



July 2017

Employees meet new ADM Elizabeth Van Allen at June 7 town hall

On June 7, employees in Ottawa had the opportunity to meet our new Assistant Deputy Minister (ADM) Elizabeth Van Allen at a town hall. Over 200 National Capital Region employees were in attendance as awards were given for various achievements for 2015 and 2016. Ms. Van Allen spoke about her first few days on the job, her background at Corrections Canada and her priorities for the coming months.

Ms. Van Allen's number one priority is completing the staffing actions underway to hire Director Generals (DGs) and stabilize the senior management team. In addition, she said that in the next few months she will be focusing on meeting employees across Canada and championing our ongoing transformation initiative. Employees also heard from the DGs who gave updates on their respective areas. Afterwards, the ADM and DGs took questions from the audience.



Elizabeth Van Allen

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If you were not able to attend the town hall, you are invited to [watch the videos capturing parts of the event, including the ADM and DGs address.](#)

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Awards and Recognition Recap

Awards to recognize achievements by teams and individuals were presented at the June 7 town hall in Ottawa. For details about each of the awards, please visit the [Town Hall intranet page](#).

Military

Canadian Forces Decoration

22 years of service, Maj Stephen Sultana

2015

Indigenous Relationships Award

Ms. Lisa Hampson

Client Service Award

Cdr Tony Foster, Vice Chief of the Defence Staff

LCol Mylène Dubord, Assistant Deputy Minister (Finances)

Environment Achievement Award

Project Leader: Cmdre Steve Waddell, CFB Esquimalt

Project Director: LCdr Suzanne Appleton, from the Royal Canadian Navy

Project Manager: Mr. Graham Smith, Safety and Environment Officer at Maritime Forces Pacific

Deputy Project Manager: Mr. Michael Bodman, Formation Safety and Environment, Maritime Forces Pacific

Architecture and Engineering Award

Mr. Dean Collier, from Real Property Operations Unit - Atlantic

Real Property Management Award

Ms. Kimberly Stephenson, DG of Environment and Sustainable Management

Ms. Tania Guty, DG of Portfolio Requirements

2016

Excellence Award

Ms. Kim Novak, Real Property Operations Unit – North

Ford “Best Idea” Award

Mr. Bradley Barker, Ms. Jacynthe Henrie, Mr. Derek Fulford, Mr. Guy Lafrance, Mr. Ed Lafond, Mr. David Thompson and Ms. Susie Bleau-Lavoie from Canadian Forces Housing Agency

Issues Management Award

Mr. Reginald Ballman, Mr. Richard Kolsmith and Mr. Michael Pennock, High Voltage Line Crew, Real Property Operations Unit - Detachment Petawawa

Client Service Award

Ms. Heather Kilby, Real Property Operations Unit – Atlantic

Indigenous Relationships Award

Mr. Graham Smith, Safety and Environment Officer at Maritime Forces Pacific

Ms. Bonnie Braithwaite-Lee, Department of National Defence Canadian Forces Legal Advisor

Nuclear Safety Achievement Award

Mr. Johnny Pietracupa, 25 Canadian Forces Ammunition Depot - Montreal

Architecture and Engineering Award

Mr. Michael Wilson, Real Property Operations Unit - Atlantic

Real Property Management Award

Mr. Gregg Matthews, Real Property Operations Unit - North



EVENTS

DND marked Canadian Environment Week with annual kiosk event

Elizabeth Van Allen, new Assistant Deputy Minister (ADM) for Infrastructure and Environment, enjoyed visiting the kiosks during our Environment Week kiosk day, Thursday, 8 June. The theme of this year's event was "Connecting the Defence Team with Nature."

Hundreds of Department of National Defence (DND) employees passed through the foyer of the Pearkes building to see various displays. This year's event featured organizations such as Parks Canada (Learn to Camp), the Ottawa Amphibian and Reptile Association (with live cold-blooded critters) and the Canadian Peregrine Foundation (with live birds).



This important week has become a fixture on the calendar in the first week of June as an opportunity for DND to demonstrate our commitment to the goals of the Federal Sustainable Development Strategy, and the government's overall dedication to reduced energy use, sustainable development, and a healthier environment. As an example, DND has implemented projects to provide solar air heating systems at numerous bases and wings, and partnerships with local utility companies to better manage energy consumption and improve base-wide energy efficiency.



FEATURE ARTICLE

Set in sandstone: The Halifax Armouries will be rehabilitated with a Nova Scotian touch

One of Halifax's most prominent landmarks, the historic Halifax Armoury, a.k.a. the North Park Armoury, a National Historic Site and Classified Heritage Building, is getting a major rehabilitation. The project will see the 118-year-old facility benefit from an assigned budget of more than \$131 million, for two phases of work over the next five to seven years.

Put into service in 1899, the Armoury was designed as a drill hall by Dominion Architect Thomas Fuller, and purposely built to withstand massive forces. The building stood the ultimate test on December 6, 1917, when its two-foot thick walls deflected the largest man-made, non-nuclear explosion in history. The Halifax Explosion leveled the majority of the buildings in Halifax's north end. The Armouries, however, rebuffed the blast and survived with only the loss of windows, some roof damage and some jostling to the west wall. All of the damage was quickly repaired, including a "temporary" reinforcement to the west wall that has kept it solidly in place for a century.

The building was crucial to relief efforts following the disaster,



West Wall coming down – The section of the west wall of the Armouries between the two turrets facing the Halifax Common will be completely disassembled and rebuilt. This will repair damage caused a century ago by the Halifax Explosion. The main entrance door will be widened and the height will be increased, allowing for greater access to the drill hall.

becoming a refuge for those left homeless and a central gathering point for distribution of food and other supplies.

The Department of National Defence (DND) Project Manager for the Armoury Rehabilitation is Rosanne Howes, a Registered Architect specialized in heritage conservation.

"There are intangible values in landmarks and heritage buildings that you can't readily put a price on. In terms of why we want to invest the money here, it's because we do respect those who have gone before us and there is a clear ongoing and military need," Ms. Howes said. "By investing rehabilitation funding in the original purpose built 1899 Armoury, we support



Serving the community – The Halifax Armoury was one of the few buildings in Halifax which serviced the Halifax Explosion in December of 1917. It then served as the relief centre for the community. This photo shows people lined up outside of the building waiting for food in December 1917. (Photo: Nova Scotia Archives)

a clear ongoing military requirement, and also honour those who have gone before us.”

Ms. Howes describes the armoury as being “like a poppy in our lapel” alluding to the iconic building as a continuing memorial to all of those who have gone through here on their way to or coming home from conflicts since the building was opened.

There are challenges to making a heritage building serviceable for the modern requirements of Canada’s Army Reserve, principally as the base for the Princess Louise Fusiliers (PLF), the Halifax Rifles (a unit of the Royal Canadian Armoured Corps) and two army cadet corps.

Ms. Howes says that the west wall has a slight forward tilt, and needs to be disassembled and rebuilt. That part of the project will take almost two years. The second phase to rehabilitate the remainder of the structure will take another five years following restoration of the west wall.

The Project Manager notes that a few modifications will be made to better accommodate current operational needs, including increasing the height and widening of the drill hall entrance and installing new doors. The windows will be repaired and refinished and reinstalled throughout the building. Most of the distinctive red sandstone will be re-used, with about 20 per cent replaced using new

stone sourced from a site close to the original quarry near Oxford, Nova Scotia.

Rehabilitating a building of any kind that is more than a century old is challenging. Ms. Howes says, “We have had some of the best minds in Canada, if not the world, working on the methodologies for coming up with how we are going to do the repairs and replacement of stone and the rehabilitation of the Armoury.”

LCol. Marcel Boudreau (CA ret.), a former commanding officer of the PLF who once was Officer in Charge for the facility, says, “This is not a building. This is a home. “We trained soldiers when we sent them to war. We welcomed them back. We stood up for emergencies when the city needed it. We’ve celebrated our successes, and we’ve mourned our losses in the building. We’ve hosted rock stars, we’ve heralded royalty. I look forward to the building standing a lot longer, and continuing to serve the country, the city, the soldiers and the many other people who have served within it.”

Jon Stone
Senior Communications Officer
Public Services and
Procurement Canada
Halifax, Nova Scotia



CFHA improves its contracting approach in Petawawa

A novel approach to managing maintenance contracts and lifecycle projects for military housing is paying off for the Canadian Forces Housing Agency (CFHA).

In January 2015, the agency launched the Petawawa Maintenance Services Contract Pilot Project to help the base manage contracting more efficiently by bundling several individual maintenance contracts and lifecycle projects into a single contract. Under this pilot project, a three-year, \$18 million contract was awarded to Carillion Canada to undertake the repairs, maintenance, and lifecycle investments of military housing at the Petawawa Housing Service Centre (HSC), significantly reducing the number of contracts at HSC Petawawa.

Prior to the pilot project, each year HSC Petawawa delivered repairs, maintenance, operations, and renovations to housing units through approximately 34 separate contracts. The pilot project amalgamated all of these into one contract, considerably reducing the administrative burden.

In its first year, not only was the level of service maintained, but contract administration became

much more efficient. There was improvement across the full spectrum of local programs, including to customer service, multi-trade contractor coordination, and the change of occupancy process, and more projects are being delivered on time and under budget. Additionally, the pilot saw a reduction in call-backs for deficient work and in the time housing units were held offline for work.

Now going into the third year of implementation and seeing similar positive results, CFHA is determining if similar procurement strategies could work at similarly sized sites across Canada.

CFHA manages nearly 12,000 military housing units at 28 locations across Canada, and ensures that units are in good condition for Canadian Armed Forces members. Responsible for maintenance, repairs, renovations, and operations of the residential sites, the agency coordinates many contracts with local suppliers. The success of this pilot project in Petawawa could lead to a more streamlined approach to CFHA's contracting at bases and wings across Canada.

Petawawa's Bulk Waste Site: Diverting waste away from landfill

Following the closure of its landfill in 2011, Canadian Forces Base Petawawa opened a new Bulk Waste Site, the first site of its kind at a base in Canada. Since 2011, over 1.8 million metric tonnes of sorted waste have been transferred through the Bulk Waste Site and diverted to a provincially regulated waste site. This greatly reduces the potential for negative environmental impacts associated with operating a landfill on the Garrison.

The task of educating users on the proper sorting of waste was an initial challenge faced by RP Ops Det Petawawa and the contractor site operators, but this issue was successfully overcome with effective education campaigns and supervision at the waste collection site.

The Garrison initially collected three main waste streams from about 400 front-end-loaded bins located around the base: regular waste, cardboard/fibre and recyclable containers, and at building G104, organics. With the addition of the Bulk Waste Site, the number of waste streams increased by seven which includes wood, steel, tires, mixed waste (landfill), drywall, shingles and yard waste.



Heather Johnson: A long history in construction engineering



Heather Johnson (centre) was named Real Property Operations Unit (Ontario) Employee of the Year, 2016. Left: LCol Don Saunders, Right: CWO Ken McIntyre.

Can you please share some of your professional history with our readers?

Early in my career, after a few years working as a legal secretary, I started working with Public Works and Government Services Canada in Calgary, my husband Rick and I moved to Kingston in 1991, and I began working for Construction Engineering (CE) in 1992 as an Accounts Clerk. We were just getting desktop computers in CE at that time, so I was assigned to help others with the new systems. I am now a Finance Officer, with a total of 28 years with the government, 25 of them with Construction Engineering/Real Property Operations Unit (Ontario) (RPOU(O)) Detachment Kingston.

Can you tell us about your current role within RPOU(O)?

I am currently the Finance Officer/Procurement Supervisor. I manage the budget for RPOU(O) Detachment Kingston, which includes utility payments for the base, operation and maintenance budgets and project funding. I administer procurement policies and procedures with other sections within the detachment, and I assist with any processing issues.

My training started early, having worked at our family lumberyard hardware store. It was my job to count all the nuts and bolts by hand and to help unload the materials that came in by railcar. Being around all those building materials and equipment helped me understand the world of construction and

engineering from an early age. My parents stressed the importance of a strong work ethic and integrity, and this early experience has served me well at the Assistant Deputy Minister, Infrastructure and Environment (ADM(IE)).

What are some special projects you've been involved with or are currently working on?

I was part of the Canadian Forces Engineering Management System (CFEMS) Working Group for many years, contributing to the development of the system with many other group members from across Canada. I was given the opportunity to travel across Canada for conferences and working groups and many members of the CFEMS Working Group have become lifelong friends.

I also taught many military and civilian members across Canada how to use the CFEMS system and have taken numerous trips to Canadian Forces Base Gagetown to teach at the Canadian Forces School of Military Engineering (CFSME).

Recently, I was the site coordinator for the new IE Business Modernization (IEBM) system for Detachment Kingston. I assisted with the testing of the new system in the fall of 2016. I learned to use the system myself and then taught individuals in Kingston, Trenton, Meaford and Toronto about the Procurement and Finance aspects of IEBM.

What do you enjoy most and least about your job?

I enjoy helping people understand difficult tasks, and I always feel a little sad when those I've trained and enjoyed working with move on to another posting.

What is a recent professional challenge you've faced at ADM(IE), and how did you overcome that challenge?

That would be the new IEBM system. Having to learn the system and then turn around and teach it to others was terrifying to me. I had taught CFEMS, but I had also used it for many years and was very comfortable and confident with the system and my ability with the program. IEBM was very new and somewhat foreign to me. I studied the information provided and relied heavily on the expertise of others when I had questions.



Ms. Johnson (in red) helping to lay a remembrance wreath for the Royal Canadian Electrical Mechanical Engineering (RCEME) Sweethearts, Mothers and Wives.

What are your interests outside of work?

I play in a bell choir and I volunteer at the Glenburnie United Church. I enjoy singing in the church choir as well. I knit and crochet items to donate to various charities. Some might say I am addicted to buying yarn, since I could open my own store with my stockpile! In fact, I have been known to knit while actively participating in teleconferences. I also enjoy long distance bike rides, and I enjoy baking, which my coworkers don't mind at all.

Have you received any awards or special distinctions during your career?

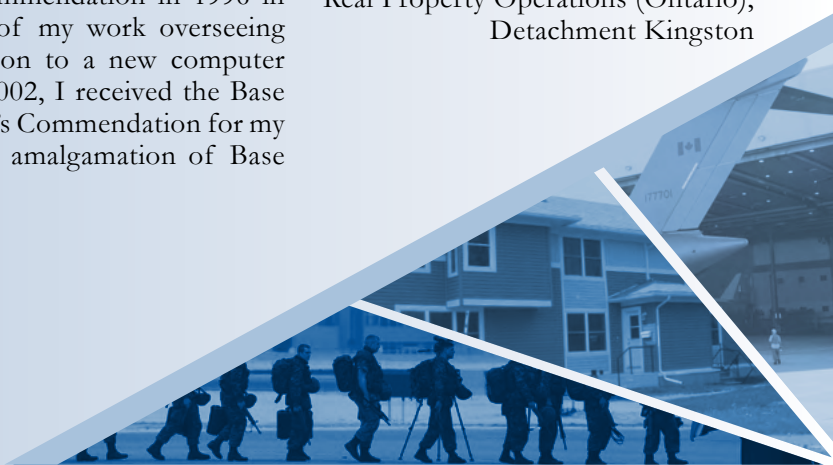
Over the years I've received a number of awards and recognitions. I have received the Base Technical Services Officer's Commendation in 1996 in recognition of my work overseeing our conversion to a new computer system. In 2002, I received the Base Commander's Commendation for my work on the amalgamation of Base

Maintenance and CE into a single unit, allowing the base to meet its financial year-end requirements. In 2009, I received another Base Commander's Commendation for being instrumental in the development of the CE procurement and contractual procedures and for setting up a new procurement cell. In 2009, I received a Certificate of Appreciation from ADM(IE) in recognition of my contribution to the ADM(IE) National Real Property Information Systems Workshop, and in 2016, I was named Civilian Employee of the Year for Real Property Operations Unit (Ontario). I am also very proud to have been asked to lay the remembrance wreath for Royal Canadian Electrical Mechanical Engineering Sweethearts, Mothers and Wives.

Heather Johnson

Finance Officer/Procurement
Supervisor

Real Property Operations (Ontario),
Detachment Kingston



OUR PROJECTS

Hangar 6 at 8 Wing/CFB Trenton: DCPD delivers again



Parliamentary Secretary to the Minister of Veterans Affairs Karen McCrimmon, Neil Ellis, MP for Bay of Quinte, and Defence Construction Canada President James Paul were on hand to cut the ribbon at the new aircraft maintenance hangar at 8 Wing Trenton, January 25, 2017.

Hangar 6 has a gross area of 21 860 m² and includes two maintenance bays, each large enough to accommodate a CC-177 aircraft, maintenance supply parts and storage areas, and various workshops. The size of three football fields, the new hangar will provide space to do first and second-line maintenance.

“The hangar is one component in a series of projects that will fully develop 8 Wing Trenton into a facility capable of supporting Canada’s air fleet well into the late 21st century,” says Wanda Deong, Project Manager with the Director Construction Project Delivery (DCPD) team at ADM(IE).

As the “hub of air mobility” for the Royal Canadian Armed Forces, [8 Wing/Canadian Forces Base \(CFB\) Trenton](#) is involved in almost every Canadian Armed Forces (CAF) operation. Most of our deployed personnel and equipment pass through CFB Trenton at some point. Aircraft and personnel from 8 Wing/CFB Trenton regu-

larly resupply [Canadian Forces Station Alert](#), the world’s northernmost inhabited location. As well, 8 Wing Trenton’s [424 Squadron](#) is responsible for providing search and rescue coverage over an area of 1 million square kilometres in central Canada.

Infrastructure at CFB Trenton plays a key role in supporting our troops’ operational readiness, and it must keep pace with ever-evolving technology and increasingly complex military operations. The addition of five [CC-177 Globemaster III](#) airlifters and 17 [CC-130J Hercules](#) aircraft to our fleet, as well as the need to maintain our existing [Hercules](#) and [CC-150](#) air-



craft, meant that the Department of National Defence (DND) needed to beef up its infrastructure support at 8 Wing.

The new, spacious, high-tech hangar was designed to meet LEED (Leadership in Energy and Environmental Design) Silver standards thanks to the green components that were integrated in its construction, including rainwater collection tanks and more efficient heating, cooling and lighting. Also, a wide range of recycled materials were used in its construction. “DND believes that if the total cost of building ownership is considered when designing new facilities, buildings will be much

more energy efficient, durable and have a longer life,” says Deong. “The addition of utility meters and monitoring software means that DND Energy Managers will be able to control and reduce energy consumption.”

The Hangar 6 infrastructure project represented a total investment of \$92 million, which included all aspects of the project, such as studies, design, construction, and administration. The construction contract was awarded in November 2012, and construction began shortly after. The hangar was completed \$19 million under budget in December 2016.

Proper infrastructure is essential to maintain our high-value aircraft and to ensure they are operational at all times. Thanks in part to this new facility, the women and men of 8 Wing Trenton will continue to carry out their important missions and respond to daily challenges well into the future.

OUR PROJECTS

New Peace Support Training Centre at CFB Kingston: Training for the future



The new \$20 million Peace Support Training Centre (PSTC) facility at Canadian Forces Base (CFB) Kingston is almost complete.

In the summer of 2017, PSTC users will move into the brand-new facility befitting its role as a centre of excellence for training and leadership. In his mandate letter to Minister of National Defence Harjit Sajjan, Prime Minister Trudeau clearly stated that he expects Minister Sajjan to work to improve and expand the training of military and civilian personnel. This modern facility directly supports this important mandate.

Set up to provide realistic and thorough training, the new facility includes an outdoor mine-awareness training area, a simulated UN observation post, lecture halls and a state-of-the-art radio broadcast and production room.

Students will be able to participate in cultural awareness, psychological operations, combat first aid,

battle fitness, and explosive awareness training, and they will be able to train to become military observers. This investment in Defence infrastructure supports military readiness by producing graduates who will be well-prepared for peace support operations around the world.

The new facility also incorporates green initiatives that will save energy and promote environmentally sustainable choices. “The new PSTC facility is seeking LEED (Leadership in Energy and Environment Design) Silver certification and features a storm-water retention pond, something new for CFB Kingston, and electric vehicle charging stations,” said Hassan Lashari, Project Manager with the Director Construction Project Delivery team at Assistant Deputy Minister, Infrastructure and Environment.

The PSTC provides individual training for members of the Canadian Armed Forces (CAF), foreign

military personnel, and personnel from the Royal Canadian Mounted Police (RCMP), Corrections Canada and Global Affairs. The school was originally opened in 1996, and was formally established as a separate unit in December 2000. By 2013, it had become a world-class facility, and with 60 full-time staff and 1400 students cycling through every year, the PSTC unit had outgrown its original home.

The new facility will accommodate future growth to the pre-deployment training program that prepares (CAF) members and others for peace support operations around the world.

Under a modified design-build contract, construction began in October 2016, and is currently in its final stages. The new 3962m², two-storey facility represents a total investment of \$20.3 million.

Sprinklers Save Lives



The picture was taken in a residential housing unit that was protected by a self-activated sprinkler system. The fire activated the sprinkler system, which extinguished the fire, saving lives and preventing extensive damage to the home.

Fact: Sprinklers save lives and reduce damage to valuable infrastructure. The photo on the left was taken after a recent fire in a residential housing unit that was protected by an automatic sprinkler system.

“The fire resulted when a pot was left untended on a hot stove” said Canadian Forces Fire Marshal LCol Lee Goodman. “The contents of the pot ignited and flames extended to the backsplash and cupboards. In only a couple of minutes, once the temperature at the nearby sprinkler reached 68°C (155°F), the sprinkler above the stove activated and extinguished the fire completely. As a result, there was only minimal fire and water damage to the kitchen of the residential housing unit. Because the fire was extinguished automatically, the responding fire department had only to shut off the water to the sprinkler system, preventing further water damage.”

Sprinklers keep fires small. Because the sprinkler system reacts so quickly, it can dramatically reduce the heat, flames, and smoke produced in a fire, allowing time for occupants to escape safely. Each sprinkler head activates independently and only the sprinkler closest to the fire activates, spraying water directly on the fire, not the rest of the structure. A sprinkler can control or put out a fire with only a tiny fraction of the water that would be used by firefighters with fire hoses.

“House fires are never a pleasant experience and too often they end in tragedy,” said LCol Goodman. “There is no doubt that without a self-activated sprinkler system, the outcome of this fire would have been drastically different.”

The focus of the Department of National Defence/Canadian Armed Forces (CAF) Fire Protection Program is on fire prevention and fire safety engineering, so that we can reduce the risk and resulting impact of fires. Fire safety engineering measures, such as sprinklers, protect lives, minimize losses when fire occurs, and ultimately, preserve CAF capacity to carry out its missions.

IE Focus submission guidelines

Do you have a story to tell, an announcement to make, a special event to broadcast, a news item you'd like to share? Everyone within the IE Community is encouraged to write pertinent stories to be shared across the organization. These

[guidelines](#) will help you craft articles that are interesting and valuable. Please send your submissions to the following address [+Communication.ADM\(IE\)-SMA\(IE\)@ADM\(IE\)@Ottawa-Hull](mailto:+Communication.ADM(IE)-SMA(IE)@ADM(IE)@Ottawa-Hull)

FEATURE ARTICLE

What is the Indigenous Affairs Secretariat?

The Indigenous Affairs Secretariat (IAS) is your Department of National Defence (DND)/Canadian Armed Forces (CAF) support on Indigenous matters, including treaty questions and help with the legal duty to consult. We are here to help organizations fulfill their Indigenous obligations, which are found in laws, treaties and policies. We also provide guidance on engagement and relationship building with Indigenous communities.

In the Prime Minister's own words "no relationship is more important to me and to Canada than the one with Indigenous Peoples," making it a DND/CAF priority to respect Indigenous commitments and consider Indigenous consultation requirements and treaty obligations when carrying out DND/CAF roles and responsibilities.



Your Indigenous Affairs Secretariat (left to right): Joanne Ripley, Senior Advisor; Nathalie Bérubé, Analyst; Olivier Fondjo, Deputy Director; Julie Piché, Analyst; Alaine Jung, Junior Analyst; Dean Nernberg, Senior Advisor.

The IAS helps to ensure these commitments and obligations are met.

For instance, did you know the Defence Learning Network includes an online training course on Aboriginal Consultation specific to the DND/CAF? For a more hands on learning experience, the IAS also works with Indigenous and Northern Affairs Canada to coordinate training on Indigenous matters.

The IAS has recently relaunched the Indigenous Affairs Network. This internal group meets on a quarterly basis to share best practices on the implementation of Aboriginal and treaty rights and collaborate on Indigenous issues as they relate to DND policies, operations and procedures.

Moreover, for each of Canada's military bases and wings we have developed summaries that provide a crash course on treaty rights, claims, litigation and nearby Indigenous communities. These tools and more can be accessed through our SharePoint site (see link below).

Be aware:

- If you are submitting a Cabinet or Treasury Board proposal you must include an assessment of modern treaty implications.
- If you are planning an activity that could adversely impact Indigenous and/or treaty rights, consultation may be legally required.
- If you are planning a procurement, you may want to consider the Procurement Strategy for Aboriginal Business.
- If you are contacted by an Indigenous community and require assistance on how to proceed, you can contact the IAS for advice.

The IAS provides support and guidance on all these issues and more.

This is a small snapshot of what we do. To learn more please contact the [Indigenous Affairs Secretariat](#) or visit our [SharePoint site](#).



GCconnex

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How to create your GCconnex account:

1. Go to <http://gcconnex.gc.ca>
2. Register using your work email address

How to join the ADM(IE) discussion:

1. Go to the [ADM\(IE\) GCconnex Group page](#)
2. Select "join group"
3. Select "group discussion" in the right-hand menu
4. Share your feedback on ongoing conversations and create new discussion topics