

# *The Frontenac Times*

In memory of *The Wipers Times*, with apologies to Captain F.J. Roberts,  
12<sup>th</sup> Bn, Sherwood Foresters

Vol 1. No. 7

Thursday, 14 May, 1998

Price: 15¢, Granovian Occupation Army Scrip

## **Editorial Comment**

### **The Army Systems Approach to Training**

At least we have an approach. Now we just have to start training our leaders to train. For a 'world class army,' we have a somewhat disjointed approach.

We have a superb system to train our NCOs to deliver consistent parade square and classroom lectures in accordance with a proven teaching method. We ensure personnel in the training system understand the structure and inter-relationships between the CTS, CTP, MLP, MTP and OHP. And as we've all seen in Ferronious detail, we have an unparalleled set of documents that detail what we're supposed to be able to do.

But when do we start teaching commanders at all levels how to train. When was the last time you saw a field exercise stopped to repeat a serial to ensure errors were remedied and documented training objectives achieved before continuing.

Until everyone in the chain of command fully understands that training is where you're supposed to make mistakes, we're fooling ourselves.

Training is supposed to work out the bugs, whether originating from inexperience, trying new solutions or just growing pains. But as long as subordinate commanders are rated on their sub-unit's performance during training, rather than its progress, we're screwed. It drives subordinate commanders to report no or minimal problems, they stay in the box - think in the box, play in the box - if they want to expect any chance of progression.

And we're right back to digging trenches from Switzerland to the Channel, (or parroting the perceived "DS Solution") - because if it worked once, it must be an acceptable course of action ("C-" perhaps, but acceptable).

Let's face it, if we can't get out of the box during training without risk, how are we ever going to expect people to get out of the box when it counts.

**Letters to the Editor.**

**Who Was That Masked Man**

Dear Sir,

Who way that guy. While Major Me-Me-Me-Me presented a wonderfully cheesy personal postulate, it's all quite nugatory until the chain of command is on board and allowing everyone to contribute without penalties for getting out-of-the-box.

And what's with the spinning cheesy stuff, it's enough to make a self-centred staff captain nauseous. Com on, it's hard enough staying conscious in Korea hall without vertiginous flashbacks to some bad DI. And what *was* that accent of his, is he from some Newfoundland outpost, perhaps?

Regardless, our syndicate gives him 2 out of 10 for cool, (and the abstention of the WP block of judges will only pull the average down.)

Congratulations on a wonderful paper, you obviously don't have enough to do.

Student Aggregate 1632

**Where's Old Bill**

Dear Editor,

I've been wondering where "Old Bill" went. The statue, not Newton! It hasn't been seen since the Gen accepted it on behalf of the course and the College.

I'm waiting until it's displayed in a place of honour in the mess with the sundry other trophys, where staff and students may admire it and reminisce over that memorrable trip to Kansas.

So where is 'Old Bill'?

Just Wandering

Things We Want To Know:

Which syndicate had the "how many times can I make my chair rotate on one push" contest in Normandy?

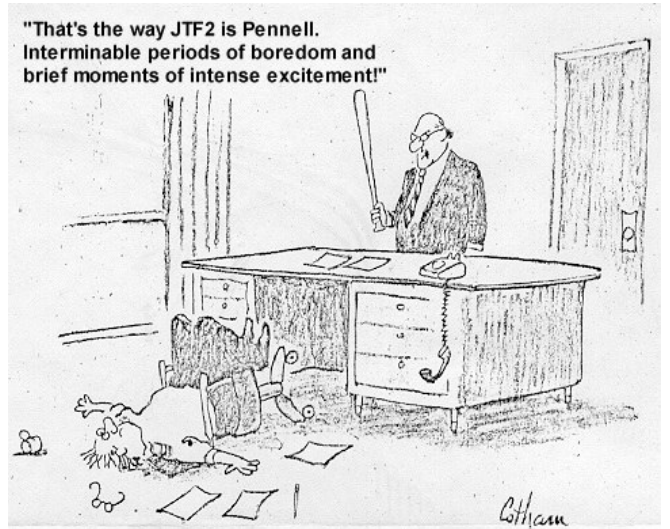
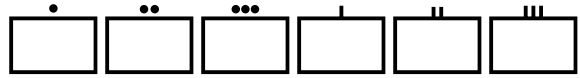
Which jimmy said in the JANUS AAR: "The enemy drove into my soft underbelly."

Who was the sapper that reported to his Armour DS that, of his two squadrons: "I have only one 'tango' callsign left ... yes, that's right, just one tank."

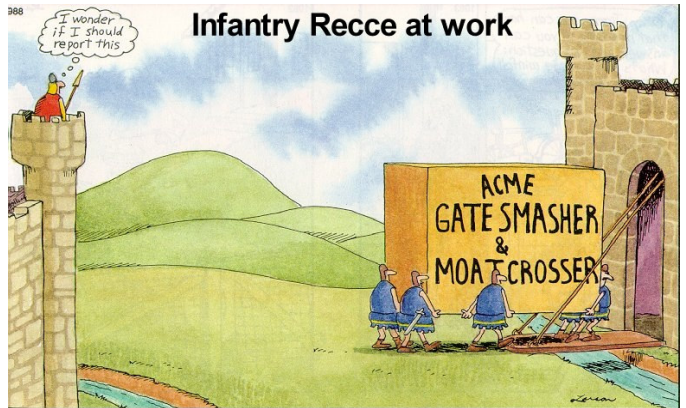
Which tanker got wasted by the enemy commanded by a pilot?



I HAVE NO DOCTRINE.  
I HAVE NO PLAN.  
I **AM** CANADIAN!

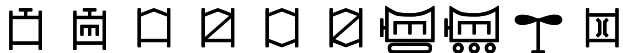


The German General Staff, the story goes, used to divide army officers into four categories: the clever and lazy, the clever and hard-working, the stupid and lazy, and the stupid and hard-working. The best Generals, the Germans found, came from the clever and lazy; the best staff officers emerged from the clever and hard-working; the stupid and lazy could be made useful as regimental officers; but the stupid and hard-working were a menace, to be disposed of as soon as possible.



LFSC → Mon ☹ Tues ☹ Wed ☹ Thurs ☺

If a "C+" is considered "excellent work",  
and a "B" is called superior,  
what word follows an "A" on a LFCS submission:  
"Psych!"



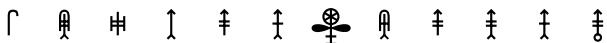
Lessons from JANUS:

1. Those green areas on the map – are just green areas.
2. The M113 is an excellent mechanism to make the enemy unmask his weapon systems – can you say “target?”
3. A mobile defence by Leopard against T-80 is a manoeuvrist way of saying “Goodbye, cruel world.”
4. If the enemy outflanks your reverse slope position, it’s a great lesson in the effectiveness of enfilade fire.
5. I wonder what the Granovians call the M113? – What is the Russian for: “The Wonderful Exploding Range Target?”
7. That a crater on a secondary road in the middle of open ground will arouse Granovian curiosity, causing every enemy recce vehicle in the grid square go and look into it. (Are they wondering what was so important there, or who was dumb enough to put in that particular crater?)

**Eventually they have to pick the top candidate.**

	Advantages	Risks
D S P O V	Prestige. The respect of your peers. You get picked for high-profile staff jobs. Benefits at corps merit board. Chance to hob-nob with the DS, as they congratulate themselves on how much like them you are. You get to sit at the head table, with the gentry.	How could there be?
C a n d I d d a t e  P O V	Uh ... let me get back to you on that one.	Reviled by your peers. Screwed at corps merit boards, you get lined up first for high-pressure staff jobs. Having to put up with DS trying to declare credit for your hard work. You get to sit at the head table, away from your friends on the course (assuming you had any, you anal-retentive puke.).

POV = point of view



“There’s fast air all over my sector! Over.”

“Roger. I am engaging. If you are dissatisfied, write to Oerlikon. Out.”

**PIDOOMA - Pulled It Directly Out of My Ass**

**The Offence Estimate - Time & Space**

0800 hrs                      Receive Orders  
 0815 hrs                      Begin Estimate  
                                     (H-Hour Not Later Than 1030 hrs)  
 1500 hrs                      Complete Estimate  
 1530 hrs                      Move forward to ask DCO  
                                     how attack went

Classic Quotes from FOX LAIR:

“I [the CO] didn’t agree with this, but my infantry rep over-ruled me.”  
 “I don’t need to be ready, Dennis is briefing first and I just have to include what you tell him he missed.”



The 9801 Writing Contest.

Upcoming is the due date for Commander Reviewed. It’s time to inject some renewed interest in this particular item, so *The Frontenac Times* is pleased to announce the following contest.

First Prize is a lovely mention in Volume 8 of *The Frontenac Times*.

Second Prize is the same as the first.

Third Prize is a big “Nice Try”.

The Rules are quite simple:

Use as many of the following word as possible in your Commander’s Challenge Essay. Context and relevance are not important. Forward a copy of your essay to the editor of *The Frontenac Times* on 15 May to submit your entry.

And the word list is:

anal-retentive	sissy	egg
pampered	wandering	lust
weather	cow	extraneous
plethora	phlegm	septicemia
schwerpunkt	erection	camouflage
Nicaragua	rabid	mediocrity
synchronization	generic	naval
aerilon	fork	wooden
spontaneous	kepi	attrit
laundress	thesaurus	rage

**Good Luck**



Fetishism for battle drills has been largely responsible for sanitizing imagination, creativity and mental mobility in infantry ranks...Battle drills are...a set of reactions...Conversely, tactics are a thought out plan to overcome the threat, the two are therefore dissimilar. - Col Arjun Ray, quoted in the RUSI Journal, Autumn 1989

# FLOCARK This!!!

## Art Contest

Submit your entries for the 12 and 13 Brigade patches to the appropriate G3 NBCs. The best examples will be displayed in Normandy Hall during Exercise GRIZZLY CHALLENGE and the winners as chosen by the brigade staffs may appear in a future edition of *The Frontenac Times*.

**Get out your crayons.**

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### "Unobtrusive indicators of the "good" [combat] officer"

Distrust any officer with a perfect or near perfect record of efficiency reports. he is conforming to the existing value system and will have no interest in changing it.

Look carefully at a man who gets low marks on "tact" and who "deviates from accepted doctrine." He may be creative.

An officer who gets low marks on loyalty is especially valuable, for he is unwilling to acquiesce to his superior's policies without debate. He is likely to have an independent mind.

Be suspicious of any officer who has accumulated awards for valour without having sustained physical injury. Trust a Purple Heart wearer.

Distrust any officer who has had "all his tickets punched" and who sports an array of staff awards on his chest. He is likely to be a manager playing the system.

Distrust all officers who use "buzz words" and have a poor vocabulary. they tend to be managers of the most obsequious type. True leadership is likely to be foreign to them.

Trust a man who heads for the sound of the guns and has repeated tours of combat and command duty at all unit levels; it is preferable that he have only minimal exposure to staff work.

Trust an officer who was seen by his men in combat and whose command performed well and showed low rates of drug use, fragging, body counting, etc.

Search for the officer whose readiness reports indicate a high percentage of equipment which is deficient. He is a man addicted to the truth.

- Gabriel/Savage, Crisis in Command, 1978



### Quote of the week:

"Good product!"

### And the runners-up:

"Just because my facts are wrong, doesn't mean my deductions aren't sound."

"I didn't assume it away, I ignored it!"

LFSC → Mon 😞 Tues 😞 Wed 😞 Thurs 😞

From the Globe & Mail (8 May 1998)

### Satisfaction Audit

How do you know whether you have job satisfaction? The Gallup organization has developed a package of 12 statements that amount to an audit of the loyalty and commitment in a workplace. Ask yourself if you agree with the following:

1. I know what is expected of me.
2. I have the materials and equipment I need to do my work properly.
3. I have the opportunity to do what I do best every day.
4. In the past seven days, I have received recognition or praise for good work.
5. My supervisor or someone at work seems to care about me as a person.
6. There is someone at work who encourages my development.
7. In the past six months, someone has talked to me about my progress.
8. My opinions seem to count.
9. The mission/purpose of my company makes me feel my job is important.
10. My associates (fellow employees) are committed to doing quality work.
11. I have a best friend at work.
12. This past year, I have had opportunities to learn and grow.

*Source: Gallup Workplace Audit Statements*

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### Estimated Advice:

*Focus on:*

**Process** - just use the estimate procedure

**Logic** - ensure everything flows from facts through deductions to tasks and then into your plan (no loose ends or surprises)

**Product** - produce an estimate with all the parts; the overlays, the plan