



Class of 65 Newsletter Edition 47-March 2012



Disclaimer: This Newsletter is produced for members of the RMC Class of 1965 and is based solely on inputs from members of the Class of 65. It is not an official publication of the Royal Military College nor does it purport to represent the views or opinions of all members of the Class of 65. Articles will be entered in the official language in which they are received. Regrettably the Editorial staff still lacks the linguistic skills to produce a bilingual version.

Editor's Corner

This edition brings an interesting variety of classmate updates with an article from **Ken Eyre** on his experience with the Pearson Peacekeeping Centre; one by **Fred Sutherland** on his role as a mentor on the National Security Program of the Canadian Forces College; and, finally, information on a new appointment for **Bill Leach**.

Before getting there however, we received some feedback to last edition's news on the passing of **J-P Beaulne**.

Ben Besner wrote, "I was sad to read of JP Beaulne's passing. I knew JP before CMR- we attended the same high school in North Bay, ON prior to heading off to CMR. He had not been a resident of North Bay very long, having moved in from Northern Ontario, I think. I also briefly knew one of his brothers who did pilot training at Centralia. I last met JP about 10 years ago when I visited an old friend in Stittsville."

Tom Bailey noted that he had flown with Jean from 1980-1982.

Rick Johnson wrote, "I was sad to hear of the passing of John Beaulne. I first ran into him when I joined 436 Squadron in Ottawa in 1966, and our two families became good friends. We met them again when I was on the Advance Nav Course at ANS in Winnipeg, where John was instructing. I have photos of him giving our boys haircuts. Although we have been out of touch for a long time, I will always remember him fondly."

Finally, **Mike Houghton** passed along the following message, " I knew John Beaulne first at CMR, and then our paths crossed often, mostly in '70 or '71

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when he was in Winnipeg and I was a CFHQ weenie responsible for pre-commission training. He was a staff officer at the Navigator School and as I was destined for the Airborne Regiment, I was very interested in the quality of Navigator training. I only got dumped into the woods once so he must have been an effective instructor. A fine officer and my sincere condolences go out to his family. Thanks to Tony for bringing this sad news to our attention."

A couple of nit-pickers who shall remain nameless noted that the article on **John Adams'** new appointment stated that his "*distinguished military career began in 1967*". They of course questioned the nature of that career prior to 1967! One even thought that it might be the stuff of a future article.

Two readers commented on LT Taylor's trials and tribulations aboard HMCS Bonaventure. **Doug Cope** noted, "Please pass on to LT Taylor that I especially liked his account of life on the Bonnie.

We land sailors who spent most of our brief careers propping up the bar at the Ottawa Naval Officers Mess need to hear about life on the bounding main."

And **Rick Archer** wrote, "I particularly enjoyed LT Taylor's paean to life (and death) in Bonnie back in 1969. He fails to mention it, but I was there in the latter half of the year, immediately after my long operations course, and before I was posted off to take over as Ops O in HMCS Saskatchewan, along with most of the HMCS Kootenay post-fire crew. In Bonnie, along with (later full admiral) John Anderson I was one of the two Operations Room Officers, standing one-in two watches during operations. However I did managed some flight deck time for familiarity (as well as a catapult off and arrested return in a Tracker), and who should be my guide but LT, who at the time was in charge of the flight deck equipment like the steam catapult and the arrestor gear. I still clearly remember standing under the wings of Trackers as they revved up to full power as first we launched the four Trackers, and then running with him flat out to the stern to recover the four Trackers who were returning. Those were exciting times - my memory is of a crash on deck or ditching about once a month. Still we managed to have four Trackers and at least two Sea Kings on station around the clock - quite a feat, for which

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LT can take some credit."

Ottawa Monthly Luncheon

The Ottawa Branch of the Class met for its monthly lunch at the HMCS Bytown Naval Officers' Mess on 20 Feb. A slightly smaller crowd than usual was in attendance with a number of the regulars taking in the sun in warmer climes. Those braving the weather and the mess menu were **Astley, Braham, Cale, Carruthers, Clarkson, Crutcher, Diamond, Emond, Forbes (N), Graham, Hilton, Houlston and Humphrey.**

A Brief (and Personal) History of the Pearson Peacekeeping Centre (PPC)

By 6375 K.C. Eyre



In the early 1990's DND was closing bases all over the country and there was social, economic and political carnage everywhere. The government had to make some effort to buffer the impact of these closings. In February 1994, Alex Morrison (a former RMC faculty member) and then Executive Director of the Canadian Institute of Strategic Studies was invited to establish a peacekeeping training centre at the former CFB Cornwallis in rural western Nova Scotia.

It took a while to sort out a federal funding formula but by November there were people on the ground and I joined the team as the Director of Studies. Our first course was offered in February 1995. DND had agreed to load 20 regular or reserve officers on every course. An additional 10 vacancies were available to military officers of other countries as well as to police, humanitarian and human rights officers. The two week courses (and the two month long peacekeeping staff course) were based on the 'Camberley Model' then used by the Canadian Command and Staff colleges with readings, central presentations, syndicate discussion and exercises.

DND agreed to second five officers on two year postings to the academic

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faculty including a colonel, two majors and two captains, all with recent peacekeeping experience. At different times in the PPC's history, officers from the RCMP, Foreign Affairs and CIDA were posted to the Centre for one or two years. We even went international when Korea offered us an officer on a two year tour. LCol Park left Seoul, (population 16 million) with his wife and two school-age kids and arrived in Annapolis Royal (population 563) two days after Christmas 1995 in the midst of a blizzard - giving new meaning to the term 'culture shock'.

The government officials administering the funding flow - unlike most bureaucrats - allowed a very liberal interpretation of requirements and as a consequence, the PPC was able to launch several innovative and imaginative programs. We soon had a quarterly journal, an internship program, a scholarship program and an international association of peacekeeping centres as well as several different course offerings: Humanitarian Operations, Human Rights Operations, Disarmament, Demobilization and Reintegration, Negotiation and Mediation, Integrated Operations, Maritime Dimensions of Peacekeeping, Civilian Police Operations, Engineering and Technology in Peacekeeping, and Peacekeeping Logistics.

Since every course ended with an exercise, it made sense to us to build a standard scenario that we could use on a continuing basis. This led to the development of the mythical country of Fontinalis with Balkan-like aspects. As peace operations evolved at the turn of the century, we expanded into Trutta, a war-torn country with Horn of Africa/Afghan-like characteristics. The 'Salmo scenarios' turned out to have a life of their own. (All of the exercise countries are named after species of trout for no particular reason other than it seemed to be a good idea at the time.)

Several Canadian naval and army formation headquarters came to Cornwallis for peacekeeping exercises set in Fontinalis. As our fame spread, they were followed by several NATO three-star headquarters that made the trip across the Atlantic complete with their associated signals regiments which were set up on the Cornwallis campus.

When travel costs to Canada became too high for NATO and European Union

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clients, we shrugged our shoulders and said, OK, we'll come to you. That is the exercise model that endures to this day. We usually deploy with a team of about 50 people including the exercise management group, role players from the military, police, human rights, humanitarian, local political figures, etc as well as a big media section. We have been to Germany and Holland on several occasions as well as one memorable deployment to Turkey where I made nine trips to Istanbul before all was said and done.

In 2012, the PPC will be mounting exercises in Germany again and, for the first time in France. Several retired warriors from the class of 65 including **Phil Bury** and **Dave Harries** have joined us on one or more of these ventures.

The Pearson Peacekeeping Centre served as the model for several of the peacekeeping training centres that sprang up around the world after the end of the Cold War. We helped stand up the Kofi Annan Centre in Ghana and have been dancing with Japan for decades while they make up their minds what to do. During the late 90s and early 00's we had an interesting program running in conjunction with several of the South American peacekeeping centres.

There are several dozen peacekeeping centres in the world today. All are government entities, usually associated with the national department of defence. The PPC is unique in that it was set up as a private, not-for-profit NGO. I used to say that we were a GONGO - a government organized non-government organization.

Changing government priorities have emphasized war fighting rather than peacekeeping for the Canadian Forces. The bureaucrats finally won and tighter Treasury Board regulations suffocated many of the early innovative programs. Cost became the dominant factor and bureaucrats realized that it was cheaper to send a five person training team overseas than it was to bring 30 international students to Canada. The exposure to our culture and values that international students received when they visited Canada was not seen as being worth the incremental cost.

We have had our human losses too. RCMP Chief Superintendent Doug Coates

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(MA, rmc) served as our Chief Operating Officer for two years before returning to the field to lead the UN police force in Haiti where he died in the earthquake. Nicole Dial, one of our many memorable interns, died in an ambush in Afghanistan. Following his tour with the PPC, Major Luc Racine was posted to the peacekeeping centre in Cote d'Ivoire where he died tragically.

In 2005 the head office of the PPC moved to Ottawa and set up at Carleton University. The Cornwallis campus closed in 2011. Federal funding will end at the end of FY 2011/12 but a smaller, leaner PPC will continue to operate, offering courses and exercises in Europe and Africa.

In many ways, the PPC is better known abroad than it is in Canada. Several thousand international officers made the trek to Cornwallis over the years and it is virtually impossible to visit a peace operation anywhere in the world today and not find PPC alumni. Former PPC interns can be found working in middle and senior management positions in most war torn countries for the UN, the Red Cross or various major NGOs.

It was a great run while it lasted. I am proud to have been a part of it.

Dr Ken Eyre retired as Executive Vice President from the PPC in 2009. He now spends his time playing at fishing and cowboys and tidying up the English in scholarly articles written by Japanese colleagues. He lives in Nova Scotia and Florida with his wife, Carole Milligan, and Joy the Black Labrador Retriever.

Mentoring the National Security Program

By 6014 Fred Sutherland

I have written this article in response to a request from Mike. As one who has been delinquent in not responding earlier to his frequent and often plaintive calls to us to make contributions to the newsletter (for which I apologize), I am pleased to have the opportunity to redress that failure. I also commend



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our class mates who have taken the time to share their stories with us, many on a regular basis.

Mike's specific request to me was to follow up on an article which appeared last fall in VERITAS, the magazine of the Royal Military Colleges of Canada. For those of you who might not receive VERITAS, the article in question, entitled *Gentlemen and Scholars*, was written by 16891 Commander Guy Parent (RMC 89) who is currently assigned as Programme Officer of the National Security Programme at the Canadian Forces College in Toronto.

It was based on an interview that he conducted with **Fraser Holman** and I, along with 9267 Vice-Admiral (retired) Greg Maddison (Class of '72).

Quoting from the article:

"The poet Robert Burns coined the phrase "a gentlemen and a scholar"; this popular compliment best describes a unique group of retired generals and flag officers, all RMC graduates, who are currently shaping the next generation of national security professionals attending the National Security Programme (NSP) at the Canadian Forces College.

The National Security Programme is an intense 10-month residential course that prepares selected military, public service and private sector leaders for future strategic responsibilities within a complex and ambiguous global security environment. The programme is designed to shape future leaders in strategic thought and to prepare them to excel in point, interagency and multinational settings across the spectrum of national security policy and strategy."

With the indulgence of our engineering and science class mates, let me offer a bit of history. The NSP found its genesis in the former National Defence College (NDC), a ten month programme which was established by Minister of National Defence Brooke Claxton, following World War II. For almost 40 years, NDC was conducted at Fort Frontenac in Kingston (just across the LaSalle Causeway from RMC). Regrettably the NDC was cancelled in 1994, as

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part of the budget cuts which characterized the nineties for DND.¹

As part of the post-Somalia Inquiry review of Canadian Forces leadership, professional military education and the judicial system, the resultant Report to the Minister called for re-creation of a programme similar to the aforementioned National Defence College. Subsequently, in 1999, a six month course in strategic studies, titled the National Security Studies Course (NSSC) was set up, along with a three month operational level ('war fighting') course. **Fraser Holman** played a role in developing the curricula for the two courses and served as the first mentor, along with a then serving brigadier-general. In 2000, and in response to a letter which was sent out by the commander of the Canadian Forces Recruiting, Education and Training System to all retired general and flag officers, I left my position as Vice-President Human Resources for McCain Foods International and joined Fraser as a senior mentor for both courses.

In 2008, the two courses were combined into the current 10 month NSP. The programme consists of several modules, many of which are similar to those taught on NDC. They include:

- The *Geostrategic Environment and International Affairs*;
- *Canadian Government and Decision Making in a Strategic Context*;
- *Executive Leadership and Strategic Thinking*;
- *Strategic Resource Management*;
- *The Exercise of High Command*; and
- *The Formulation of National Strategy*.

Resident and visiting academics team with the senior mentors to deliver the programme through lectures, seminar discussions, exercises and field study trips.

Along with the decision to create the new programme, the College also decided they wished to increase the number of Senior Mentors (a kind of *Generals/Flag Officers 'r Us'*). In 2010, I was awarded the contract and put

¹ Several Class of '65 graduates attended NDC. With apologies to anyone I might have overlooked, they include: John Adams; Gord Diamond; Charlie Emond; Tony Goode; Mike Houghton (bare pass!!); Gord Reay; Roger Chiasson and yours truly (I completed only half of the course as I was pulled off after Christmas and seconded to the Privy Council Office). Also Dave Harries served on the NDC staff.

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together a cohort which now includes Fraser, Greg and I, as well as three other retired general/flag officers.

The use of full time senior mentors is unique in the professional military education systems of western nations. Other countries bring in senior mentors for lectures or exercises on a part-time basis; none employs mentors in a full time capacity.

The role of senior mentors is largely self-explanatory. It consists of facilitating seminar discussions, teaching, evaluating and, perhaps most importantly, what I refer to as 'tribal story telling'. This latter activity takes place 'formally' through lectures, but also informally in syndicate rooms, in the Mess, at social events and while travelling. It enables us to share our experiences (the good, the bad and the ugly) with students in a very frank and candid manner that, perhaps, only the impunity of retirement can bring. The students display an almost insatiable thirst to hear from practitioners - those of us who have 'been there - done that'.

In terms of results, since the programme was resurrected in 1999, close to 600 senior Canadian Forces officers, officers from over 30 countries and civilians from ten federal government departments have graduated. Over 75 per cent of the current cohort of senior CF officers, including the Vice Chief of the Defence Staff, the Commanders and Deputy Commanders of the Navy, Army and Air Force, the Commanders of the three operational commands (Canada Command, Expeditionary Forces Command and Special Forces Command) have attended. International officers have also assumed senior appointments within the militaries of their countries.

For our part, it is very rewarding to have the opportunity to be associated with such a gifted and dedicated cohort of senior officers and public servants and to feel part of the military 'family', something each of us acknowledged in the VERITAS article that we greatly missed in retirement. In a presentation I deliver to the NSP on Strategic Leadership, I quote General Gordon Sullivan, former Chief of Staff of the US Army. In his book titled *'Hope is Not a Method'*, he states that, and paraphrasing, you do not measure a man by his day to day achievements; rather you measure him by

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his legacy. I add my long held view that the true measure of a leader's legacy is not rank achieved nor wealth; rather it is the number of lives he/she has touched in a positive way.

Our role as senior mentors has provided us with a truly wonderful opportunity to touch many lives - hopefully in a positive way.

New Appointment for Bill Leach

By 6364 Mike Braham



Last month the Minister of Canadian Heritage, the Honourable James Moore announced the appointment of **LGen (Ret'd) Bill Leach** as Chair of the Board of Trustees of the Canadian Museum Corporation (CMC). The Corporation includes both the Canadian War Museum and the Canadian Museum of Civilisation.

This announcement meant that Bill had to resign his position as President of the Friends of the Canadian War Museum and as a member of its Board. However, he remains with an imposing number of responsibilities in addition to his new position on the CMC Board.

Bill is on the Executive Committee of the Military Families Fund; Honorary Colonel of the Ottawa Service Battalion; and, Chairman of the Defence and Security Committee of the Royal Canadian Legion.

And I didn't think he had been paying attention when he was my room-mate at CMR!

Congratulations Bill.

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Closing Notes

Thanks to this month's contributors - some interesting stuff that underlines the really important role that RMC grads (and in particular those from the Class of 1965) play in Canadian society, whether they are in uniform or not.

To close this month off, the following is offered by **Tom Drolet**, the first of what I'll refer to as "droll-ets":

'Whoever said the pen is mightier than the sword, obviously never encountered automatic weapons.'

Gen. Douglas MacArthur