau

Secretary of State



General

Up the Down Route

by *Watchdog*

HELLO ALL STATIONS. THIS IS 28 ALPHA, HOW DO YOU HEAR ME? OVER.

Canada is not new at United Nations operations. We got involved in our first post-War ones in the Middle East and on the Indian sub-continent starting in 1947, and have been at it continuously since. The first Canadians arrived in Cyprus in March 1964, to begin a peacekeeping mission that is now approaching its Silver Jubilee.

In general terms, Canada has been a major provider of both combat and support personnel, with the Canadian Forces supplying (on average) 20% of the total UN forces deployed on this troubled island. We traditionally provide a number of key staff officers, not least among them is the Force Provost Marshal (FPM) and CO, UNFICYP MP Company. The following passages are edited from notes and journals provided to me by Major (Retired) Leigh Cullen, Colonel Bill McCullough and Major (Retired) Bob Stevens who served successively as FPM 1974-1976, at a particularly difficult time for Cyprus and UNFICYP.

(Leigh Cullen) 15 Jul 74. My first indication of the coup was hearing the sound of very heavy fighting in the area of the Nicosia International Airport, contiguous to the UN enclave. MP patrols at the Airport reported tanks moving in the area and a Cypriot policeman having been shot off the roof. The following exchange between

the 2LC of the MP Company, flying in an RAF helicopter, and his pilot is recorded:

Pilot: I can see National Guard troops and tanks attacking the Palace. Its on fire! Do you think I can get down lower for a closer look? How many tanks do you see? Hang on, I'm going in closer!

2IC: (somewhat tremulously) Lets land back at the Base instead! We don't want to get too close!

Pilot: (obviously on send and not receive) Hang on! Swinging in for a closer look! Get the tank count!

2IC: (somewhat hysterically) If I ever get back to Base, you'll never see me up here again; no matter how many tanks there are!

The coup appeared to pit Greek troops and one faction of the Greek-Cypriot National Guard against a pro-Makarios faction of the same National-Guard. Turkish National, Turkish-Cypriot militiamen and the UN forces were not so-amused onlookers. Skirmishing extended in the UN lines, with the MP Company busy digging in, while still trying to carry on with essential police duties. With good mobility, the Company also proved to be an effective means of intelligence collection for the Force Commander. This same mobility allowed the Company "to verify the safety of all dependants and girlfriends". The latter, of course, pertained only to unmarried members.

20 Jul 74. It is 0100 hours. CANCON has gone to STATE ORANGE. An imminent attack is expected. A Turkish invasion is in the offing. At 0545 hours, fighter aircraft began bombing and strafing runs over the City and the Air-

port, with the UN enclave neatly in between. Transport aircraft followed, depositing 2000 paratroopers on the plain north and west of Nicosia. The National Guard are siting artillery and AA guns close to UN positions, for obvious advantage.

21 Jul 74. *Morning.* FPM and three MP out to the City to try to deal with a refugee problem. There are 1000 vehicles, 10,000 refugees and no organization in the area of the Hilton Hotel! National Guardsmen are rushing about the area searching for Turkish terrorists. Master Corporal Leece and a Finnish MP forced the guardsmen to withdraw, at least temporarily. The Turks meanwhile are threatening an attack on the Ledra Palace Hotel (Canadian barracks), another refugee concentration point. British MP arrived, and they agreed to manage the actual move to Dhekalia (held by the British Army) if our MP would sort out the Nicosia end.

21 Jul 74. *Evening.* Aircraft are attempting to land at the Airport. They appear to be Greek, with at least one shot down by their own AA gunners!

22 Jul 74. One of our British RMP NCO is injured in a strafing attack. He and Lieutenant Dave Olexa made it to a slit trench in that order, with Olexa's 200 pounds plus on top. The corporal says he'd prefer to get shot next time!

23 July 74. A detachment of MP under command of a British MP makes its way north through the FDLs to establish a post in Turkish-held Kyrenia. At about the same time, a polyglot force of MP, cooks, mechanics etc moved into the Airport to displace some 1000 Greek troops now under siege by Turkish forces.



24 Jul 74. Small groups of MP, together with Canadian and British staff officers are expanding the UN controlled area at the Airport by an inch here and an inch there. Their only meaningful weapons are their blue berets and moral suasion. Brigadier General Clay Beattie is credited with turning a Turkish mechanized battalion back solely on the basis of righteous indignation conveyed to them in broken German!

At about this same time, fighting slackened off and UNFICYP made efforts to expand its area of operations into Turkish-held territory. The Force doubled in size, however, while the MP company got some augmentation, it was on a much more modest scale. A new detachment was opened in Kyrenia, in the North.

14 Aug 74. Heavy fighting occurring all along the Green Line as the Turks expanded their area of operations. (Everyone appears to be in an expansive mood!) An armoured regiment swept North of Nicosia and continued East, eventually occupying Famagusta. Except for some tidying up, the partition is complete. From mid July to end October, the Company worked 12 hours on and 12 hours off, with no days off. While total UN casualties ran to several score, only 3 MP casualties were recorded during the fighting, this not withstanding their considerable contribution to UN operations, including some employed as infantry.

Early January. Major W.J. (Bill) McCullough arrives as the new FPM; and Leigh Cullen escapes to the Canadian Prairies and his last tour of duty in the Branch.

Next Edition, we pick up McCullough and Stevens and the 75-76 saga. THIS IS 28 ALPHA OUT TO YOU.

Open Letter from the Editor

As editor of the Thunderbird Journal, I often receive letters from the outside world either asking me to print various and sundry articles, or admonishing me for any number of reasons. I thought it appropriate that I should take this opportunity to open a *dialogue* on issues of fundamental importance to the Thunderbird Journal.

First and foremost, this is **YOUR** magazine; it is what you, the readers, make of it. I noted in the previous paragraph that this is a two-way operation. Without your active support the Thunderbird Journal is predisposed to go the way of the Dodo bird. As editor, it is ultimately my responsibility to ensure that the articles submitted are ready for publication and to monitor the publication process. However, I am wholly dependant upon the submission of interesting articles from the field. I do not write the articles; I receive them, edit them, and publish them.

Along these lines, I have begun, with the support of the Director General Security, to subtly shift the emphasis of the Thunderbird Journal. I view the Thunderbird Journal as the Security Branch's professional trade journal. I see it as the medium to disseminate articles of interest to the professionals of the Security Branch. To this end I am continually soliciting articles of Branch-wide interest. I hope to receive more articles which fall into one or more of the following categories:

- a. historical perspective (where we came from);
- b. employment of MPs in the CF (where we are);

- c. potential avenues open to (aspirations of) the Security Branch (where we are going); and
- d. articles which further the professionalism of the MP.

This list is by no means all encompassing, and no one should withhold submission of any article solely on the basis that it does not fall into one of these limited categories.

This also does not mean we are going to forsake the social information which is such a large part of our Journal. I am merely attempting to enhance and emphasize the professional quality of the publication. As such, you may have noticed a slight shift in the tone of the latest editions of the Thunderbird Journal. This reflects my impression of the nature of the Thunderbird Journal.

In future issues it will be the "editorial" policy to continue to move in this direction and to further the dissemination of information of professional interest. For example, I hope in future issues to see articles on the employment of MPs at RV 89, a "state of the union" address by both the NCM and Officers' Career Managers, the use of polygraph by Military Police, and many more.

However (and I hope the SPCA won't come after me for beating a dead horse), I must rely upon you, both for your submission of articles, and for continuous feedback on what you see as right and what you see as wrong with my view of the Thunderbird Journal. In the absence of clear direction from my



constituency, you the reader, I must do what I see is best for the Branch and best for the Thunderbird Journal. Articles, letters or any correspondence can reach me at:

Editor, Thunderbird Journal
DG Secur/DSC
National Defence
Headquarters
MGen George R. Pearkes Bldg
Ottawa, Canada
K1A 0K2.

As editor I retain ultimate right to change any article submitted as seen fit or to reject outright any article deemed inappropriate. However, no article which is changed by the editor will be printed without reference back to the author.

I thank you for being so patient and I shall now get off my soap-box. But I cannot emphasize strongly enough that I need your active support. As I look at my in-basket I note, with some anxiety, that as of right now I do not have enough articles to publish another edition. I am keenly aware (probably more than most) that the

Thunderbird Journal has undergone some rough times in the recent past. I feel we have now rounded the corner and put a professional journal, of which we can be proud, back on the rails. If we do not want our primary source of professional dialogue to

die a slow agonizing death we must all do our part. I promise you I shall continue to work hard to publish a quality publication, however, I cannot do this alone or in isolation. I need, and will continue to seek, your full and active input. Thank you.



Curriculum Vitae *Colonel André D. Gauthier, CD*

Canadian Forces Security Branch

Colonel Gauthier was born April 23, 1935 at Ottawa, Ontario. He is the son of Donat A. Gauthier, a former automotive consulting engineer for French industry and French Consul at Detroit, Michigan, and of the late Mrs Jeanne Caldwell Gauthier. He studied in Detroit, Montréal and Ottawa, graduating from the University of Ottawa in 1958 with a Bachelor of

Commerce degree. He enlisted in ROTP in September 1955 and was commissioned in the Canadian Provost Corps in May 1958.

Early experiences included a one-year tour as an Infantry Platoon Commander with the 1st Battalion, Queen's Own Rifles of Canada, a year with 1 Provost Platoon and the Calgary Provost Detachment, a year with the Kingston Provost Detachment and his appointment in August

1961 to command the Valcartier Provost Detachment.

In August 1962, he was promoted Captain and assigned to 4 Mechanized Brigade Group in Soest, Germany where he held a number of Military Police appointments culminating in the command of 4 Provost Platoon from August 1964 to August 1965.

On his return to Canada, Colonel Gauthier served for a year with



the Canadian Provost Corps School at Camp Borden, Ontario where his assignments included conducting Phase I Infantry training for foreign officer candidates from Malaysia, Tanzania and Zambia plus a number of special projects.

He completed the course at the Canadian Army Staff College in July 1967 and was promoted to Major. His next assignment was to Headquarters Mobile Command at St-Hubert, Québec as a Staff Officer in Personnel Planning. In June 1968, Colonel Gauthier was appointed Executive Assistant to the Deputy Commander, a post he held until February 1969 when he was appointed Senior Staff Officer Security during a period of rising terrorist activity in the Province of Québec.

In August 1970, Colonel Gauthier was promoted to Lieutenant-Colonel and appointed to head the Regional Civil Emergency Operations Section (Québec). Within weeks, he became involved, both as an operations staff planner and military liaison officer to Québec civil authorities, in the Canadian Forces' operation in Aid of the

Civil Power resulting from the FLQ kidnappings in Québec (the October Crisis).

In the Spring of 1973, a special Commission of Inquiry was named by the Solicitor General of Canada to investigate a series of escapes which occurred in federal penitentiaries located in the Province of Québec. Colonel Gauthier was appointed as one of the three Commissioners conducting this inquiry. The Commission lasted five months and overlapped his posting in the Summer of 1973 to Le Collège militaire royal de Saint-Jean where he became the Vice-Commandant and Director of Cadets.

In August 1975, Colonel Gauthier was selected to become the Canadian Forces Attaché in Belgrade, Yugoslavia. He and his wife Françoise (née Proulx) attended a year of language training in Serbo-Croat at the Canadian Forces Foreign Language School in Ottawa. In May 1976, Colonel Gauthier was promoted to his present rank and took up his appointment in Yugoslavia with cross-accreditation also to Athens, Greece.

Upon his return to Canada in August 1978, Colonel Gauthier was appointed Director of Security

and Security Branch Adviser at National Defence Headquarters in Ottawa. In 1980 and 1981 he attended Course XXXIV of the National Defence College at Kingston, Ontario. Following NDC, Colonel Gauthier moved to Winnipeg, Manitoba as Chief of Staff, Headquarters Militia Area (Prairie) and Commanding Officer of the Regular Support Staff.

In 1983, Colonel Gauthier was seconded to the Department of External Affairs for a three-year assignment as Military Advisor to the Canadian Delegation at the arms control negotiations known as the Mutual and Balanced Force Reduction (MBFR) Talks in Vienna, Austria.

On the return of Colonel and Mrs Gauthier to Canada in July 1986, he assumed his present appointment as Commandant, National Defence Headquarters Administrative Unit.

The Gauthiers had three children: the eldest son, Edouard; their daughter, Madeleine; and their youngest son, Jacques, who died in an accident at age 21.



Branch Activities

Notes by the Branch Advisor

As I start these notes it is still Winter here in Ottawa. After a gap of one year, we finally got our Winter 88 Edition of the **Thunderbird Journal** out in the mail. There are a number of reasons for this long delay in publication, however I am hopeful, but by no means certain, that we are back on schedule.

It has now been one year since Colonel Sam went on sick leave, and while I have only been Branch Advisor for 8 months, it seems much longer! I am currently providing advice on my second posting plot and, I must confess, we are all finding the going tough. I met with the majority of our Branch chief warrant officers last September, and they took me to task for being preoccupied with longer rather than shorter term problems!

Right now, we are seriously understrength in the numbers of military policemen and women available for our Canadian establishments. We have argued ourselves blue in the face over how we got into this situation and who is to blame. That is largely irrelevant provided that it does not recur. Our problem is that the shortages simply cannot be made up in the short term. In essence, our shortfalls are likely to continue beyond December 89 into 1990.

My own observations over a number of years are that we in this Branch focus a lot of energy on today's problems as we understood them yesterday. I well understand that if you've got a fire in the basement, you have to do some-



thing about it now. But, if the fire is symptomatic of faulty wiring throughout the whole house, you better have a long range maintenance plan underway or the next fire may destroy the whole thing.

That might be manageable if fire was the only problem. Unfortunately, if you hadn't noticed, someone is outside throwing bricks through the windows, a toilet is backed up and there are a few slates missing off the roof! To switch analogies, we are a serious casualty at a time when the first aid kit contains only bandaids.

This Branch is in a rebuild mode at present. A large number of our officers are underqualified or are underexperienced in terms of the job expected of them. We are doing a lot of catch-up training to try to improve the quality of our officers and NCM but, as we all know, experience cannot be forced. At the same time, the exodus of experienced NCM deprives us of the kind of technical experience we need most. It will take time for less experienced military policemen and women to take their place; time and patience.

Over the last several years, we have put a lot more thought into what this Branch is and where it is going than has been the case in a long time. Notwithstanding new uniforms and force restructuring, there is considerable coherence and compatibility in the way that we get things done as a Branch. We now have some quite extraordinary opportunities to sort out policing and security in ways that are meaningful to the Country and to the Department. It is premature for me to try to explain just what changes are likely, but my whole message to you is one of patience. Short-term solutions are for the short sighted. There is a greater goal within our grasp, but it takes courage and commitment on all of our parts if we are to catch the gold ring this time round.

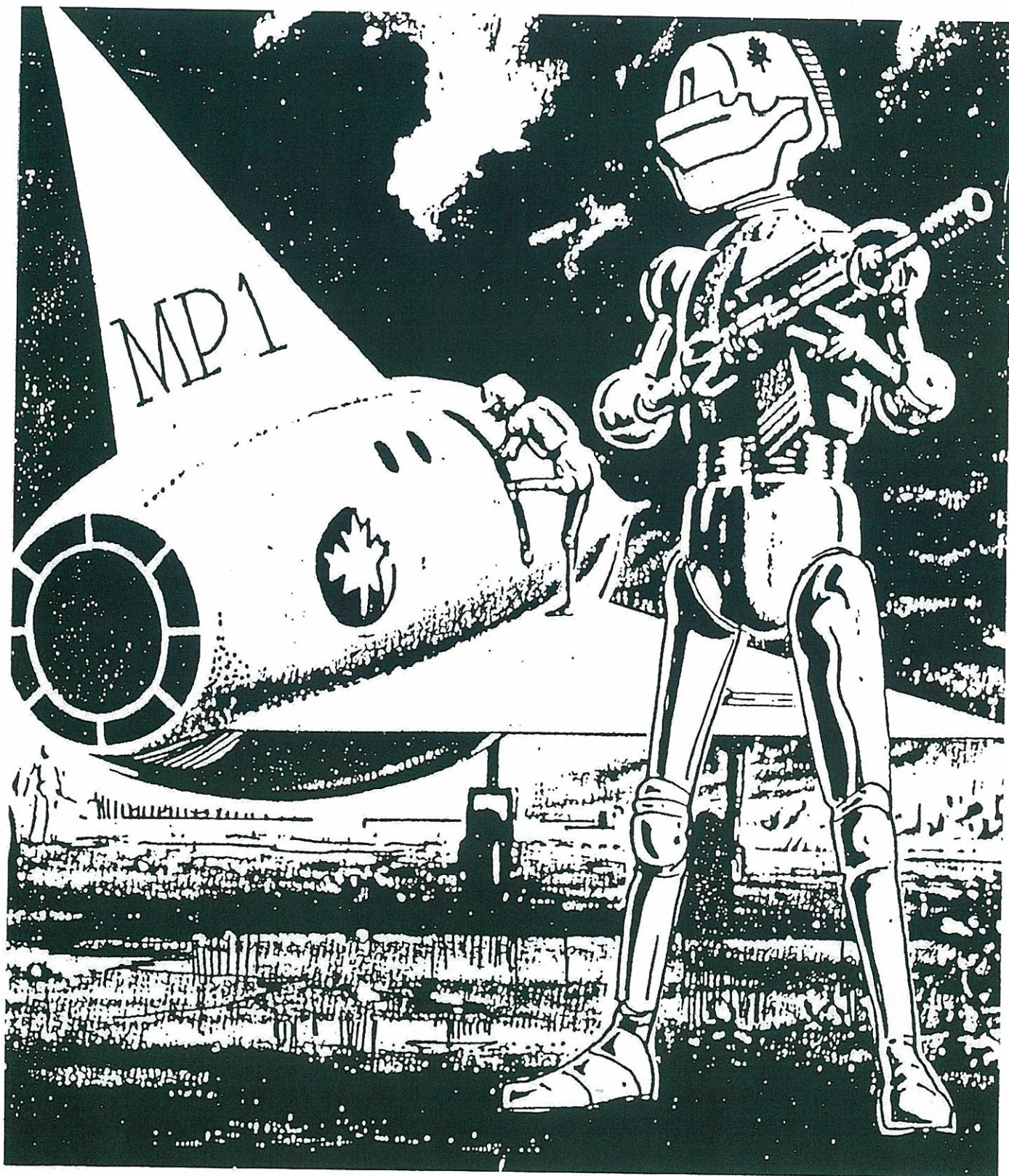
The long term prospect for the Branch is very encouraging, but it is the getting there that is difficult. You know the saying; when the going gets tough, the tough get going.

W.J. McCullough
Colonel

The Editor approached me several days ago and asked me if I would care to write a column for this edition of the **Thunderbird Journal**; 500 words that were profound, interesting, informative and breezy. You be the judge.

While the **Journal** is intended for a diverse readership of serving Regular and Reserve Force personnel, it is also directed to a community of former members who retain a residual interest in what we are and what we do. You are important to us, and I try to provide a balanced perspective to ensure all interests are catered for in our





house organ. While my central theme today is the Security Branch into the 21st Century, it is of import and hopefully of interest to all of you.

We stand on a new threshold. That was the case in 1967-68 with Integration and Unification. It is certainly the case now with Force Restructuring. We are not merely in new-new uniforms, but, rather, are at one more critical turning point in our tortuous meandering to find our place in the sun.

Our world is evolving so rapidly that I have difficulty in keeping up to change or the need for change. Constitutional reform; charter rights; significant amendments to Federal statutes; new Government security policy; new initiatives by Government to rationalize the way we police in Canada; changing Public mores and attitudes; changes in the way that the Canadian Forces function; increased accountability; greater emphasis on individual rights, technological developments, particularly with respect to high speed communications and automated information systems; are but some of the imperatives that impact on us every day. Its not unlike being on a major building site surrounded by noise, dust and confusion!

Inside the Branch, we are struggling with the prospects of increased tasking but decreased resources; confused and contradictory policies and procedures; the absence of approved doctrine; antiquated organizations; a major occupational review; and inadequacies in our training and career development processes.

In a phrase, we are in a world of hurt.

We are also at a window of opportunity. We have an opportunity right now to reassess what we do for this Department, how and why. We have the intellect and the nerve to tackle problems that have vexed us for years. As Director General, I am rationalizing the work of my Division with the clear view of achieving major improvements over the next 12 years.

Yes, I did mean 12 years. Change is possible on the basis of wishing, what I described as "strokes of the pen". Meaningful improvement takes a lot more thought and a lot more work. It cannot be achieved by one person in the blink of an eye. Progressive and productive change will take time.

As I write this brief exposé, we are busy in the Branch devising a

strategic plan, **SECURE 21ST**, that will take us into the next century. That plan will allow me, and my successors, to generally move us towards that new millennium without personal distortion. The Branch exists to serve the Forces and the whole Department. Our role must be consistent with our various commanders' operational requirements, and is thus clearly supportive of them. We don't exist merely to enforce law as an abstract. Our role is far more meaningful than that.

Once that role is redefined, we will be articulating clear, comprehensive and coherent doctrine from which new policies, standards and procedures will logically flow. I cannot predict what we will look like when we are done, but I am not intimidated by the prospect. The Branch may be leaner when we are through, but it will also be a lot meaner in terms of our utility to the Forces.

The WATCHDOG will have teeth, and there will be something of substance to our bark.

The challenge is an enormous one, but it is one to be met by all of us, not just a few **eminence grise** at the top.



Feature Articles

The Art of Leadership

I am addressing this, my second personal message to the Canadian Forces, specifically to those of you who are faced with the great challenge of leadership, namely the group from master corporals to general officers, inclusive.

I have not chosen this subject lightly. To me, leadership is the key to success in military operations, in peace and in war, as it has always been through the centuries. Yet it is a subject that doesn't get the attention it deserves today. My purpose with this letter is to stimulate some thought, and to put leadership in the forefront of your minds, where it belongs. I want you to read carefully and seriously what I have to say.

Back in 1959, when I was a colonel and the Commandant of the Royal Canadian School of Infantry at Camp Borden, I talked to a graduating class of young officer cadets on "Leadership and Man Management".

I find it interesting, some fourteen years later, to look back over the words that I presented to those budding young leaders that day. What strikes me most, upon rereading my text, is how little my ideas about leadership have changed over the years. I myself have certainly changed in the interim — in rank, in outlook, even in my basic approach to military life. Likewise, the world around me has changed dramatically in those fourteen years; 1959, after all, was before Vietnam, the hippies, colour TV, the permissive



J.A. Dextraze
Chief Defence Staff
(15 Sep 72 - 31 Aug 77)

society, widespread drug abuse, "wars of liberation," man in space, unification, and all those things and events that have characterized the recent era as the period of "future shock." And yet, when it comes to the basic principles of leadership which I talked about in 1959, it is remarkably clear to me that, "plus ça change, plus c'est la même chose" — "the more things change, the more they stay the same."

Another thing that surprises me in retrospect is the fact that my remarks on leadership, which were directed to a group of brand new infantry officers and which were presented very much in the context of the imminent employment of these young officers as platoon commanders, are pretty well appropriate in a much wider sense. For example, an air element master corporal who is responsible for the repair of an aircraft could very well apply the principles evoked on that occasion, as could, say, an admiral in command of a flotilla of our ships.

The point that I want to make is that the basic principles of leadership and man management are both timeless and universal.

What I would like to do, then, is to talk to you about a few very straightforward rules that have helped me immensely during my career and which I commend to you in the hope that they will, at the very least, stimulate some thought in your minds about such matters.

In doing so I don't lay claim to their originality because that, after all, would be a contradiction of the point I just made about their timelessness. These basic rules have been around since man first learned that working together was the key to success in battle and in his more peaceful pursuits. My only presumption is that my personal experience, covering as it does a lengthy span of years and the whole spectrum of military ranks, in conditions of war and peace, has given me a rare opportunity to see for myself how true these basic principles of leadership are, and how helpful they can be in solving the difficult problems that face all who must lead other men.

Before getting down to specific principles, I would like to dwell for a moment on leadership in general.

First of all, let me give you my definition of leadership. There are as many definitions as there are writers on the subject, but I have always favoured one that seems to capture the essence of it in very simple terms:

"LEADERSHIP is the art of influencing others to do will-



ingly what is required in order to achieve an aim or goal."

Leadership, then, is an art, rather than a science. I am convinced, however, that many of the problems faced by managers today, at all levels, stem from the fact that the art of leadership seems to be dying, and it is being replaced by mechanical processes of control that seem to make little distinction between the men and the machines that make up the system. Modern managerial techniques, introduced in the name of efficiency and economy, often tend to dehumanize the organization and its individuals. Because machines obey instructions consistently and without complaint, modern managers are inclined to assume that people should respond in the same way. They don't, of course. They have capacities, strengths and breaking points that vary from individual to individual and from situation to situation. Unlike machines, many people work best under stress. Unlike computers, their performance is influenced for better or worse by a wide range of human emotions that reflect, in large measure, the quality of leadership that is being exercised. Because a leader is working with that infinitely complex entity called a human being, he must be an artist, not a mechanic.

As in all art forms, simplicity is to be preferred to complexity. You will see that the leadership principles I discuss below are all very simple, reflecting as they do some basic characteristics of human nature. It is not surprising to me that one of the symptoms of the process that degrades leadership from an art to a mechanical process is the increasing use of complicated language, with a lot of

technical terms whose purpose often seems to be to impress rather than to describe. We talk of "rationale" rather than "reason," "utilize" rather than "use," "personnel inventory" rather than "people"; the list is endless. The language of a good leader is simple and direct, leaving little room for error. Big words don't impress me, and they won't likely impress your subordinates.

So much for introductory remarks. What I want to do now is discuss briefly the various qualities and principles that bring about good leadership in a military person.

I believe that there are four qualities that are essential ingredients of successful leadership. These are:

- LOYALTY
- KNOWLEDGE
- INTEGRITY
- COURAGE

LOYALTY

To be a good leader, you must display two forms of loyalty. You must first of all be loyal in an upwards direction, to your superiors and through them to your government and country. At the same time, however, you must be loyal to your subordinates. It is not always easy to reconcile these two forms of loyalty. You will sometimes have great difficulty in keeping a proper balance between the two in the face of conflicting demands. This seems especially true today, in this era of changing

moral standards when, for example, some individuals feel compelled to steal and publish classified documents in the name of loyalty. But it isn't a new problem. Any commander who has ever ordered troops into battle must certainly have paused to reflect, or should have, on the need to risk lives for a higher cause. And which of you, at some time or another, hasn't yielded to the temptation to commiserate with your subordinates over those "clots from Headquarters"?

I can offer you one fundamental rule to guide you in this dilemma of conflicting loyalties.

Where loyalty to superiors and subordinates cannot both be simultaneously satisfied, then loyalty upward must prevail, because in the final analysis it is loyalty to our country that really counts.

One more word about loyalty. Loyalty demands that you forsake personal pleasures if they conflict in any way with the performance of your duties. You have no right to take time off for amusement tonight if you should use this time to prepare for tomorrow's task.

KNOWLEDGE

You must possess knowledge if you are to be efficient. If you have knowledge you will command respect not only from your subordinates but from your superiors as well. You must never stop learning and you must never pretend to anyone that you know something when in fact you do not. On the contrary, it is best to admit your ignorance of a certain point under discussion and encourage whoever



is speaking to you to clarify the particular subject further. In so doing you will be learning something new, while at the same time revealing that you are honest. In the long run, there is no substitute for knowledge.

As you progress in rank, there will be a tendency to neglect your own self-education. This tendency will come naturally, since with higher rank you will have more privileges and more assistants to do things for you. Do not let these circumstances lull you into a state of laziness that is characterized by such attitudes as: "I am far too busy to deal with these details", or "Why should I bark when I have dogs that can bark for me", or "I cannot let myself get emotionally involved in this matter", and so on. Instead, remember that to lead you must know what you are talking about, and to gain the necessary knowledge you must study a given problem with every means at hand.

Too many people believe that it is old-fashioned to set aside time to study like a student at school. This is wrong, because military leadership without knowledge never has been and never will be truly successful. History is full of examples of how battles and wars can be lost through lack of professional knowledge. Look how often large, well-equipped armies have been thrashed by smaller forces. Sound, knowledgeable leadership makes the difference, and the necessary knowledge can only come through hard work. Do not be under the impression that, as your career progresses, the piece of grey matter in your head will grow in size proportionate to the loftiness of your rank. This just doesn't happen. You may be given

more authority by promotion, but you are not by the same act given additional knowledge or ability. These you must acquire yourself through study, application, and experience.

You should also be acutely aware of the rapid pace at which man's total fund of knowledge is increasing these days. This is just as true of the military art as it is of the sciences in general. Things are happening so fast on the military scene in the nineteen-seventies that no one who claims to be a leader can sit back and hope to operate effectively with what is probably obsolescent knowledge. Formal education alone is not good enough. Self-education is the answer.

INTEGRITY

Integrity means the refusal to deceive others in any way, no matter what the circumstances. As a leader, you must take decisions and accept their results. You are the one responsible for the success or failure of your own actions. You must admit your mistakes at least to yourself and profit by them. You must not try to bluff your way through or shake your responsibility off onto others. One sure way to undermine your effectiveness as a leader is to play games with people. Take it from me, it doesn't work. It may give you some advantage in the short term, but it is bound to hurt you in the long run.

COURAGE

I would define true courage in battle as the desire, or at least the willingness, to face danger in the

knowledge that it exists. I have heard people refer to a courageous man as a man without fear. This, to me, is a contradiction. I believe, rather, that courage is a quality of the mind which makes one refuse to be swayed from his aim by danger or difficulty. To me it is a quality that enables a man to marshal all his abilities and powers to overcome the hardships standing in his path. I am positive that perseverance is the heart of courage. To sum up what I have said, I believe that the courageous man is one who has succeeded in mastering his emotions and weaknesses.

We are more conscious of courage in wartime than in peacetime, because in war there are naturally more opportunities to display courage, and because bravery in action is often spectacular. It is sometimes forgotten, however, that courage of a different sort may be called for in peacetime, and that this "quiet" courage is no less important than the battlefield kind. We have not been actively engaged in combat now for a long time, yet all of us in positions of responsibility are faced with making decisions that may call for a large measure of moral courage. Too often in peacetime it takes courage to "rock the boat," and I must admit that our peacetime system sometimes seems to have a built-in bias against those who have the courage to speak out against what they honestly believe to be wrong. Perhaps this is the root cause of a malaise that is common today throughout our society, but whose impact we feel especially keenly in the armed forces. I am talking about indecision. It is my belief that indecision in the face of a difficult problem reflects a lack of courage. It is the easy way out, but it is usually wrong.



I could mention many other qualities that are essential to good leadership, but in my opinion those I have discussed above are the vital ones. All of the other useful qualities, I think, can be distilled down to these four. If you are loyal and knowledgeable, and have integrity and courage, you have what it takes to be a good leader in the Canadian Forces at any rank level.

And now some general remarks on my philosophy of leadership.

The job of leading demands that you acknowledge good work and be critical of bad work on the part of your subordinates. How you do this can have an important bearing on your effectiveness as a leader. The key here is moderation. Excessive praise and excessive rebuke are each detrimental in their own way. I am not saying that rewards or punishment are to be avoided; I simply mean that they must be meted out fairly and intelligently. One thing that annoys me particularly is the current trend in the Forces to heap praise upon people who are simply doing the good job that is expected of them. The danger is obvious (as it is in the opposite case of overpunishment.) It's like fighting a battle; if you commit all your resources to a routine action there's nothing left for the unforeseen. You must keep something in reserve, and this is no less true when it comes to awarding praise or punishment.

Leadership is self-perpetuating — at least it should be. This means that you, as a leader, have a solemn responsibility to develop leadership ability in your subordinates. Remember that all of them sooner or later will have to

lead others. The best way for you to teach them, of course, is by example, hopefully good example.

In the Canadian Forces today there are two areas of weakness in respect to leadership development, namely in the junior non-commissioned ranks and in the junior officer ranks. One of my goals as CDS is to correct this situation through formal leadership training and professional education programs, but these alone will not be enough. There must also be "on-the-job" leadership training, and that is the responsibility of individual supervisors, especially at the sergeant and major levels. These people must do all they can to pass on their expertise to aspiring subordinates, through delegation of authority, personal counseling, etc. The future excellence of our Service, after all, depends very much on the leadership potential of today's corporals and captains.

Let me now list some of the basic rules of leadership that I have found useful in my career, and which I commend to you. The list is not all-inclusive, and it is random, but when considered together with the four principles mentioned earlier it summarizes my approach to good leadership.

- Display confidence and pride in those under your command.
- Always support your superiors, and make it clear to your subordinates that you do.
- Accept full responsibility in the eyes of your superiors for the mistakes and failures of your subordinates. If they fail, it is your fault, and your job to make whatever corrections are necessary. Don't try to shift the blame downward.
- Never end an order with a threat. Your rank carries with it all the power, explicit or implicit, that you need.
- If a reprimand becomes necessary, administer it privately unless there is some compelling reason to do it publicly.
- Always be concerned for the well-being of your subordinates, and let them know that you are.
- Never take things for granted. Check and double-check.
- Don't abuse the privileges of your rank. Be austere in the granting and accepting of privileges.
- Work hard and don't waste time.
- Be meticulous and correct about your conduct, bearing, dress and personal relationships.
- Don't coax subordinates into obeying your orders. On the other hand, do not club them into it.
- Don't flatter your subordinates. It is unnecessary and tends to degrade you in their eyes.
- Don't be sarcastic toward subordinates.



-
- Recognize that leadership and popularity are not synonymous.

Finally, I want to make one thing clear. Although I have pointed out a number of qualities and rules that are, as I said earlier, timeless and universal, I don't want to imply that there is a single stereotype for the Perfect Leader, or that there is only one approach to leadership. If this were so, life would be pretty unbearable. (Imagine, for example, an armed force made up of 83,000 JADEX'S!)

On the contrary, within the bounds imposed by the few general rules I have touched on, there is an infinite range of possible personalities that are compatible with good leadership, varying from hard-nosed sons-of-guns to softspoken methodical persons who exude quiet confidence. It is no contradiction that generals like Patton and Bradley, Guderian and Rommel, or Montgomery and Alexander, work well together. In fact it may be true that these differing leadership styles are complementary, and therefore equally essential within a military organization.

The important thing is that you adopt a leadership style that matches your own innate personality. Don't become artificial in an attempt to copy a style that doesn't suit you. Be yourself, and conduct yourself according to the guidelines given here, and you will find that leadership comes naturally. But you must work at it.

— GOOD LUCK —

J.A. Dextraze
General
Chief of the Defence Staff

Perspectives on Accident Reconstruction

It's 1:30 AM on a warm summer's morning. You're on patrol and trying to get your second set of security checks completed when the car's FM radio set breaks the still and sticky air with a crackling sharpness. "Alpha One this is Zero. We've just had a report of a serious accident with injuries on the Base Access Road. Have requested an ambulance and am despatching Alpha Three to assist; Over". Your mind begins to spin and adrenalin begins to course through your veins as you simultaneously switch on your vehicle's emergency lights and acknowledge your shift commander's instructions to respond. The Access Road is three kilometers away and the distance slips by quickly as you try and remember the do's and don'ts of where to situate your patrol vehicle when you arrive, and you start to question your own ability

to handle a serious MVA.

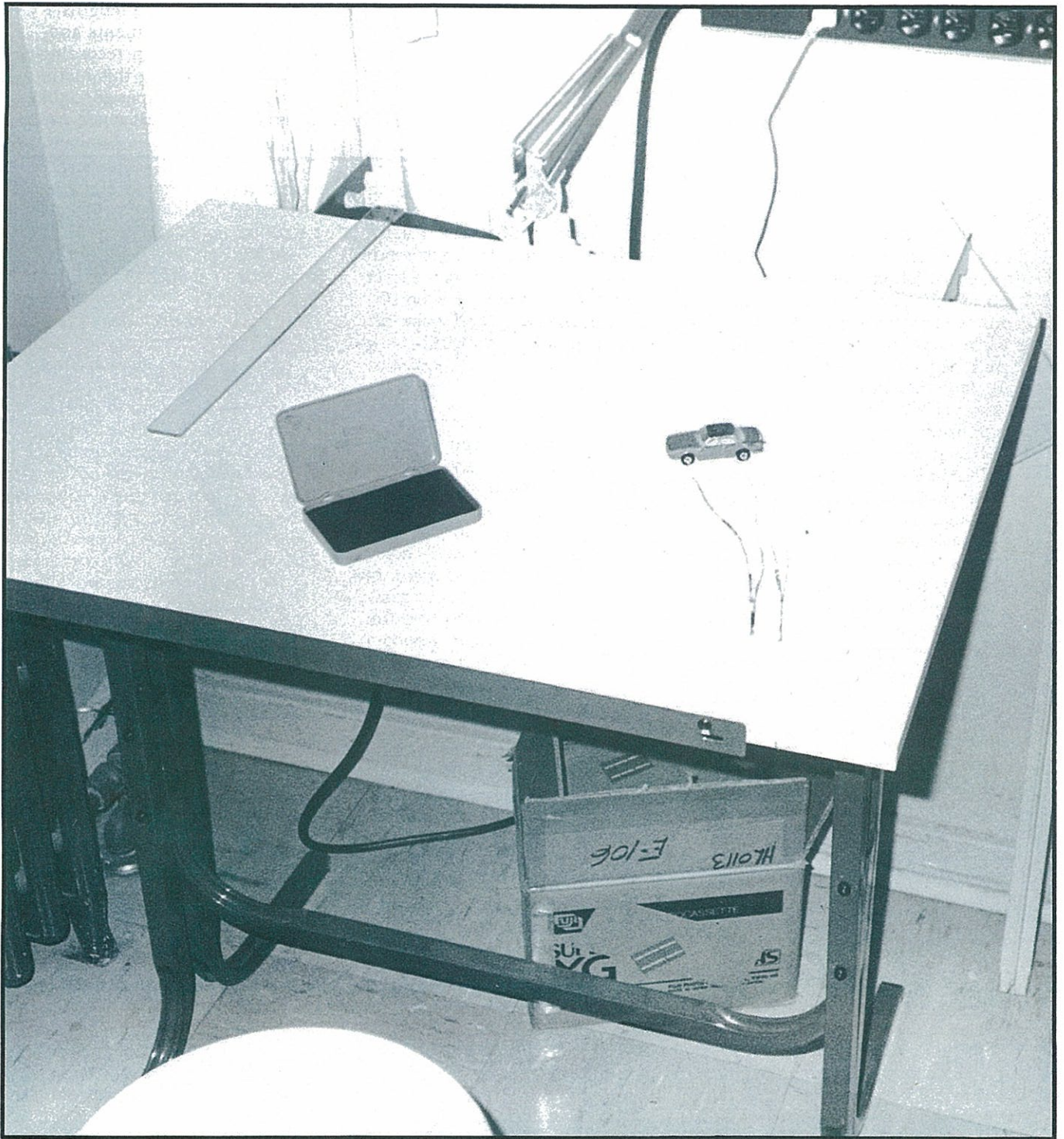
You may have cause for your doubts, for the investigation and reconstruction of major traffic accidents is not for the unpolished rookie. Victims of fatal and serious personal injury accidents are more than those who lie dead or crippled on the highway. Your investigative skills, or lack thereof, may affect many lives far beyond the moment at hand. For the sake of these, the unseen victims, you must get it right.

One of the most common errors made by investigators at serious accident scenes is a natural tendency to form opinions before all the facts are in. Take the example of a head-on collision in the Northbound lane of a two lane highway. Almost immediately

some will write it off as the Southbound driver's fault for being in the wrong lane. This may be the result, but is it always the cause? In this case our inept investigator has failed to notice that the initial impact came at such an angle that both vehicles must have been in the Southbound lane just prior to the collision. Now where do we point the finger of guilt?

Seriously injured persons are oftentimes so severely traumatized by the accident that they recall very little of it and to quote an old cliché, "Dead men tell no tales". It's now up to you to develop a true picture of the accident using every skill and resource at your disposal. The only method of developing this picture is by hard work and diligence. Every scratch, gouge, mark and piece of rubble





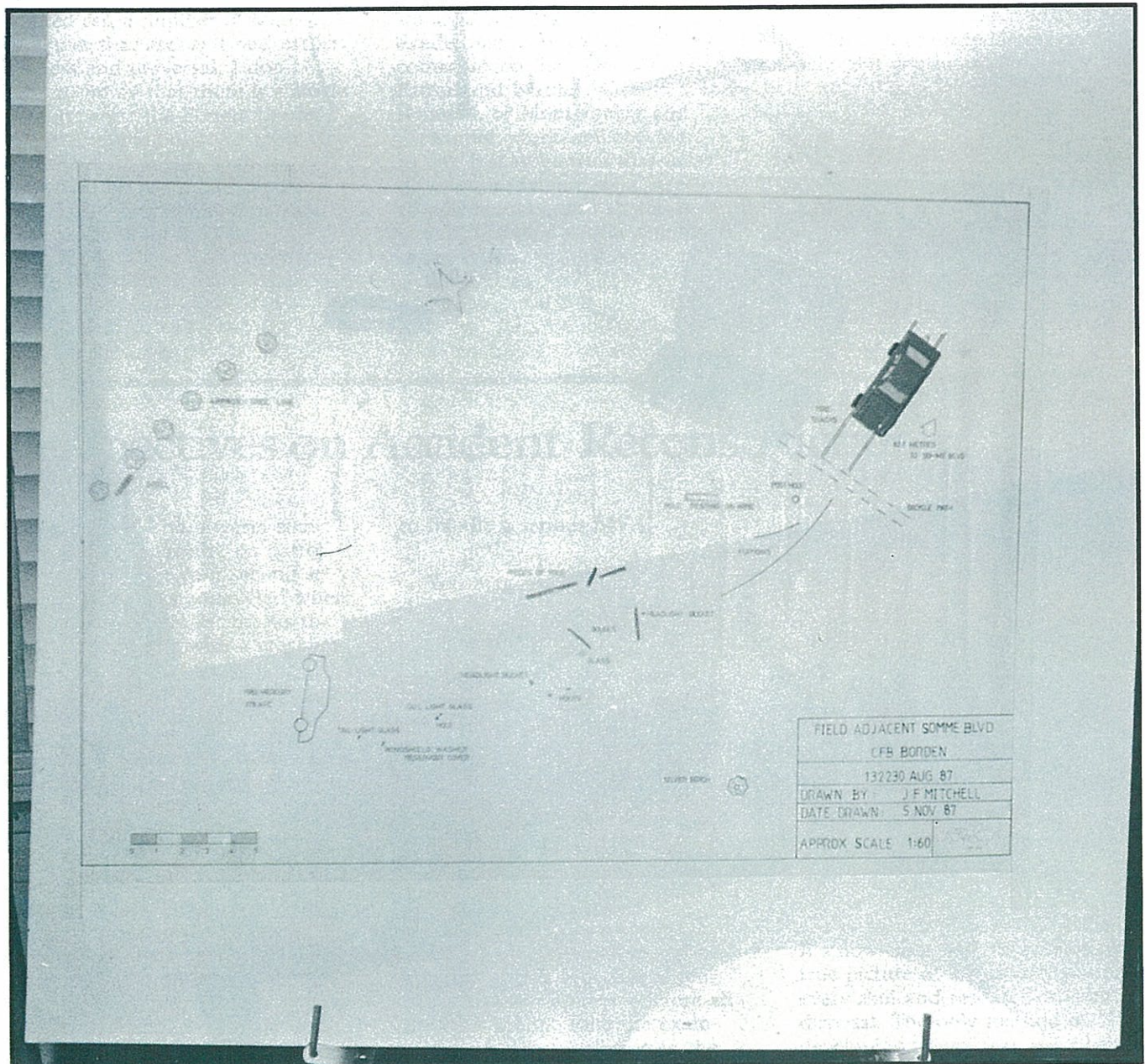
Stamp pad and model cars reproduce skid/slide marks to a tee



at the scene must be searched out and recorded. The proper recording of accident scenes for scale drawings is highly crucial to a successful investigation and is best made by one of two methods. The

first method, and I'm sure the most familiar to you, is that of the baseline. I recommend that if you use this technique, providing the road is straight, you utilize the centre yellow line as your baseline.

This cuts down on the lengths of individual measurements and saves valuable time. In recording skid/slide marks using this method, you will find with experience that measurements are best made using



Scale drawing made with radial measuring helped convict a suspect of dangerous driving



the same increments of horizontal distance along the baseline, i.e. one metre. This makes it much easier to plot these marks on a scale diagram. The other and newest method of measuring traffic accident scenes for scale drawings is with the IRD-RMS-8000 Radial Measuring System[®]. This system, invented by Constable Daniel Borden of the Saskatoon Police Force and marketed by International Road Dynamics of that same city, when used at collision scenes with a radius of under 30 metres, has proven itself to be highly accurate, simple to use and can with practise, cut down your measuring time by up to 50 percent. The device itself is basically a giant sized static compass face that is aligned on the ground with a given reference point; set to North using a built-in magnetic compass and then anchored with pins. A tape measure is then run out from the pointer on the compass to the point you want to record. One then notes the distance, the angle taken off the compass and the description of the object. It's as simple as that. My personal experience with radial measuring has been nothing but satisfying. Scale drawing is made so simple it would astonish you.

The hardest of all measurements though, must surely be that of the cut or gouge caused when underbody parts of a vehicle are driven down into the road surface during heavy collisions. These vehicles parts oft times cut or chop perfect impressions of themselves. The matching of these items should, of course, be made by photographic means; however, photography can not be used as a means for physically matching the gouges and the metal body parts while at the scene. This problem can be surmounted by the simple use of OHP

plastic sheets. The cut or chop on the road surface is traced on the plastic with a marker and the varying depths measured with a tire depth gauge. The plastic trace is then matched to corresponding fresh marks on the bottom of the vehicle(s). This should be done prior to the vehicle being towed from the scene by having the tow truck operator lift the vehicle off the ground. In some cases these marks may be the only evidence you have to determine which vehicle was where, and heading in what direction, at the instant of collision.

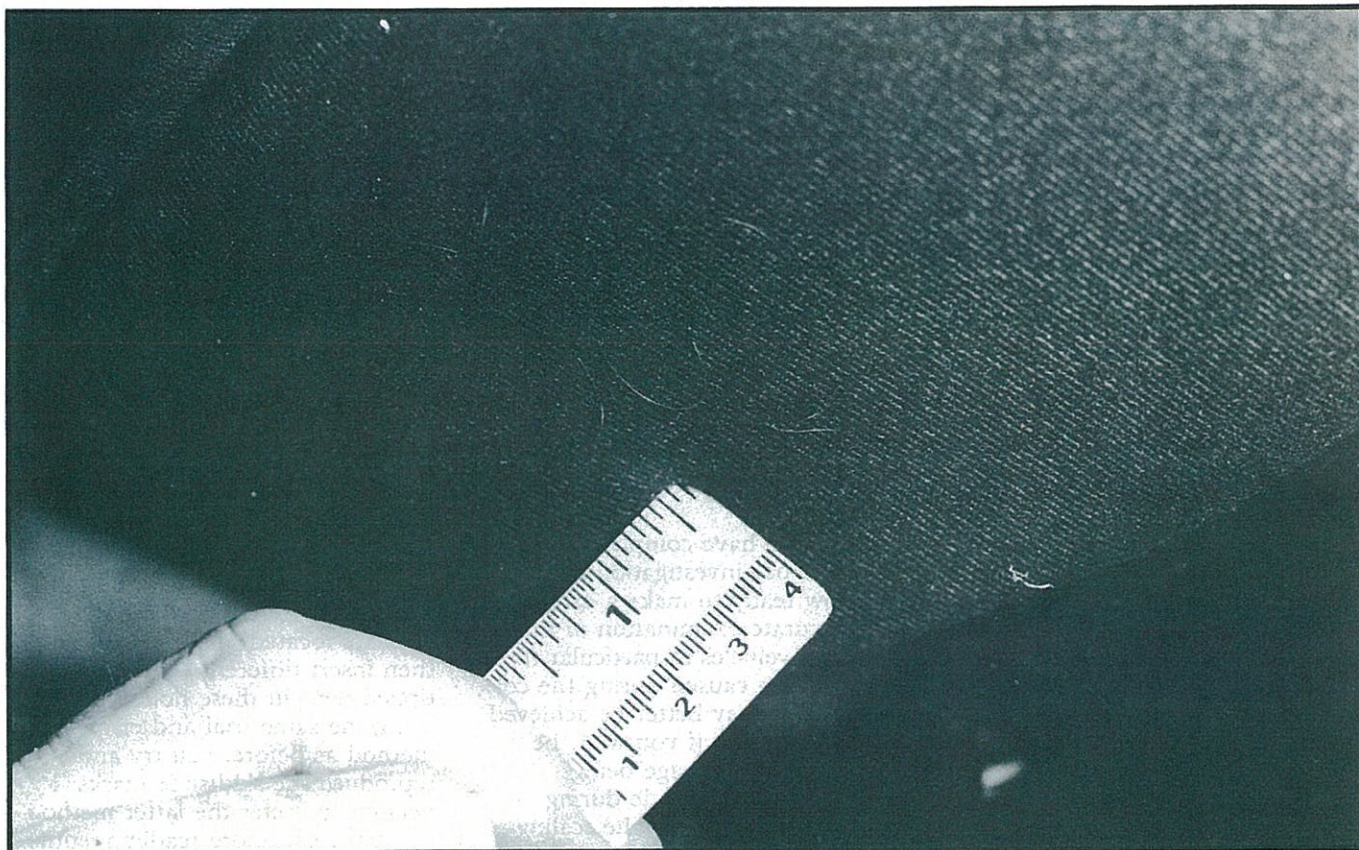
Once we have completed this phase of our investigation we are now ready to make a careful and accurate examination of the involved vehicles in particular the deformation caused during the collision. This may better be achieved in a garage, but if you wait, be wary of extra damage being inflicted on the vehicle during recovery procedures. The scaling and recording of collision deformation is best accomplished by means of metal measuring stands and bungee cord. The stands are set up on the four corners of the vehicle and the cord is tied between the stands to conform with the original shape of the vehicle. Measurements to the damaged portions of the vehicle are then taken from the cord at 90 degree angles. Several computer programmes, CRASH[®] (Calspan Reconstruction of Accident Speeds on the Highway) and SLAM[®] (Simulated Linear Accident Momentum), to name but two, use this type of crush measurement system to determine speeds of vehicles in collision.

If you've done your job right, you should now be able to put the vehicle(s) back in their original

location on the highway at the moment of collision. But what about the post and pre-collision movements of these vehicles? You could now be faced with numerous twisting and turning skid and slide marks on the highway. How do we figure these out? The answer is simpler than you might imagine and can be found in your son's toy box. Model cars and an ink stamp pad should do the trick. Just run the tires of the model through the ink on the pad and then set out by trial and error to reproduce the same marks on the highway on a piece of plain bond paper. For those of you without models, I recommend what I call a track plotting board, which is simply a piece of rectangular shaped wood with holes drilled in where the tires are located on a vehicle. You then insert different coloured felt-tipped pens in these holes. Now, using the same trial and error method as before, you try and reproduce the skid/slide marks. I personally prefer the latter method because I can more readily identify which wheel made which mark.

We will now examine one of the most crucial problems one can face in a major traffic accident; the question of who was driving. Occupant kinematics or dynamics in an accident are complex matters and won't be discussed in depth here. I will try, however, to show you why persons will initially move in predictable paths during primary contact between two vehicles. In all collisions our bodies keep moving with the initial velocity (direction and speed) of the vehicle in which we are seated until our seatbelts restrain this movement or, in the case of unbelted persons, we strike something or someone. From Newton's First Law of Motion we know that this person will remain in uniform





The driver was a blonde. Hair found on sunvisor puts the suspect behind the wheel.

motion in a straight line unless acted on by an external force. This means that if nothing stops or changes the direction of our body, it will keep on going in the same direction that our vehicle was moving at the moment of collision. Thus, if we can show vehicle direction at that moment, we can show initial direction of a person in that vehicle. An example of this would be found in examining a 90 degree, two vehicle collision. Both drivers would initially be propelled forward and then toward the other car as the forces of these cars cause the vehicles' direction to change. It is the change in direction of the vehicle that causes the

driver's head to hit the A pillar and not a change in initial direction of the driver. We then prove our hypothesis regarding the projected paths of the vehicle's occupants by gathering supporting evidence. This can be in the form of injury patterns, blood, hair, skin or clothing found on vehicle parts. It is of particular note that skin rubbed off during human contact can be easily detected by the use of ultra violet light. A few seconds of exposure to this light will cause skin particles to glow and makes tracing the path of occupants that much easier. Photography of these contact points should be made in laboratory darkness.

Investigators often arrive on the scene of an accident after the occupants have been evacuated. Now if the persons who removed the injured can't remember who was seated where, we will again be faced with the problems of trying to identify the original seating positions of the occupants. Don't let this discourage you for we have another procedure we can follow if this occurs. As well as occupant contact within the passenger compartment, seatbelts too are capable of telling a story if the circumstances are right. If the collision is severe enough, bodies utilizing seatbelts will cause massive loading of the restraint system. This will





Vericom VC-200 vehicle performance computer — the latest in hi-tech accident investigation

sometimes leave belt marks on the seats, break seatbelt sleeves, and leave friction marks on the sleeves and the belt itself. Floor anchorages can be deformed by occupant loading as can the plastic washers in shoulder harness anchorages. Injury patterns caused by seatbelts on both the living and the dead can help relocate persons in their proper seat, i.e. a belt mark on the left side of the neck would tend to indicate that this person was the driver. Retractors and lock-ups should be checked at the scene to determine if they are serviceable and undamaged. Retractors on webbing sensitive systems are easily checked by rapidly pulling the belt forward. It should lock. In vehicle sensitive systems one should pull the belt

while simultaneously slapping the inside of the B pillar with your fist or a rubber hammer. This action should lock the belt. Ten of these tests should be conducted to ensure that the belts were working properly. When there is a question regarding the serviceability of a restraint system or if failure is suspected, the complete assembly should be forwarded to a forensic laboratory for examination.

These are just some of the variety of problem areas that may require special attention during the investigation of a traffic accident. I hope that some day, some where, some of these thoughts and ideas will help you when the call comes, "Alpha One, this is Zero.....".

About the Author

Sergeant Jim Mitchell, a member of the Military Police Section, CFB Borden, is a graduate of the Canadian Police College's Technical Traffic Accident Investigator Course and the University of Alberta's Collision Dynamics Reconstruction Course. Sergeant Mitchell is also a regular member of the Canadian Association of Technical Accident Investigators and Reconstructionists and has been called upon to give expert evidence in traffic accident reconstruction in Provincial Courts in Ontario on behalf of the Military Police and the Ontario Provincial Police.



City of Chichester — Royal Military Police March — 1988

Introduction

by Lt. A.A. Babcock, DSecur Ops

Chichester is located in West Sussex near the south coast of England approximately halfway between Brighton and Portsmouth. In addition to being known as an important trading centre, Chichester is the home of the Royal Military Police Training Centre located at Roussillon Barracks.

"Marches" are widely held throughout Europe to promote physical fitness and foster friendship. The first march in Chichester was held on 31 July 1977 in conjunction with the Centenary Celebrations of the Royal Military Police. It attracted some 3000 marchers. In 1978, the City of Chichester became co-sponsor and it was decided to make the march an annual event.

Participants may choose between 10, 25 and 40 kilometer marches. All registered marchers completing their chosen distance receive a commemorative medal and a number of individual and team awards are presented. The march finishes with a formal march past through the City of Chichester to the Chichester Cathedral, where the salute is taken by the Patrons of the March.

CF Security Branch Participation — 1988

The Twelfth Annual City of Chichester — Royal Military Police March was held on 7 August 1988. As in every other march, the CF was well represented, with a team

of 17 attending from NDHQ. A separate team of 22 participated from CFE. Both teams registered in the 40 km march.

The NDHQ team included members from NDHQ/AU and DG Secur, as well as LCol Leigh on secondment to Department of External Affairs. Since ages ranged from 22 to 53 and body types included refugees from a "Twiggy" look-alike contest and those with the "BMI Blues", it seemed prudent to train before attempting a 40 kilometer march.

As the RMP March goes up and down hills, across fields and along paved and gravel roads, the NDHQ team initially practiced in the Gatineau Hills. Subsequent training sessions were conducted within the City of Ottawa. Starting with a 5 km march to break in combat boots, training routes were gradually increased until they reached 30 km. Many of these sessions were conducted in 35°C + heat, causing a number of pounds to be shed. However, without a doubt, the training was to pay off on the day of the March itself.

On arrival in Chichester, the staff of the RMP Training Centre and our resident Canadian Exchange Officer, Capt Grubb, were found to be consummate hosts. Rations and quarters were provided and much appreciated. Trips were organized for us to Portsmouth and London and a tour was given of the RMP Training Centre. Individual trips during our stay included Salisbury, Stonehenge and Brighton. MCpl Day and Pte Novack even found time for a quick visit to Paris.

Whereas most of the team was visiting England for their first time, for three members it was a kind of home-coming. Col McCul-

lough, LCol Jones and LCol Leigh had each served as the Canadian Exchange Officer at Chichester and were able to take this opportunity to renew friendships and to return to familiar haunts.

An important part of CF participation in events such as the Chichester March is public relations. Many friends were made and a great deal of memorabilia was exchanged. If giving out Canadian flag pins was an Olympic event, WO McNamee would have been in the medals. He was always easy to find as he left behind a trail of smiling people, from two year olds to grandmothers, newly decked out with Canadian flags. Cpl Durand was perhaps carried away with the spirit of the moment, as he contemplated trading 6'x3' Canadian and Security Branch flags, complete with flag staffs, which had been borrowed from the Branch CWO. Fortunately this trade was called off, removing the need for an interesting, and no doubt memorable, meeting for Cpl Durand with CWO Nolan.

The day of the March saw 7,580 people set off on the various treks, including the apprehensive NDHQ team. The 40 kilometer route through the Goodwood Estate and over the Downs provided a beautiful backdrop for us and the 30°C temperature was comfortable. Surprisingly, even though the feet became more tender as the March progressed, spirits remained high and friendly banter continued with our fellow marchers.

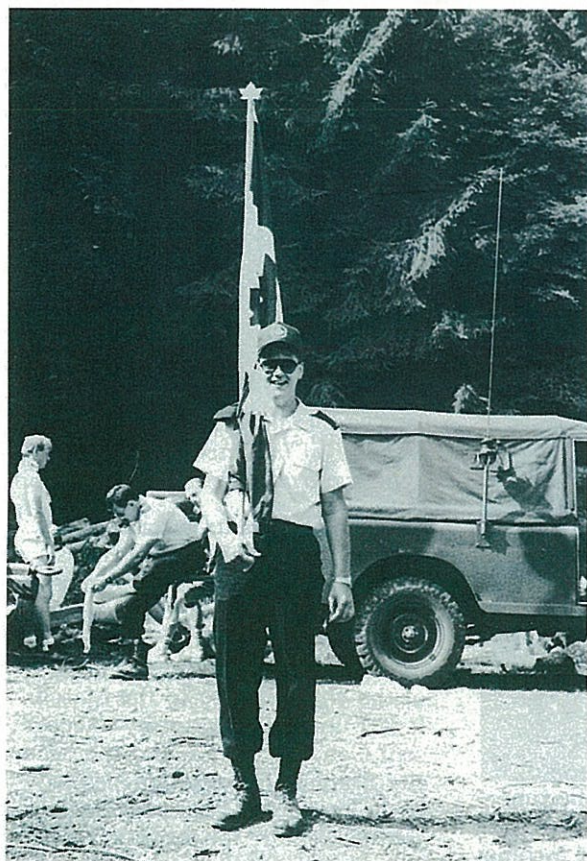
It was never our intention to attack the March as if attempting to set a new land speed record. Nor did we want to finish just in time for the 1989 March! The team was able to maintain a brisk pace, although it was disconcerting to be





◀ Last minute preparations before the start of the March.

Marching across the Goodwood Estate.



MCpl Stinson enjoying a break near the half-way mark.



Lt(N) Boot and MCpl Bilodeau negotiate over a bag of nuts as Pte Novack, LCol Jones and LCol Leigh look on. (L-R)



passed half way along the course by an obviously retired couple as if we were standing still. I felt like the coyote watching the roadrunner disappear into the sunset.

And never let it be said that our DG is not considerate to others. While going up a particularly steep hill near the 30 kilometer mark, Col McCullough dropped to the rear of our group. He then heard what sounded like a huge formation racing up the hill behind him. So he stepped aside to let them pass. Imagine his surprise to find no one behind him and discovering that the noise had been his pounding heart!

At any rate, the NDHQ team trooped across the finish line some six hours after starting and we were quite pleased that our entire group had been able to complete the March. We were subsequently given our medals and presented with the "Regular International Armed Services Team" Award, for best appearance and bearing for a regular Service team of any nationality, by Brigadier Allen, the Provost Marshall (Army).

Perhaps the most difficult part of the event is the march past. Showering, dressing in S3's (or DEU equivalent), squeezing swollen feet into service shoes, and waiting two hours for the march past to begin after walking 40 kilometers is rather difficult to do. But without a doubt, the march past has to be the highlight of the trip.

The route of the march past winds through the heart of Chichester and it appears that the entire City population comes out to line the streets. Although all marchers are well received by the crowd, incredibly intense emotions are evoked to witness the warm and loud reception that followed



Brigadier Allen presents an award to Capt Davis, the team captain.

the Canadian flag and our contingent as we proceeded along the route. It was a singular honour to be representing our Country at that time and to be received in such a manner.

Conclusion

The City of Chichester — Royal Military Police March has become an institution within the Security Branch. The designation of a command, the SIU or CFSIS as the

official participants for a specific year on a rotating basis ensures that all have an equal chance to attend. Without qualification, should the opportunity present itself, everyone should grab hold of the chance to go to the March. It is a unique opportunity to represent Canada, the CF and the Security Branch. The feelings instilled by doing so will be an enduring source of pride for those fortunate enough to participate.



An Experiment in Integration

Editors Note: MWO Frank Weir who submitted this article states he had the honour of serving with the author when he was a Major. MWO Weir's remarks are as follows: "I served with him vice under him. This was part of his stated philosophy. No one served under him, all served with him, which made him one of the finest officers with whom I have been associated. He had the rare quality of making everyone in his command, regardless of rank or position, feel important and this is one of the reasons I shall never forget him".
F.R. Weir.

*Reprinted From
The Coronation Issue
The Canadian Army Journal
1973*

*By
the late Major Q.E. Lawson, CD,
Officer Commanding,
First Commonwealth Division
Provost Company, Korea*

Much has been written of the First Commonwealth Division in Korea and the manner in which the various nationalistic components have been welded together into a fighting force that is second to none. This successful experiment in the integration of units and formations is now legend and points the way that Canadian forces will probably be employed in continuation of the cold war and maybe employed in any future global conflict.

Within the First Commonwealth Division the experiment in integration has been carried further in

the First Commonwealth Provost Company where the various components of platoon and section strength have been formed into one company under a Canadian company commander. The aim of this article is to show how a unit can be blended perfectly from a command and operational point of view and to point out the reasons why complete integration has not been achieved on the administrative side. As a result of what has been tried in Korea, perhaps future organizations of this type may become more closely knit in both operations and administration. Certainly the problem will have to be solved if success is to be

achieved in NATO and the Western European Army.

Organization

The unit is slightly larger than the established divisional Provost company and is composed as follows:

United Kingdom

Capt (2 IC) (OC UK Element)
Lt (MTO)
RSM
HQ Section
Five MP Sections
Total — 107

Canada

Maj (OC) (60 Cdn Element)
2/Lt (Staff Lt)
HQ Section
Two Provost Sections
Total — 43

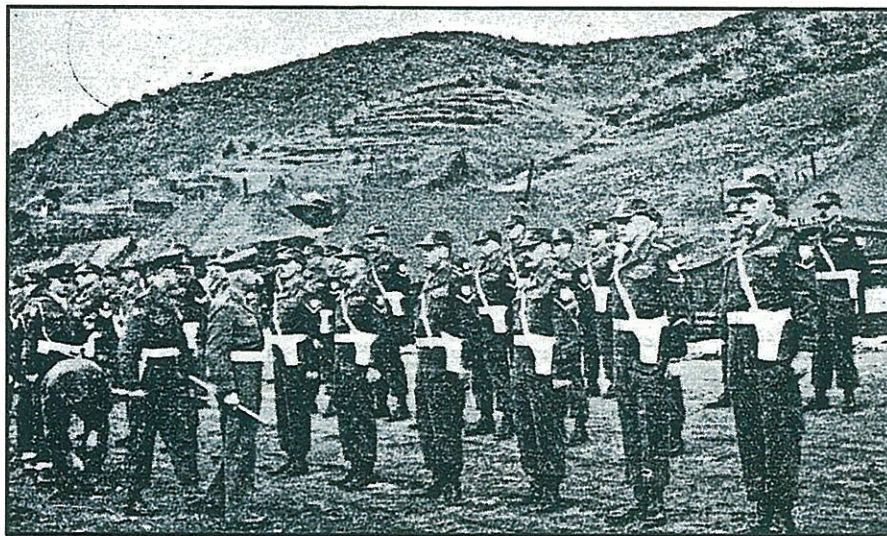
Australia

Lt (Ops Offr)
(O IC Aust Elem)
One Provost Section
Total — 20

There are also attached an American IPW¹ Team, an SIB²

¹ Interrogation, Prisoners of War. The normal team is commanded by a Captain and has a TO and E of six linguists. Although the IPW team works directly under G (Int) it is administered by the Military Police who are responsible for the custody and disposal of Prisoners of War.

² Special Investigation Branch which handles the investigations of serious crime. The SIB in the Far East is directly under HQ British Commonwealth Forces in Korea with Headquarters in Kure, Japan.



British Army Photograph

The Canadian contingent of the First Commonwealth Division Provost Company is inspected by Brigadier R.H. Maxwell, British Army Provost Marshal, during a tour in Korea.



detachment, eight Korean security police and twenty Koreans who cover off jobs ranging from pot-washer Class I to Interpreter Class III.

Despite this heterogeneity, the unit has developed an esprit de corps and at one end of camp you can see the officers (just enough for one team) and the linguists (just enough to provide the opposition) playing volleyball, while at the other end a mixture of nationalities will be kicking a football or playing that distinctive North American game that so resembles "rounders". The high light of the Christmas season was the football-rugger-hockey game on Boxing Day on a frozen field with each Dominion allowed to play its own rules.

Operations

There is no problem in the method of application of normal operational procedure. The Officer Commanding receives his orders from the British DAPM at Divisional Headquarters and allots officers and sections as required. One advantage of the rank structure is the extra subaltern who acts as Operations Officer and is the counterpart of the Battle Adjutant of Armoured and Infantry units. At the present time the post is filled by the Australian officer with a Canadian Staff Lieutenant as his understudy and assistant. No matter what part of the Division is being employed, either on operational moves or exercises, the Operations Officers attends the Brigade Commander's Orders Group and then details duties to the section Sergeants.

This requires constant liaison by both the Canadian and Australian

subalterns with the Brigade Majors and G Staff at Division. In March of this year the Operations Officer went with 25 Canadian Infantry Brigade on Exercise Northland II while the Canadian officer handled the security arrangements for the visit of Mr Stevens, United States Secretary of the Army. The latter detail took eight Royal Military Police, six Canadian Provost Corps and two Royal Australian Army Provost Corps.

One minor irritation that cannot be classified as a problem is the wont of the various Brigade Staff Officers and unit adjutants to direct telephone calls and visits to the Provost officer of their own nationality. This can and has been solved by detailing one of the other nationalities to complete the matter at hand. However, this will never be completely remedied as each brigade has a Provost section from its own component in support at all times and various disciplinary and administrative problems can be dealt with only by the senior Provost officer of that component.

For normal static police duties such as road patrols, traffic checks and vice raids the officers, NCOs and men are detailed with no regard as to which nationality they may have to deal with. Unit Standing Orders state:

"2. To facilitate the handling of troops, MPs will, when possible, deal with troops of their own nationality. However, any breach of military regulations by any member of the Allied Forces will be dealt with by the MP most readily available. All ranks must know their own service law and should be familiar with the differences within the Commonwealth. Reference documents are:

"(a) The Army Act (Sections 4-41 and 74)

"(b) The National Defence Act (Code of Service Discipline)

"(c) The Australian Army Act (Section 4-41)."

Within the unit the chain of command does not vary from the normal. Standing Orders read:

"1. 1 COMWEL Div Pro Coy is the only integrated unit of its kind in the Allied Forces. Coming, as we do, from all parts of the Commonwealth and springing from various nationalistic strains of which we are all proud, it is imperative that our first loyalty be to the unit and that in all dealings we consider our fellow soldiers view point which through heredity, environment and national pride may be different from our own.

"2. Strictly nationalistic problems within the unit will be dealt with by an officer of that Commonwealth. All officers have the right of direct access to their immediate superior of the Commonwealth concerned but will inform the Officer Commanding before this right is exercised. All men/other ranks have the right of direct access to their own Commonwealth officer but will observe the normal chain of command through their Section NCO and RSM."

One War Diary is prepared and copies find their way to the War Office, The Department of National Defence and Australian Army Headquarters. However, three separate monthly reports are submitted and these go through the various Commonwealth channels to reach London, Ottawa and Melbourne.





British Army Photograph

The Provost Marshal of the British Army inspects men of the First Commonwealth Division Provost Company in Korea.

The detached sections with Main Division Headquarters and 28 Britcom Infantry Brigade are mixed British and Australian. The ad hoc Signals Sections is composed of eleven British, one Canadian and one Australian. The eventual breakdown of this section, when personnel can be trained, will be eight, three and two.

Administration

It is unwise to present a problem without also presenting a suggested solution. It is also unwise to classify any problem as insoluble. As the solution and remedy of the administrative problems that still exist rest with higher formations and are, no doubt, the object of study, it will be left to the reader

to come up with his own solution to put into practice if and when he assumes command of an integrated unit.

The second-in-command of the Company, who also commands the British element, is the Administrative Officer. As such, his job is more difficult than that of the Officer Commanding. He must

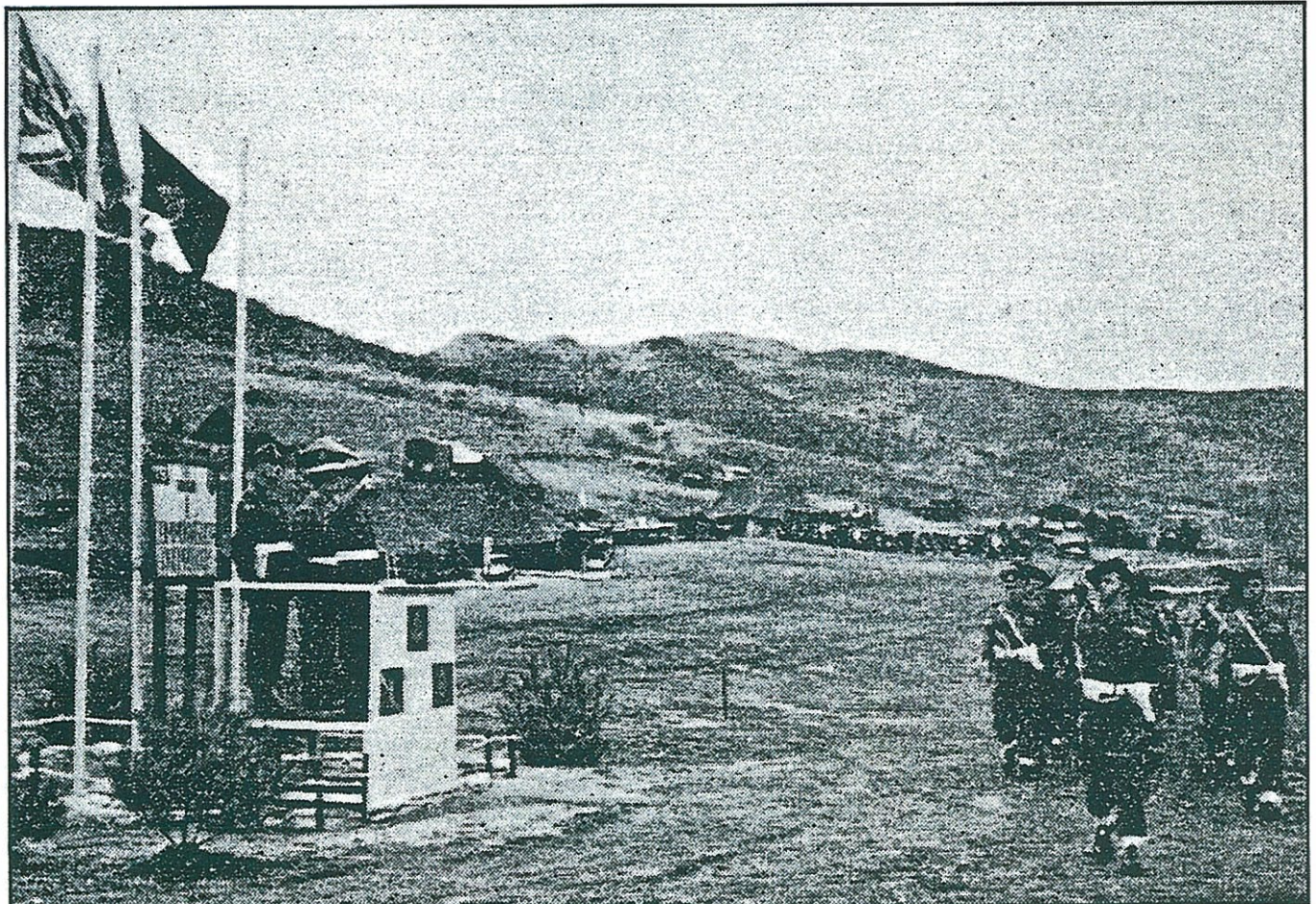


command the British portion of the quartermaster stores and supervise the Canadian portion but he has no jurisdiction over the receipt and issues of extra Australian and Canadian amenities. For example, when a free issue of Canadian beer reaches the Company it must be for Canadians only and within the unit lines there is a typical Canadian party which cannot be held in the Men's Canteen but must be held in the Section tent. There is no solution to this problem by even the Com-

bined Chiefs of Staff, because a beer issue for 43 men just cannot be distributed to 170 until a modern version of the parable of loaves and fish can be effected.

There must be two quartermaster stores under the same roof until such time as all members of the unit wear the same type of clothing drawn from the same source. Then, a financial adjustment on a pro rata basis could cut down both staff and administration in supply and distribution.

Two trucks each day make a run to their respective ration points, the rations are returned to Company Headquarters where the British Corporal cook with his Canadian and Australian assistants decide the meal. If the Canadian issue is turkey and the British issue is steak (and this happens frequently in Korea) a quick appreciation must be made as to whether to cook it all and give a choice of fare or to save the turkey to match up with chicken from the British supply point in two days' time.



British Army Photography

The Provost Marshal takes the salute from the Provost Company in Korea. The Company is being led by an Australian military police officer.



This is not always disadvantageous because where else in the Army, even in the Commonwealth Division, on the third day can you have choice of turkey, chicken or steak?

Although it was said by many that "it couldn't be done," the Orderly Room under the British Chief Clerk has achieved complete integration. All the clerks must know all the forms and returns, regardless of component and must also know the difference in staff duties and conduct correspondence that the different higher formations demand. The Canadian system of filing is used and an experiment is under way now to devise common forms and techniques for investigation reports, traffic accidents and offence reports. There is no doubt that the officers and clerks will need refresher courses on the administrative system peculiar to their own army when they are posted back to their own countries, but this one point alone proves that complete integration is possible.

Transport is controlled under the British subaltern who has both REME and RCEME fitters on his staff. Here, again, because of different types of vehicles, different channels of supply and repair and different ideas on maintenance schedules, difficulties arise. Transport cannot be pooled or transferred between sections because what Officer Commanding would take the chance of having transport on his charge driven by a soldier over whom he has no powers of award? The liberal supply and quick replacement of vehicles and the co-operation of the workshops and LADs has made transport

problems few, but if all transport could be on charge to one component it would make for better control and greater efficiency.

Discipline

In the course of their duty it is necessary for military policemen to arrest and report soldiers of other nationalities. It is remarkable that so few incidents or difficulties have arisen. With minor offences, the facts of the case are submitted on a standardized form to the man's unit and the military policeman appears to give evidence if his presence is required by the officer trying the case. With more serious offences an investigation report in the accepted British, Canadian or Australian style with a forwarding minute signed by the Officer Commanding or his second-in-command is forwarded to the unit concerned for its further action.

It is fortunate that an integrated system of discipline has been tried in a police unit where the incidence of minor crime such as drunkenness, absence and out of bounds is rare. On this matter alone, despite the provisions of the various codes of discipline and rules of procedure, there can be no compromise; the Officer Commanding must direct the disciplinary action to be taken even though he cannot try the case. One example is given:

During the winter one of the RMP Lance-Corporals did not clean the frost from his windshield and while driving his vehicle hit and injured a Canadian Corporal. The powers of award of the 2 IC limited to the reversion to the rank of private which he considered would be an adequate award if the Lance-Corporal was found guilty of negligent driving. His argument

was that a British Lance-Corporal is an NCO, is paid for his stripe and is normally promoted on seniority. The Officer Commanding disagrees and ordered an abstract of evidence to be taken. The Lance-Corporal was courtmartialled.

On the lighter side was the morning when a harassed Regimental Sergeant-Major had to prepare for three Orderly Room cases all to be conducted under different rules of procedure. A Canadian Lance-Corporal was admonished and had an administrative deduction of \$37.52 placed against his pay, a British driver forfeited seven days pay and an Australian cook was fined twenty-five pounds (about \$85.00). Any of these punishments was legal only for the member of the component being tried.

In all cases involving loss of pay a scale taking into account pay and allowances is considered. If and when one of the unit drivers is found guilty of speeding, his punishment will probably be a fine of from \$15.00 to \$25.00 for a Canadian while his British or Australian buddy will forfeit from three to seven days pay.

Despite the many foregoing so-called problems and the myriad of minor frustrations that affect all ranks of an integrated unit, the experience gained in the association with the other nationalities is invaluable to all. As far as Canada is concerned our small population will dictate that at some level our Army must become a part of a larger formation with an integrated staff. Where is there a better place to practise that integration than at company level?



Of Special Note

The soldier-sculptor

by Janice Cowan

André and Françoise Gauthier share their home in Orleans, Ont., with five First World War soldiers.

In full battle dress and armed to the teeth, the latter are constantly poised for action and seemingly would move forward over barbed wire into no-man's land were it not for one thing — their feet, and their bodies too, are made of clay!

André is a sculptor and the soldiers form part of a monument he is creating for the 75th anniversary of the Royal 22^e Régiment. The figures depicted are from Alfred T.J. Bastien's well-known 1918 painting of the VanDoos, *Over The Top*, and the monument, a memorial to the regiment's war dead, will be unveiled in Quebec City on 11 November.

Although, he is one of the most successful sculptors in Canada with work constantly being commissioned, André is, for now, a part-time artist. Full-time, he's a colonel in the Canadian Forces Security Branch and he currently occupies the demanding position of commandant, National Defence Headquarters Administration Unit.

Col. Gauthier has been a soldier for 34 years and an artist nearly all his life. Born in Ottawa and raised in Detroit, he was sent as a boarder to Montreal's Mont-Saint-Louis classical college run by the Brothers of Christian Schools when he was only 10 years old. There he received formal art training in oil painting, charcoal and water colors. But, it wasn't until he was a captain in the military police



Soldier and sculptor — Col. André Gauthier, commandant, National Defence Headquarters Administration Unit.

assigned to 4 Mechanized Brigade Group in Soest, Germany, in 1964, that he created his first sculpture — a military policeman on point duty.

Word of Gauthier's talent spread and followed him on postings across Canada, on a tour as the Canadian Forces Attaché to Yugoslavia and Greece and on secondment to External Affairs as the military advisor to the Canadian arms control negotiation delegation in Vienna.

He is "driven" by this art. At home in the evenings, from morning 'til night on weekends, even when he is away on vacation, "I take an art project with me or I start one there."

Military art

It's his military art work that is in most demand at present. He has developed a collection of sculptures, approximately 17 to 20 inches high, depicting the wide range of

operational specialties in the Canadian army, navy and air force. Copies of his work can be found in museums, exhibitions, in most Regular Force army messes, and in military and private collections in Canada, the United States and Europe.

One of his major works last year was an eight-foot high statue, cast in bronze, of a Canadian Airborne Regiment parachutist in full winter gear moving off the drop zone. This now stands at the entrance to CFB Petawawa.

Non-military subjects he has completed include a large bronze bas-relief, marking the centennial of the St. John Ambulance Society of Canada, a similar bas-relief in the boardroom of the Canadian firm, Bombardier-Worthington, and a number of portrait busts.

Besides the monument for the Royal 22^e Régiment, Col. Gauthier has also been commissioned to produce 50 limited edition statues for the 75th anniversary of the Princess Patricia's Canadian Light Infantry (also this year).

The statue is of a PPCLI soldier wearing webbing, a soft hat, and carrying a C7 rifle in his hands and an 84mm Carl Gustav anti-tank weapon slung across his back.

Technical accuracy

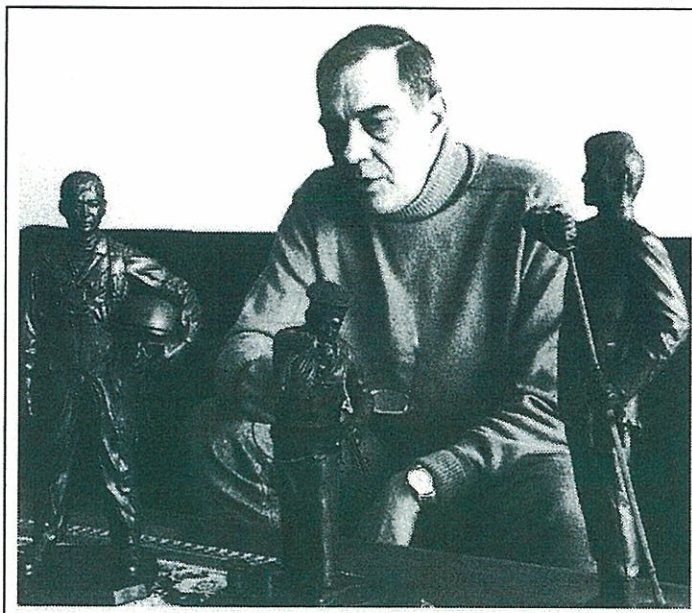
The monument, on which he now spends every evening and weekend, occupies most of his home's solarium. Beside the artistic involvement, hours of careful planning and tireless energy go into a large work such as this. To transcribe the oil painting, an artist's impression of five VanDoos about to launch themselves into battle, into the high relief sculp-



ture, is no easy task. Five hundred hours of labor will go into the creation before it is sent to the foundry to be cast in bronze.

To achieve accuracy in technical and human dimensional terms, Col. Gauthier persuaded five volunteers (all military policemen quite happy to participate in such an "image making" experience) to

Just three of André Gauthier's many ► sculptures depicting a wide range of operational specialties in the army, air force and navy. (CF photo by Sgt. Tim Smith)



Sculptor André Gauthier works on the monument he is creating for the 75th anniversary of the Royal 22^e Régiment. (CF photo by Sgt. Tim Smith)



dress in uniforms from the First World War, carry weapons from the same period, and pose in the fashion of *Over The Top*. (The outfits were borrowed from the National War Museum.)

Col. Gauthier hopes to have his phase of the monument finished by the end of March. Then it goes to the Lost and Foundry at Almonte, Ont., to be cast in bronze by the 3,000-year-old "lost wax" method. The process is intricate and involves more than 600 hours of work, most of which is done by hand.

Anxious time

During this period, the sculptor may spend days in consultation with the foundry's owner, Dale Dunning, as his work becomes a silicone mold, goes through a waxing phase, endures being cut up into several dozen pieces from which individual ceramic molds are made, and finally undergoes the pouring of molten bronze heated to 2,500 F degrees. Cooled, deburred and after a final sand-

blasting and toning, the monument will be ready by the beginning of October. It's an anxious time for the artist and it's fortunate that Dunning has a degree in artistic foundry casting.

To keep up with the demand for his smaller creations, Gauthier has his own workshop in the basement. That's where he goes to take a break from *Over The Top*, and it's another reason why the quiet hum of an electronic filter can be heard in his house. He performs all steps in the process starting with the actual creation in clay, the making of transition molds, the casting of prototypes on which final details may be added and the making of production molds for multiple casts in epoxy plastic with bronze-like patina.

The First World War soldiers aren't the only "other people" occupying the Gauthiers' home. André has kept the originals of all of his work over the past 25 years. "We really need a bigger house," said Françoise surveying the array

of sculptures, busts and bas-reliefs. But she knows it's a collection to be envied. It's been moved all over Canada and Europe during her husband's military postings and has finally settled in Orleans. The couple have two children, Edouard and Madeleine. Their youngest son, Jacques, died in an accident at the age of 21.

Retires in June

At National Defence Headquarters, Col. Gauthier's job is similar to that of a base commander. As commandant of the administration unit, he is responsible for administrative support to 5,500 military members and 7,000 civilian employees in more than 30 buildings in the nation's capital.

It's because of his work as a soldier that the sculptures for which he is most well-known have been connected with the military profession. But this might change — in June Col. Gauthier retires from the Forces and becomes a full time Canadian sculptor!

Security Branch Prayer

The Branch expresses sincere appreciation to the Chaplains General P & RC for their inspiration and work in the development of this prayer.

"Almighty God,

By Whose grace we are called to positions of responsibility and trust,

We ask for Your blessing upon all who serve in the Security Branch of the Canadian Forces, at home and abroad.

Inspire us to courage and wisdom, courtesy and faithfulness.

Give us the true knowledge of Your Will that we may give proper guidance to our comrades,

That by serving others honourably and with justice we may serve You well and become more worthy of our Military Police calling.

Amen."



Memories

Where are they now?

Captain W.E.R. (Ray) Chambers, CD, first enrolled in the Armed Forces in April 1930, as a member of the Royal Hamilton Light Infantry. On 27 Jun 40 he was a member of the Elgin Regiment, an Ontario recruited armoured unit. In Jan 41, he joined the Canadian Provost Corps, serving initially with 4 Provost Company.

Ray Chambers landed in France on 6 Jan 44 serving with 9 Canadian Highland Brigade in 3rd Canadian Division. Post-war he served in a variety of employments, obtaining his commission on 1 Mar 57. He subsequently commanded 9 SDB (Winnipeg) and 1 FDB (Germany) returning to Canada in 1960. He completed a long and honourable career in a succession of assignments in the Borden-Toronto area, retiring 18 May 67.

Ray and his wife Florence now live in Thamesford, Ontario.

Lieutenant Colonel R.E. (Ron) Gladstone CD, was a member of the Royal Air Force 1945-48, joining the RCAF in 1955. He served a succession of tours with the original SIU and at air bases in France, Germany and Canada. In 1971, he was posted to NDHQ, where, but for a 3 year sabbatical in British Columbia, he served until his retirement in June 1983.

Mr. Gladstone is now the Deputy, the Gentleman Usher of the Black Rod in the Senate of Canada. He lives downtown in Ottawa with his wife Esther.

In Memoriam

Deceased on 15 Oct 88 at age 67. Charles Arthur (Chuck) Breakey, Major (Retired) CD, Canadian Provost Corps. Chuck Breakey was a military police officer in the old mould; he worked and played hard. A bear of a man, he played defence for one of our old Provost Corps School hockey teams, at a time when finesse counted for little and knuckles a lot. Nevertheless, within a superficially cantankerous exterior was a kindly man who took a particular interest in the development of our

young officers. His premise was that the best steel is tempered in the hottest fire.

Major Breakey served in the Canadian Army from the Second World War through to pre-integration. He lived variously in Alberta, BC and Ontario after his retirement, coming out of that retirement in 1984 to work briefly in the new Conservative Government in Ottawa. He is survived by his wife Mary and an extended family.

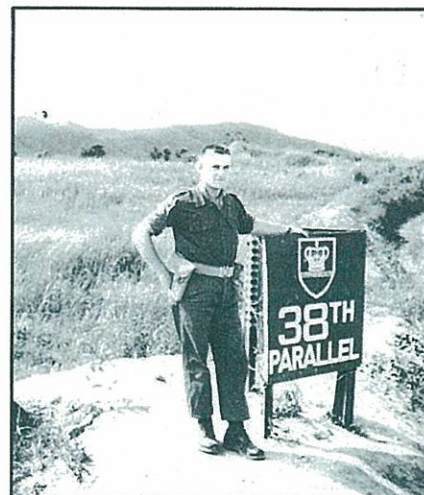


Security Branch Bids Farewell to Two Old Timers

WHO is this handsome lance jack?
WHERE is the 38th Parallel?
WHEN was this photo taken?

For once we're going to provide the answers and not make you wait for our next edition. By the time this edition hits the street we will have bid farewell to MWO Frank Weir MMM, CD at CFB Chilliwack. He kindly provided this photo of LCpl F.R. Weir 1st Commonwealth Division Provost Company in Korea June 1953 for our memories column.

Frank joined the C Pro C in Sep 50 and in Mar 54 switched to



the RCAF police and subsequently to the Security Branch. By the time MWO Weir's retirement date of 26 Feb 88 rolls around he will have completed almost 38 years service dating back to his enlistment in the Canadian Army (Reserve) in April 1950.

MWO Weir also submitted the companion article found in this edition entitled "An Experiment in Integration" by the late LCol Joe Lawson previously published in the Coronation Issue of the Canadian Army Journal in 1953. Best of health and prosperity on your retirement Frank.

And here's another 37 year veteran to whom we bid farewell in Jul 87. In case you didn't recognize the handsome airman dead center. WHO??? "LCol Ray Theriault" It can't be; well maybe 37 years ago.

Manning Depot Course #42
Aylmer Ont. October 1950

His distinguished career began in August 1950 when he served in the communications field as a radio operator and cryptographer at various locations. His obvious talents and leadership capabilities were easily recognized and in April 1967, (the then), Sgt Theriault was commissioned in the Air Traffic Control branch, serving as an aerodrome controller at Namao until remustering to the Security/Intelligence branch in 1970.

During the past 17 years LCol Theriault has served as a Base Security Officer, Detachment

Operations Officer, (SIU), Detachment Commander in both Quebec and Europe, Deputy Commanding Officer of the SIU, DSecur coordinator, Director of Language Training and finally as Commanding Officer of the Special Investigation Unit.

In addition to these appointments, LCol Theriault steadfastly pursued his love of linguistics. Over his career he has gained a better than working knowledge in Russian and German as well as attaining excellence in both official languages.

Having noted some of LCol Theriault's many accomplishments it also becomes apparent that "long time" service has its

moments of complacency. It is a known fact that LCol Theriault while enroute to a Section Bagotville inspection fell asleep on board the aircraft, and upon awakening and deplaning he expressed his displeasure that the Section Commander was not at the airport to greet him. After much consternation he was amazed to learn that he was in Quebec City and not Bagotville. Quick thinking and fast driving saved the day. There's no life like it.

LCol Theriault and his wife, Denise, plan to spend their retirement years in Ottawa and all members of the Branch wish them health and prosperity in all their future endeavours. They will long be remembered.



CFSIS Kit Shop Price List May 89

T Shirts	\$ 5.00	Ascots	8.00
Matches	3.50	Pig Tie Tacks	4.00
Pewter Plaques	40.00	T Bird Tie Tac	4.00
Ashtrays	3.50	Tie Bars T-Bird	9.00
Wooden Plaques	10.00	Cummerbund	10.00
Enamel T Bird Badge	24.00	Track Suits Tops (Red & Blue & Small Green)	20.00
Ball Caps (Black & White with Shoulder Crest)	7.00	Track Suits Bottoms (Red & Blue & XL Green)	20.00
Ball Caps (Red, Blue, Green, Camo, with Screen Crest)	6.00	Handcuff Tie Tac (Gold/Silver)	4.00
Ball Caps (Red, Blue, Green, Black, with Embroidered Crest)	7.00	Embroidered Sweaters (Red, Blue, Green, White)	40.00
Branch Flag	20.00	Embroidered Golf Shirts (Red, Blue)	20.00
Desk Flag	3.00	Wallets	25.00
Belt/Buckles	9.00	T-Bird Cuff Links	(Pr) 24.00
Belts Alone	4.50	<i>Orders can be made either by phoning or writing to the following:</i>	
Buckle Alone	4.50		
CMPA Pin	2.00	MCpl H.W. Ten Pierik	
Securitas Decal (3 Inch)	2.50	CFSIS Kit Shop	
Blazer Crest	11.50	CFB Borden, Ont	
Hat Badge CWO/Officer	8.00	LOM 1C0	
Shoulder Patch	4.50	<i>Telephone: Civilian 705-423-2464 Military 270-2464</i>	
Folders (Tan)	32.00		
Folders (Black)	32.00		
Berets (Pre-Shrunk) Red & Green	8.00		



Last Laugh

No problem, we'll dress it in a suit, then send it to the SIU section

