



Winter 2016

What do you want to be when you grow up? A message from the ADM(IE)

In 2012, the federal government mandated that DND, through ADM(IE), centralize the management of over \$26 billion dollars in real property assets. Since then, we've taken a good close look at the future of IE. What an opportunity to think about and shape who we want to be as an organization.

We've changed a lot since 2012. Since 1 April, 2014, ADM(IE) has reduced the number of L1 organizations managing DND's real property portfolio from nine to three. Inevitably, there were a few growing pains, but there was a lot more learning, and we will take those lessons with us when we leave home and launch ourselves into full-fledged "adulthood" by centralizing all DND real property assets under one roof — ADM(IE)'s roof — on 1 Apr., 2016.

Our priority is, and will be, to efficiently manage and build an integrated portfolio of real property assets and to provide excellent service to support Canada's armed forces in an environmentally sustainable way. We have been working hard to build business processes and the HR capacity that will enable us to meet this challenge,



and we will continue to do so as we move toward Full Operational Capability on 1 Apr., 2016, and beyond.

As we transition, ADM(IE)'s core values will remain at the heart of every decision we make: our fundamental duty to support CAF operations, our defence strategy commitments and our promise to uphold the federal governments' environmental agenda and real property objectives.

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It takes courage to grow up and strength to leave behind what you're used to, but we don't grow up when things are easy — real growth happens when we challenge ourselves. I look forward to meeting this challenge with the help of my dedicated team. To our future, may it be bright and brimming with opportunity.

Jaime Pitfield

ADM(IE)

TRANSFORMATION

Transformation at work at CFB Halifax



As the largest federal owner of real property, ADM(IE) is responsible for managing some \$26 billion in assets. How we manage those assets has a direct impact on the health and safety of Canada's Armed Forces and its readiness to defend Canada. To help us better manage these assets ADM(IE) has been working toward the goal of centralizing the management of all its real property assets under a single custodian. In this recurring feature we will look to the bases and wings that have joined the fold to highlight concrete examples of how this centralization is benefitting our infrastructure, our clients and our workforce.

CFB Halifax came under the management of ADM(IE) last April when ADM(IE) achieved IOC Plus, and Commanding Officer, Real Property Operations Unit (Halifax), LCol Dave Orr, notes that, since then, the one item that has truly improved for his team is budgetary risk management. Before IOC Plus, says LCol Orr, we were very averse to leaning forward on budgets and authority, and his team would typically not get approval to commit funds until well into the fiscal year. This resulted in slippage of funds and pressure at the end of the year to allocate budget, but always with the caveat that the expenditure had to be complete prior to the end of the fiscal year, with no carry over.

But, following centralization under ADM(IE), that situation has changed for the better in Halifax. LCol Orr comments that this year he received authority to commit funds for fiscal year 2016/17 in October 2015, allowing his staff to proceed with the projects that actually *need* to be completed rather than projects that his team is *capable* of completing within the timeframe dictated by budget allocations. He is confident that this will result in significantly less slippage and a better end product. It's also a huge boon to morale as the planning staff in Halifax felt that this year all the prep work and impact statements they generated were taken into consideration during decision-making.

Editor's note

As of 1 April 2016, ADM(IE) will be a much larger and geographically diverse group. As the editor of IE Focus, it is my sincere desire that all our readers, from coast to coast to coast, see themselves reflected in our pages. To that end, the IE Comms team has been working hard to revitalize IE Focus. Every issue will feature regional content; this issue features content from the Atlantic region. We are launching a new column titled, "Ask Us Anything," where IE Comms will wrestle with your burning questions. Read on to see how that works. Additionally, we will be publishing profiles of the hard-working people and projects that make up Team ADM(IE). To reflect this fresh editorial approach, we've dusted off the cobwebs and renewed the look and feel of IE Focus — it's a fresh new tool to communicate the exceptional work you all do every day.

The success of this new editorial approach hinges on your participation. My call to action: if you have a story that you want to share with your IE colleagues across Canada, don't keep it to yourself — share the good news in IE Focus. If you know of an ADM(IE) staffer that would make a great profile, a particularly innovative project or solution to a problem, or someone who is doing exceptional work to support operational success, give us a heads up. Let's make this a two-way conversation. [Send us an email](#) and let us know what's going on in your neck of the woods.

On behalf of the IE Comms team, we hope that you enjoy the new IE Focus. Read on, and let us know what you think.

Kelly Clarke

OUR PROJECTS

CFB Halifax's LEED-Gold TEME building: on time and millions under budget



The successful construction of a new \$71 million Transport Electrical Mechanical Engineering (TEME) building at Canadian Forces Base Halifax demonstrates how a challenging military construction project can be completed in both a timely and economical manner. Construction of the Halifax TEME building, overseen by EllisDon, consolidates vehicle and equipment maintenance services in one 11 935m², two-storey building, replacing nine largely obsolete locations. Construction began in June 2012, and the building was occupied, ahead of schedule, in April, 2014. The success of this project sets the stage for additional even larger base construction initiatives, including a \$64.8 million junior ranks project at CFB Halifax.

The project was originally expected to cost \$96.8 million, but in the end it cost about \$71 million. These cost savings were realized thanks to the modified design-build process, and they were achieved without curtailing services or building quality. Originally designed to meet LEED Silver certification, the building was recently granted LEED Gold certification — an exceptional achievement, considering the building's environmentally challenging function and its location on a brownfield site.

The building, which is half garage and half maintenance bay, is designed with a focus on environmental responsibility and energy savings. There's a rainwater reclaimer for the wash bays and toilets and urinals, radiant floor heating will reduce temperature differentials, and all windows are designed to reduce heat loss and gain. Overall, the new building will save money through lower heating costs and, because the new single structure replaces nine older, energy inefficient buildings.

The TEME building, designed by Architecture 49, is built on a heavily used former industrial site that has been owned by DND since the early 1940s. Prior to DND's purchase of the property, it was an old rail site. Some of the original structures date back to the turn of the 20th century. Despite the site's former industrial uses and a significant elevation difference between the building base and city streets below it (requiring a retaining wall), EllisDon and subtrades completed the project with a modest number of change orders — representing less than 2% of the project's value.

The TEME project completion occurs just as work is commencing on a new junior ranks housing and training facility to be completed by 2016. Three new buildings, with an overall cost of \$160 to \$200 million, are planned. The first complex, with more than 21 000 m², will include living quarters and dining, galley and mess halls. A second, smaller building will house a retail store, snack bar and financial services. The third building, to be completed after the first two, will be a modern seamanship training facility. The construction contract is expected to create 380 jobs.

Rock Duchesne

Project Manager | Directorate Construction Project Delivery | ADM(IE) | Ottawa

OUR PEOPLE

Things I've learned



Most of my time in the CAF was spent in some sort of operational unit, and I had little experience in a Construction Engineering (CE) environment before my posting to Halifax, but I've absorbed a lot since then. Hopefully, what I have observed, and will talk about here, will ring true. Here are some things I've learned ...

Nearly everyone wants to do good, meaningful work

I think, at all levels, that there is frustration with the speed of progress. We have budgets, SOPs, unit instructions, contracting rules, collective agreements, work descriptions, DOAs, QR&Os, DAODs, CETOs, MOUs ... more acronyms than you can shake a stick at — not necessarily bad, but collectively, they can cause delays. There are so many good people here who are coming up with great solutions to very complex problems; on a truly massive scale. All parties want to do the best that they can do. Pride in your work is a powerful motivator, and seeing tangible results of your efforts provides genuine gratification. We are all hoping that this transformation to ADM(IE) will help to ease some of these roadblocks to progress.

As part of our ongoing effort to reflect our readers in our writing, we will profile a different ADM(IE) staffer in every issue of IE Focus. In this issue, Mr. Russ Anstey tells us a bit about what he's learned during his time with ADM(IE). If you know of anyone who would make an interesting profile, please send us an [email](#).

Communication is the key to everything

I'm Russ Anstey, one of two civilian Roofing Contracts Inspectors at Real Property Operations Section (Halifax). I joined the military in 1994. Since then, I've been stationed in Calgary, Edmonton, Moncton and Halifax, and I've deployed to Central Africa, the Quebec ice storm, Kosovo, Hurricane Katrina, Afghanistan and Kandahar. I retired from the Regular Forces in January 2015, and I'm now one

of two Roofing Contracts Inspectors. My partner, Steven Michaud, and I have implemented a preventive maintenance program for the roofs of our nearly 700 buildings. We conduct roof inspections, create Scopes of Work (SOWs) for repair or replacement, create work orders, implement repairs and minor replacements, and push major roof replacements through our Engineering Division.

Frustration can be minimized with clear, honest communication. Knowing who to talk to is the first step, followed by knowing how to talk to them. With an organization of this size, lines of communication are sometimes blurred. There are many people in our own organization and many outside stakeholders that need to be consulted for projects to run smoothly. At the forefront, this al-

ways needs to include the end user; the people that maintain the equipment, the building, the roads, the air and the water. They can provide valuable input about what works, what doesn't and why. With a transient military command structure, these people are our continuity. Communication with these IE team members is invaluable and must be a high priority.

Don't forget to supervise

We all get so busy with our day-to-day, dealing with large issues, that we get overwhelmed. It's truly daunting sometimes. But, the title of supervisor speaks for itself. It doesn't mean that you need to be out there micromanaging your people; trust me, nobody wants that. But, you need to witness what your people are dealing with on a daily basis and help with those lines of communication. One of my biggest regrets was not getting out of the office more to see for myself what the problems were. I would have had a clearer understanding of the scope and scale of the issues that were mine to manage, and it would have given my people greater access to me, facilitating — you guessed it — communication. Being a supervisor, doesn't mean you are an expert in everything — you can't do it all alone. Everyone

brings different skills and experiences to the table. Good supervisors listen to their team, good employees communicate their expertise.

There are differences between military and civilians

I say this not to divide, but to point out that there is a misconception among the "siblings" in the IE family about what each one brings to the table and what the expectations are for each to conduct their business. We all work under the DND umbrella, and we have many common goals. However, the way we think and operate is different. Not better, not worse, but certainly different. And that's OK, in fact it's good, but we must learn one another's motivators, and we must learn how to translate these different ways of doing business into success.

The times, they are a-changing

Sometimes rapidly, sometimes not fast enough. Talk to anyone that has been here for a while, and they will tell you that you wouldn't recognize the organization from 5–10 years ago. Go back a little further, and I'm sure that someone will also tell you that it looks exactly the same now as it did 25 years ago. What's my point? Re-read the last half of that paragraph

about communication! It's all been done before, and there is a metric tonne of experience out there. Use it. Don't reinvent the wheel. Just realign it!

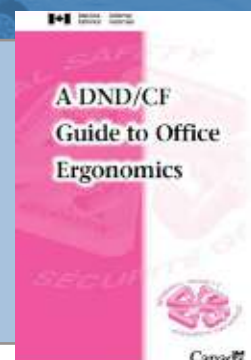
IE has taught me a lot and, personally, I'm happy to say that I now belong to the ADM(IE) family. Our unit is already starting to see the benefits of that relationship. With ADM(IE) centralization comes a more consistently managed budget, freeing up money for infrastructure projects, and allowing us to begin working on the backlog that has been resting like a weight on our shoulders for years. Many here are holding their breath to see what this organization will look like in the coming years, but, so far, things are looking up.

Russ Anstey

Roofing Contracts Inspector |
Real Property Operations Section (Halifax)

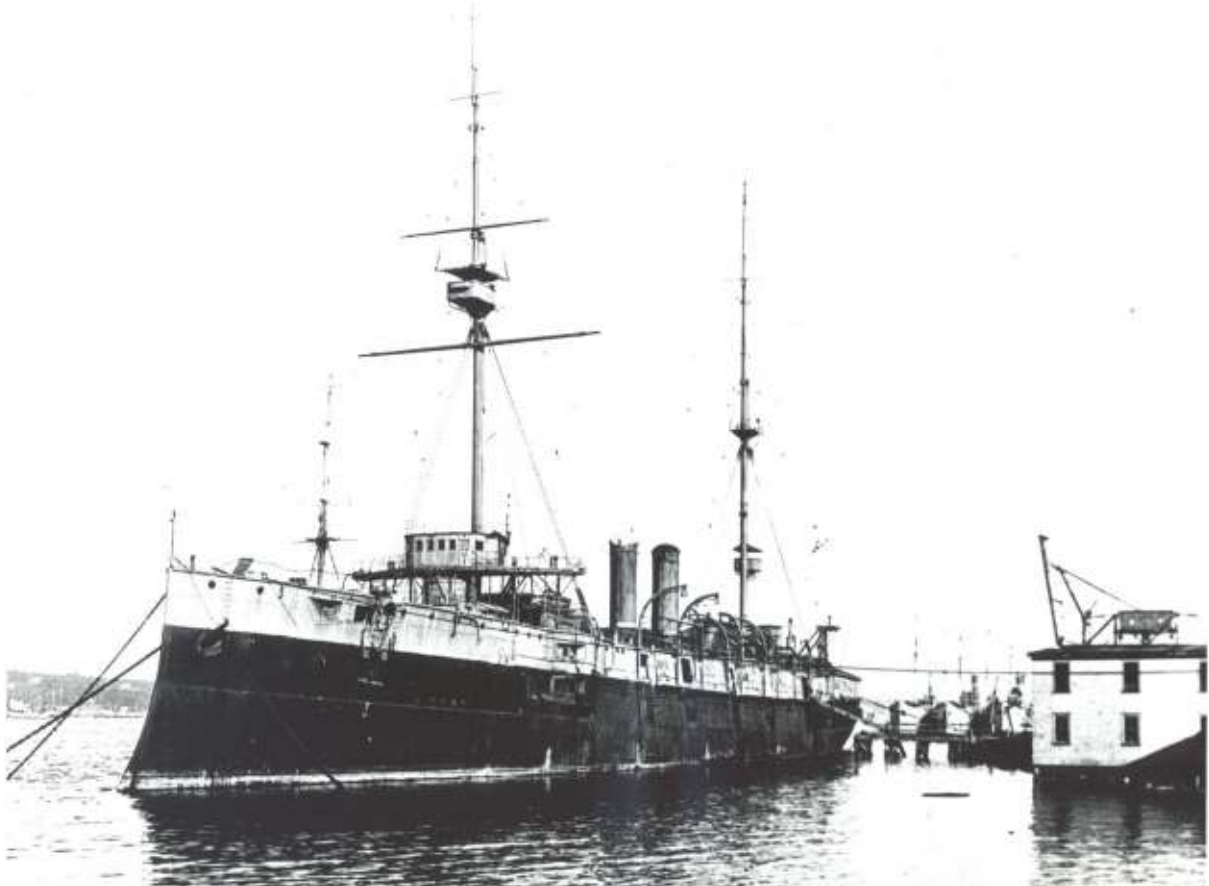
Guide to office ergonomics

The Directorate of General Safety (D Safe G) has produced the *DND/CF Guide to Office Ergonomics*. To access this guide, and for information on how to protect your back, prevent repetitive strain injuries, request ergonomic assessments, and much more please visit the Vice Chief of Defence Staff website at: <http://vcds.mil.ca/sites/intranet-eng.aspx?page=11799>).



FEATURE ARTICLE

Digging up history at CFB Halifax



Port bow view of HMCS *Niobe* at Jetty 4 (“Coaling Wharf”) in the winter of 1917, showing the damage to the stanchions, lines, etc., caused by the Halifax Explosion on 7 Dec., 1917. Note the position of the anchor chains at the bows. The one extending from the starboard hawse pipe (the oval hole in the hull just to the right of the bow) towards the right and into the water is the chain that leads to the anchor, still in its original position.

One of the first ships that Canada owned, as a country, was *Niobe*, a former British Navy ship. Around the end of WWI, *Niobe* was tied up along the waterfront at HMCS Dockyard in Halifax. The ship was secured in place with large anchors (one from the bow and one from the

stern) and with various lines. Both anchors were buried in the ground.

The Halifax explosion maritime disaster occurred on the morning of 6 Dec., 1917, when *SS Mont-Blanc*, a French cargo ship loaded with explosives, collided

ed with the Norwegian vessel *SS Imo* in The Narrows, a strait that connects Halifax Harbour to Bedford Basin. An ensuing fire on board *SS Mont-Blanc* ignited her cargo, causing a large explosion that destroyed much of the Richmond district of Halifax. Approximately 2000 people

were killed, and an estimated 9000 others were injured. The force of the explosion was such that *Niobe's* anchor lines broke, and she drifted free.

In 1928, a torpedo maintenance building was constructed directly over the buried bow anchor. In 2014, that building was deconstructed and, as the contractor was cleaning up the final debris, he clipped the topmost point of an anchor fluke with his excavator. This prompted further digging, and eventually the entire anchor was revealed. Richard Sanderson, a curator at the Maritime Command

Museum, was called in, and he has confirmed that given the location and the size of the anchor (approximately 4000 lbs), it is the bow anchor from *Niobe*.

The anchor was manufactured, under Admiralty license, by J.W. Brown, Lennox and Co. in Millwall, UK, ca 1855-60. It's called an "Admiral Inglefield's Patent Double Holding Anchor." Following inspection by metal conservators from Parks Canada and others, the anchor was left to "naturally" desalinate. It is now at a heavy metal fabrication plant undergoing conservation, stabilization and

painting. Further cleaning may reveal its serial number which will narrow down the manufacture date and may help determine when the anchor was brought to Halifax. The anchor's ultimate display site is under discussion.

Peter Richard

Project Manager | Real Property Operations Section (Halifax)



Each link of the chain weighs approximately 75 lbs (hard hat added for scale).



The anchor shortly after discovery.



Lifting the anchor out of the ground (excavator bucket is approximately 2m wide). Anchors are manufactured for specific classes of vessel, by weight. *Niobe* was the only Canadian ship large enough to need this size anchor.

FEATURE ARTICLE

Just sold! Moncton Garrison Building 66

ADM(IE) Directorate of Real Property Program Management (DRPPM) rang in the New Year with its first sale in January 2016. The former Moncton Garrison Building 66 gym and drill hall, was sold to the City of Moncton for \$250 000, saving the Department of National Defence roughly \$130 000 annually in maintenance and operational costs. The building will become the new home for the non-profit organization, Food DEPOT Alimentaire, which will bring together four food banks under one roof to support the community of Moncton and southeastern New Brunswick. The divestiture of Building 66, which took over two years to complete, is a positive step forward for Defence Renewal and the rationalization of the Defence footprint.

Initially, Building 66 was slated for demolition until stakeholders saw its potential and proposed that the building be used as a community food bank. Like any divestment, there were surprises along the way; a tank in the front of the building needs to be removed and there were concerns that the local Cadets would lose the use of the building for their training. Fortunately, comparable facilities were found nearby for the Cadets. Thanks to effective consultations by DND, the Department of Justice, Treasury Board Secretariat, the City of Moncton, and special-interest groups,



Building 66 has found new life as the home of Food DEPOT Alimentaire.

For more information on ADM(IE)'s Divestment Program, please send an email with the subject heading "RP Divestment" to [+Real Property-Compliance - Biens Immobiliers-Conformité@ADM\(IE\) DPP@Ottawa-Hull](mailto:+Real_Property-Compliance-Biens_Immobiliers-Conformité@ADM(IE)_DPP@Ottawa-Hull).

Pearl Prevost

Real Property Advisor | Directorate of Real Property Program Management | ADM(IE)



Become a blogging beast



Blogging on [GCconnex](#) is a great way to communicate with your fellow IE staffers. Writing blogs is easy, rewarding — and officially sanctioned. Any federal employee can post a blog to GCconnex. Why not you?

What distinguishes a good blog post from a great blog post? No single post will ever be perfect, but there are elements and strategies that will help get your blog posts read.

Ask yourself, “What is my unique angle, and how will this post help my fellow employees? What unique skills or opinions do I have that will add something new to this conversation? For your blog post to have the greatest possible impact, it needs to speak to your reader’s interests and needs.

Here are some more pointers to help you write a great workplace blog post:

- **Hook ‘em:** Your headline is the hook that catches the reader. Make it pop. Keep it simple — headlines that are clear, concise and self-explanatory get the most clicks.
- **Eye-candy:** An image or a video will get a lot more people clicking on your post.
- **Structure:** When a potential reader glances at your blog post, it should appear easy to read. Use short paragraphs, headings, subheadings, lists, bolds and italics to make your content easily digestible.
- **POV:** What’s your point-of-view. Don’t be afraid to take a stance. You needn’t be controversial, but your post should articulate a central point of view.
- **Two-way street:** The goal of blogging is to generate dialogue, so ask your readers questions, solicit their opinions, you can even invite them to respectfully disagree. This is in the spirit of open communication, after all.

Ask us anything



Got questions? Can’t find answers? IE Comms wants to help.

For each issue of IE Focus, we will select a question submitted by a reader, we will sleuth out an answer on your behalf, and then we will publish both the question and answer in an upcoming issue of IE Focus. How handy is that? There are plenty of other IE staffers who are wondering the same thing as you, so go ahead, now’s your chance — Ask Us Anything! We’re up to the challenge. Send your burning questions to Kelly Clarke at [+Communication.ADM\(IE\)-SMA\(IE\)@ADM\(IE\).@Ottawa-Hull](mailto:+Communication.ADM(IE)-SMA(IE)@ADM(IE).@Ottawa-Hull)

Radiation safety awareness course a big success



Ionizing radiation is a well-known carcinogen that, when used improperly, can cause great harm to human health and the environment. However, ionizing radiation also provides great benefits: medical imaging, diagnostics, and treatments; non-destructive testing in the construction, aviation, manufacturing and energy industries; and in generating electricity, which helps reduce the use of fossil-based fuels.

In 2013, Director Nuclear Safety (D N Safe) launched an online Radiation Safety Awareness course to inform DND employees and CAF members about the risks associated with ionizing radiation, the types of DND/CAF practices that use ionizing radiation, where you might find ionizing radiation in the workplace or operating environment, how to respond to a radiological hazardous occurrence, and the duties of a Radiation Safety Officer.

The course has been a great success; since its inception, over 2000 people have completed the course (over 1600 Regular Force members, 200 civilian members, 160 Reserve Force members and several CIC (Cadet Instructor Cadre) officers). According to Scott MacBean a Nuclear Safety Officer with Director Nuclear Safety/Director General Fire and

Nuclear Safety, “this course is valuable for anyone who may come into contact with ionizing radiation—containing devices in their workplace or in an operating environment. This course also provides basic knowledge to anyone involved in the transportation of these devices or material. Moreover, the course is useful for unit safety representatives or anyone who may deploy into an operating environment where radioactive sources may be found.”

The course focuses on concepts and science that are poorly understood by the public and provides baseline knowledge on technologies and processes of which many DND/CAF members are unaware. For example, civilian contractors often use nuclear density gauges to detect the level of compaction in the soil during construction of a roadway on a DND/CAF establishment. These gauges contain radioactive Cesium-137. Many DND/CAF members may not be aware of this, despite the fact that Canadian Nuclear Safety Commission-licensed companies have been using these gauges for decades. The course aims to better inform DND/CAF members about just these sorts of scenarios, allowing D N Safe to better manage its programs and DND/CAF members to work more safely. Mr. MacBean notes that the course “has proven so popular, that D N Safe is now planning to expand the course offerings and introduce a rigorous evaluation process.”

The Radiation Safety Awareness course is available on the Defence Learning Network, which can be accessed via the DWAN at: <http://dln-rad.mil.ca> or the course can also be accessed by entering the course name into the Catalog Search tool found on the DLN: <https://dln-rad.forces.gc.ca/login>. For more information on nuclear safety within DND/CAF, please go to: <http://intranet.mil.ca/nuclear-safety>

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. [Click here for](#)

[guidelines](#) to help you craft articles that are interesting and valuable. Please send your submissions to Kelly Clarke at [+Communication_ADM\(IE\)-SMA\(IE\)@ADM\(IE\)@Ottawa-Hull](mailto:+Communication_ADM(IE)-SMA(IE)@ADM(IE)@Ottawa-Hull)

Phoenix

your pay system

The Government of Canada's new pay system, Phoenix, will be launched at ADM(IE) on 24 February 2016. Phoenix will feature web-based, self-service capabilities for employees and managers and will be integrated with the Human Resources Management System (HRMS). For more information about Pay Transformation and the impacts on civilian employees and their managers, is available on the ADM(HR-Civ) Intranet site.



The Phoenix system reduces process time and paperwork and has increased self-service features that allow users to access and manage their pay information from their computer.

There are three things civilian employees and managers need to do to get ready for this change.

01

All employees will need a myKEY, to access the new Phoenix pay system.

Employees will need a MyAccount, from the Canada School of Public Service so that they can access the upcoming training on how to use the new system.

02

03

Employees will need to know how to contact the Pay Centre regarding their pay questions, once the file has been transferred. 1-855-686-4729.