



February 2017

# Naval history at the bottom of Esquimalt Harbour

Contaminated sediment isn't all they're dredging up at the Esquimalt Harbour. Clean-up crews have recovered buttons from military uniforms, several service medals, and a few thousand pairs of leather boot soles.

Today, our modern Navy has a very strict "nothing over the side" policy, but that wasn't always the case. And, after more than 150 years of naval history at Esquimalt Harbour, Duane Freeman, a Senior Environmental Officer at CFB Esquimalt, expected to find some contamination, but he did not expect to find so many pieces of tangible naval history.

A now-retired Vice-Admiral's personalized coffee mug that disappeared 30 years ago was also recovered, and has since been returned to its rightful owner, and crews also found a perfectly preserved wallet, with a Navy ID card from the 1940s or 1950s. "It's really interesting to try to reunite people with some of their items. We realized that it was actually telling a bit of the history of

the navy," said Freeman. Historians are cataloguing the thousands of items and determining which ones have historical value. Freeman estimates that before environmental remediation is complete in 2020, thousands more items could be recovered.



Special cranes, equipped with GPS technology are being used to accurately scoop up the top metre of sediment in areas that have been found to contain pollutants.

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The Department of National Defence (DND) has set aside up to \$160 million to dredge Esquimalt Harbour to remove contaminated sediment and encourage a healthier aquatic environment at the home port for Canada's West Coast navy. Several other areas of the harbour will be remediated as part of the Esquimalt Harbour Remediation Project, along with the modernization of jetties at the base.

Special cranes, equipped with GPS technology are being used to accurately scoop up the top metre of sediment in areas that have been found to contain pollutants. The dredged material is then sifted and contaminants are disposed of in a way that meets environmental



A catalogue has been created to document all of the naval items recovered as part of the Esquimalt Harbour Remediation Project, said Duane Freeman, Senior Environmental Officer at CFB Esquimalt.

standards. It is during this process that many items of historic interest have been discovered.

The dredging and harbour cleanup work is happening in conjunction with the replacement of the aging, 1940s-era A and B jetties at CFB Esquimalt and is vital to the environmental clean-up of the Esquimalt Harbour legacy sites.

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## 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)

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# EVENTS

## ADM(IE)'s Capt Véronique Jacques honoured at gala event in Toronto

On 24 November 2016, the Women's Executive Network held a gala event in Toronto to unveil their list of [Canada's Top 100 Most Powerful Women 2016](#). We are proud to share that ADM(IE) member, Capt Véronique Jacques, Combat Engineer Officer and Deputy Commanding Officer, Real Property Operations Detachment (St-Jean) is on this year's list.

The Top 100 awards are presented annually to recognize the achievements of 100 strong female leaders across Canada's private, public and not-for-profit sectors who have made their voices heard, broken down barriers, empowered silent minorities and paved the way for the next generation. Capt Jacques certainly fits the bill.

In 2011, after becoming a civil engineer and joining the Canadian Armed Forces, Captain Jacques was posted in Gagetown and Valcartier before being posted to Montreal in 2014, where she eventually joined Real Property Operations, Quebec.

Shortly after joining Real Property Operations, Quebec, Capt Jacques was honoured to spend seven months as part of the Canadian contingent of [Operation SOPRANO](#), the Canadian Armed Forces' (CAF) participation in the United Nations Mission in the Republic of South Sudan ([UNMISS](#)).

Capt Jacques is proud to represent women in the Canadian Armed Forces. "I work in a non-conventional trade for women, and I consider it very important to recognize the work of Canadians and women."

This past year, she was also awarded the [Women of Distinction Award from the Montréal Women's Y Foundation](#), which supports the fulfillment of YWCA



Montreal's mission to build a better future for women and girls. Capt Jacques is currently posted in Saint-Jean, Que. at the Real Property Operations detachment as the 2i/c Commander.

For more information on this story, visit the Defence Team News [website](#).

# FEATURE ARTICLE

## CFHA at ADM(IE)

### Impact on CFHA since ADM(IE)'s transformation

Transformation has meant big changes to how [CFHA](#) manages its work. Since April 2016, the Canadian Forces Housing Agency (CFHA) and ADM(IE) have been partners, making sure that the Department of National Defence's (DND's) housing portfolio addresses not only the real property component of ADM(IE) operations, but also the "tenant" component -- the most important element of our operations.

The roles and responsibilities of the base and local real property operations group have also changed. Major decisions are no longer made between the base commander and CFHA alone; the Agency now coordinates with ADM(IE). Although the base commander is still responsible for determining local residential housing needs, ADM(IE) is now a partner in finding real property solutions.

### FIIP management

The Federal Infrastructure Investment Program (FIIP), coordinated by ADM(IE), has allowed CFHA to centralize its decision-making and operations. "Instead of coordinating work with many different people and having different opinions on how to manage the money, the Agency is now able to focus more on getting the best results and directing the investment program at a national level and making sure we share lessons learned, discuss the best approaches and figure out how to manage challenges at all levels," said Serge Tremblay, General Manager of Infrastructure and Technical Services and Acting CEO, CFHA.

Under FIIP, the Agency will invest \$10.75 million in the Pacific Region. At Comox, 48 new residential lodging units will be built, and 40 units will get new kitchens and bathrooms. And, at Esquimalt, 4 new units will be constructed and 54 units will get renovated kitchens.



New townhouse built at 19 Wing Comox.

### CFHA: an example to follow

CFHA continues to innovate and improve. Having received Gold Certification from Excellence Canada, the Agency has shown that, thanks to the efforts and dedication of its employees, it meets high operational standards. "The Agency's successes and hard work have earned us recognition from other organizations, which are even starting to consider following the same path as us," said Mr. Tremblay.

CFHA continues to focus on tenants by continually renewing itself and finding innovative solutions to meet the future residential needs of military families. The Agency is thrilled that it will receive an additional \$50 million for 2017-2018 as part of INFRA 2016. This is a great opportunity to continue investing in and improving the quality of life for our soldiers and their families.

### Moving forward together

IE Transformation has meant that CFHA and ADM(IE) can standardize many processes and consolidate working relationships at both the local and national level. The two are now working hand-in-hand to manage DND's portfolio, today and into the future.

# FEATURE ARTICLE

## Alternative work arrangements can be good for your mental health

My wife was posted to Dakar, Senegal in August 2017. This was good timing for me, as it opened up the possibility of a two-month teleworking arrangement prior to my anticipated retirement in January 2017. So, with the support of a flexible manager and a strong team, I spent the months of September and October tele-working from Dakar, which offered a number of benefits: I completed key initiatives for Defence Construction Project Delivery (DCPD) and was able to transfer my corporate knowledge to my colleagues prior to retiring. It also provided an important transition from the office environment to the realities of retirement.

The mental health of employees is a priority for the Department of National Defence. A big part of that is creating harmony between personal and professional life, so that both the employer's and the employee's needs are being met. A lack of harmony here can have serious consequences for both parties. People can become unhappy and unmotivated, and the employer experiences higher absenteeism and lower productivity among staff.

Fortunately, the Treasury Board of Canada and the Department of National Defence (DND) have policies and guidelines to

help managers and employees deal with work-life balance issues. Alternative Work Arrangements, any type of non-traditional work arrangement, can include a variable work week, variable hours of work, job sharing, and teleworking.

Teleworking has existed for many years and offers many benefits, yet, the idea of teleworking is often met with resistance. One of the key reasons for this is "mindset." To think about work as an activity and not as a place requires a big shift in the way we think about work.

Managers will need to measure an employee's productivity, based not on the number of hours spent sitting at a desk in an office, but by results. So, managers must be able to determine the results they want from their team, link these results to the employee, and then reflect them in performance and teleworking agreements.

Initially, there may be a dip in productivity as everyone gets used to the new work regimen. But, that is typically followed by a long-term increase in productivity as everyone adjusts, and the employee is able to reap the benefits of less time spent commuting and fewer workplace distractions.

With the current rates of retirement, the pending relocation to Carling Campus, and the realities of family and life commitments, teleworking can ease many of the stressors employees feel throughout their career. It's not a mental-health panacea, but it can help a great deal. Employees and managers must keep in mind that teleworking arrangements are flexible and, if either the employer or the employee feels they are not achieving the desired result, work arrangements can be adjusted as needed.

For me, teleworking was a great transition to retirement -- by allowing me to experience the physical disconnect from colleagues but still remain engaged and able to contribute to my organization's goals.

The HR(Civ) publication "[A Practical Guide to Alternative Work Arrangements](#)" provides excellent insights into the benefits and challenges of flexible work arrangements and great tips on how to implement these arrangements.

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