

# *The Frontenac Times*

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

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## **Editorial Comment**

Final Drive, we've heard so much about it. The opportunity to prove ourselves, the selective designation of certain officers to positions of responsibility which would earmark them as potential streamers, the pace, the intensity, the pressure - so, where's the beef?

Despite the solid learning curve up to and through Intrepid Venture, we hit Final Drive like a sports car suddenly hitting an oil slick: lots of forward momentum, a panicked turn into the skid, and a couple wheels spinning uselessly. Select students now fill jobs we've discussed little and not practiced. Headquarters are expected to produce reams of orders that the numbers, work demands and experience of the various augmentees and pucksters simply cannot filter to efficiently run every icon to present a seamless operation. Conflicting realities between life, EBB, SOH, the state-state docs and CST do exist. Even though we're not supposed to adjust for "game-play" factors, this in itself creates confusion for players as they become forced, occasionally at critical moments, to accept that the planning data they use from

course-ware (or real reality experiences) are simply not always mirrored in the simulation.

The CST is a great tool, but the impact it has on the process needs to be better defined. It's not giving out secrets, it more like learning the limitations of a new piece of kit that another Army brings to your tactical grouping. And the information flow problems might be attenuated somewhat if a few students were used as the LOCON point of contact for the brigades, translating brigade documents for augmentees and pucksters and putting the course spin on application at the battle group level, and ensuring that information flow back up the chain conforms to expectations.

The again, once we hit the SAL change, future operations are set. Do we accrue much benefit from driving forward, or would one viable alternative be to reset at H-Hour with the new SAL and run a different div plan against the same enemy situation. Setting aside petty comparisons of "better" plans from "better" students, it might allow the course to compare the effectiveness of what were likely similarly structured COAs in the Intrepid Venture planning cycle.

We must be careful, however, change might excite the other gorillas.

## **Quotes:**

Dom Ops Week - LH: "Gary, What are you still doing here?" Insp Gary Smith, on departing the Syndicate Room: "I thought I would stick around to see if you could be any less long-winded."

The Comm Z: "As the syndicate works together you'll each find yourself drifting into your Comfort Zone."

"Who's putting together the orders so it's ready before the Decision Brief?"

"Common sense is a combat multiplier."

"Wargaming is 95% bullshit and 5% uncertainty."

"I want to be quoted in the *Frontenac Times*."

"Anything can be transparent if you stretch it thin enough."

"Twelve of the brightest young minds in the Army worked through eight hours of planning, wargamed four different COA combinations and came up with *"two up."*

G3 Plans: "I'd just like to thank everyone for their hard work, if the [student] COS were here, I'm sure he'd thank you himself."

"These days are long when you have to stay awake for the whole thing."

The Busy Dance - Info and Decision Briefs: "Six candidates jumping around trying to look like they know what they're doing, the other six sit in the back row, half-asleep, trying not to drool on themselves."

DS: "Don't mind me ... I'm just here for ... is that a spare copy of the *Times*?" Student: Yes, now you can run back and be the first one in the DS hallway with a copy."

"We spend so much time carrying Joudrey, he should be fitted with shoulder straps."

"This officer cannot work *pins!*"

DS to Comd: "That was a good set of orders, well done." G3 to Comd (after DS departs): "What are you taking credit for? All you did was read."

The Saale to the Elbe – Column of Brigades: "This is going to hurt!"

"Did you see the marks the cougar left on him? He should be issued with tetanus auto-injectors."

"I can see the Divisional history now – 4 Division; and the two brigade attack from the WIESSE-ELSTER to the ELBE."

"The flower of Canadian youth has been impaled on the bayonet of the Granivian onslaught."

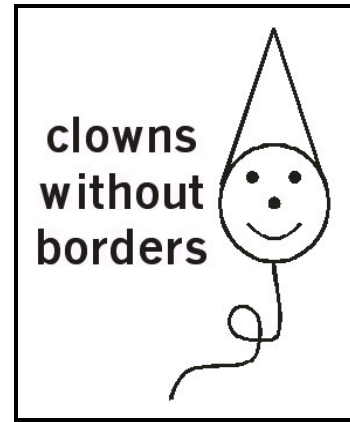
## **Dislocation:**

Is when the incoming Engineer DS finds out that only the DCmdt is allowed to use green ink.

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### **NGOs Deserve Tac Signs Too**



### **Subject: How To Keep a Healthy Level of Insanity**

1. Every time someone asks you to do something, ask if they want fries with that.
  2. Encourage your staff to join you in a little synchronized chair dancing.
  3. Put a garbage can on your desk, label it "IN".
  4. Develop an unnatural fear of Staedtlers.
  5. Put decaf in the coffee maker for 3 weeks. Once everyone has gotten over their caffeine addictions, switch to espresso.
  6. In the memo field of all your checks, write "for sexual favors."
  7. Reply to everything someone says with, "That's what you think?"
  8. Finish all your O-groups with "In accordance with the prophecy."
  9. Adjust the tint on your monitor so that the brightness level lights up the entire work area. Insist to others that you like it that way.
  10. Don't use any punctuation.
  11. As often as possible, skip rather than walk.
  12. Send e-mail to the rest of the course to tell them what you're doing. For example, "If anyone needs me, I'll be in the bathroom, in Stall #3."
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The following is the hand-written comment by a senior officer on an old military file: "This report is useless. The only thing to remember of it is the identity of the officer who wrote it!" - Contributed by Capt. G.T.J. Barrett, Royal Canadian Army Medical Corps. Canadian Army Journal, Vol 8, No 4, Oct 1954

# Road to the River ELBE

## (A General's Story)



By

Major-General J. Andrews  
OBE, CMM, PTSD, STD, CD

(Written with the assistance of  
an admiring member of 13  
CAB – “The Glacis Pates”)

### Chapter – The First

It was a yet another night of brilliant colours and a spectacular sunset. A Pernod and Soda in my mitt, I felt the evening's breeze sweep across the Cabanna porch like the soft touch of a beautiful lady . . . The French Riviera was all I remembered; but my thoughts wandered . . . my dogs, the boat, the birds, and something else. Oh ya, the current battle. The brigades, having been slogging it out for the past two weeks over Frontenau's rolling hills, punctuated with small hamlets, now shattered by the evil realities of war. All this brought on by the heathen hordes of Granovia . . . bastards! Once I get back to the headquarters I'm really gonna give it to those sons-a-bitches! My flight leaves for Frontenau in the morning, I wonder if the staff have realized that I've screwed off on them for three days now!!! Silly Buggers!

### Chapter – The Middle

I snuck back into the command post around midnight when the only staff working were the toads from the G6 cell, slower than Molasses in October, that lot! In the morning I found that Panic and Mayhem were the flavour of the day. Joudrey and Malejczuk, those insolent twerps, have been running the Division, my Division, into the ground. I just can't leave 36,000 soldiers alone for a minute (or three days, hehehe). All around me the staff look to me for guidance and direction; who the hell do they think I am anyways? I'm only human! Intelligence Preparation of the Battlefield sickens me to begin with. As I sit down and steal the last doughnut from the “Timmies” box in the G3 Plans Cell, I think about how the hell am I gonna keep my ass outta jail when this whole mess subsides. I really should have done something when the 13 Canadian Armoured Brigade staff swarmed the local Wal-Mart and stole every Mech-Warrior Battlebot® and all of the pre-sharpened Crayons® in the place. Oh well, I'll get Division Artillery to level the place,

no one will be able to tell what happened. I mused about another way to get out of this . . . I could just run away and hide out. Looking at the map, it dawned on me and then I inadvertently shouted out “The Elbe! That's where I want to go. The Elbe!” With what seemed like a ghostly aura, the Chief of Staff and the Assistant Chief of Staff looked at each other and an evil grin creased their faces. They both turned in unison and started vomiting guidance and direction (only I can give orders). It was so loud and confusing that I left the room to go talk to the Divisional Shrink. It seems that a renewed vigour has entered the staff, they've begun to churn and whirl, they seemed to have picked up a purpose and I didn't know what was going on. Oh well, these things have a way of sorting themselves out anyways . . . I need a nap.

### Chapter – The Last

I woke to find my Personal Assistant, crazy Steph Leblanc, feverishly pulling my pants on and doing up my boots. Perplexed, I asked what was happening. “The Elbe Sir, We've reached the Elbe!” he said, his face radiant in adulation. Never a really bright light, I couldn't bring myself to putting him down and his folks would never forgive me. As I stumbled into the light outside my Planning Van, I saw the throngs of soldiers streaming across the bridges over the Elbe. The steady sound of Heinekens being opened by the jubilant soldiers of the recently joined Fighting Fourth Canadian Division and the Silk Canopy Sixteenth Air Assault Brigade was a musical masterpiece to surpass all the works of Beethoven.

The cameras that seemed to be everywhere, each vying for my photo, astounded me! I thought back to my days at the staff college . . . what would my directing staff would have done in this situation? Here I was faced by a moral dilemma, or was it a situation? Should I credit the staff for their efforts, the soldiers for their blood, sweat, and tears (not that my soldiers cried)? I stepped up to the scrum of reporters and told them . . . It was all thanks to my master plan.



Oh, man, that plan is going for a shit. COS, send in 13 CAB.

## COA 3 - The Course [of Action] That Couldn't Be

“For breaking through a series of layered enemy positions in depth, such as the elastic defence used by the Germans in the Great War, Liddell Hart devised the 'expanding torrent' method of attack. Again, he based his tactics of the 'intelligent manoeuvre of firepower,' likening them to the flow of a strong water current exploiting a breach in an earthen dam. The essence of his 'scientific system of attack' was the combination of 'speed with security.' Rejecting as a 'sheer waste of force' the notion that an attack should be pressed equally at all points, he advocated feeling and testing an enemy position everywhere to find or make a weak spot, and then exploiting it to the fullest with the use of reserves.” - John A. English, *A Perspective on Infantry*; (Praeger Publishers, New York) 1981

COA 1 – Speed and Violence (one-up, armd bde leading)

COA 2 – Attention to Detail (two-up, inf bdes leading)

### COA 3 – The Expanding Torrent

#### **The Sports Analogy:**

Bde HQs play zone in a two-up configuration, BGs play man-to-man.

**Intent:** To breach enemy held territory from the River SALLE through the HALLE-LEIPZIG gap NORTH to the ELBE in order to link up with 16 Air Aslt Bde.

**Concept of Operations:** 4 Div will advance, behind a strong recce force (recce regt, anti-tank coy, recce hel sqn), led by two bdes up followed by the third bde. As lead bde HQs dispatch BGs for destruction or picketing tasks, these BGs transfer to command of depth bde HQ. Simultaneously with this transfer, the depth bde passes an untasked BG forward to “recomplete” the lead bde. In this manner, lead bde HQs remain at full strength with four BGs, while depth bde HQ manages the rear area.

**Reserves:** Armd heavy BG, initially from the armd bde. As well, the Atk Hel Sqn will be maintained as a Div con reserve to support fwd mov.

**Main Effort:** Throughout, the main effort will be on maintenance of forward momentum with strong bdes forward.

**Endstate:** Div end-state will see 4 Div having completed link-up with 16 Air Aslt Bde and prepared to clear assigned divisional AO (as assigned by Corps end-state).

**Grouping concept.** Grouping concept will be managed by bdes on two levels. Close support required to maintain mobility and direct firepower integrity of BGs will be grouped to the BGs. Assets reqr to maintain bde tasks assigned to the ‘zone’ (ex, flank security) will remain grouped to the bde HQ and will not cycle between HQs.

**Support concept.** Will require maximizing flexibility of support elms. Some assets may be distributed to supplement specific BGs, bulk of forward deployed CSS assets will be controlled for movement by the depth bde HQ to ensure that appropriate CSS groupings are positioned to provide sustainment to BGs on completion of picketing/destruction tasks to ensure that BGs are prepared for transfer back to lead bde HQs as reqr.

#### **Advantages:**

**COMMAND:** 100% mission command – fits the proclaimed , purported, alleged doctrinal basis for the Canadian Army.

#### **PROTECTION:**

**MANOEUVRE:** Maintains greatest flexibility and strength of manoeuvre forces forward. Focuses lead bde HQs on forward momentum.

**FIREPOWER:** Maintains direct firepower forward through continuous replacement of BGs under lead bde HQs. Indirect fire support remains with lead BGs except for assets tasked to support picketing/destruction tasks.

**INFORMATION OPS:** Strong recce guard/screen.

#### **SUSTAINMENT:**

#### **Disadvantages:**

**COMMAND:** *Requires that all commanders understand auftragstaktik – unlikely in the current Canadian command environment.*

#### **PROTECTION:**

#### **MANOEUVRE:**

#### **FIREPOWER:**

#### **INFORMATION OPS:**

**SUSTAINMENT:** Management of CSS will require a degree of flexibility and response that is not normally practiced. Fixation on “normal” CSS affiliations will hinder reqr flexibility.

### **Final Drive, Picking the Plan:**

**COA 1** – Select the best plan most likely to get to the River ELBE.

- Advantage – Demonstrates that the students actually learned something.
- Disadvantage – Presumes every syndicate has someone who looks good enough to be a potential “Div Comd.”

**COA 2** – Select the plan most likely to keep the course busy for five days.

- Advantage – It’s entertaining to watch the second div staff trying to get out of the hole.
- Disadvantage – Someone might blame their incompetence on poor instruction.

**COA 3** – Select the plan supported by the most vocal DS.

- Advantage – Saves time arguing with the pompous @\$%.
- Disadvantage – He won’t shut up in the Owl Room about how his syndicate’s plan was better than yours.

**COA 4** – Select the plan created by the syndicate with the pre-designated Div Comd.

- Advantage – The SAL can be written well in advance, reducing staff coord meetings during Intrepid Venture.
- Disadvantage – It might be a workable plan.

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### **BATTLE HONOURS:**

Keep those war diaries up-to-date, eventually you’ll have to justify the Battle Honours:

Theatre:

**CENTRAL EUROPE**

Campaign:

**The Frontenau-Granovian War of March 2001**

Battle:

*Advance to the Elbe Valley*

Included Battles:

The River SAALE

Half-way to the LEIPZIG-HALLE Gap (11 CIB units only)

The SAALE-ELSTER Canal

The LEIPZIG-HALLE Gap

The Second Battle of the LEIPZIG-HALLE Gap

The Third Battle of the LEIPZIG-HALLE Gap

The ELBE Was in Sight (Almost)

### **4 Canadian Division**

THE PAPER TIGER

*Some of the toughest electrons on the planet.*

#### **11 CIB**

THE CANADIAN IRISH BRIGADE

*Fighting for a Duty-Free Cape Breton*

#### **12 CIB**

THE CANADIAN INSUFFERABLE BRIGADE

*Proving That Four Can Fake it as Well as Twelve*

#### **13 CAB**

CANADA’S AUDACIOUS BASTARDS

*Just a Formation Looking for a Fight*

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### **Training for the NBC Threat:**

Despite its fearsome reputation, poison gas remained an incidental horror of the war, not a decisive weapon. Like most risks, familiarity with it bred contempt, even among those who should have known better. Sir Julian Byng, Alderson's successor as Corps commander, remembered how he had spotted an officer sitting in the open without his respirator. He seized the obvious occasion for an impromptu lecture on gas protection. As Captain Walter Moorhouse remembered the story, Byng reminded the officer that it was important not only to carry a mask but also to be able to get it on in a hurry. To demonstrate, he tore open his own satchel and yanked out a pair of socks. And, the general added ruefully, "dirty ones at that." - Desmond Morton, *When Your Number's Up, The Canadian Soldier in the First World War*, 1993

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### **Intrepid Venture, Part III:**

Corps Order – 11 pages (plus sundry annexes)

Comd’s Planning Guidance – 5 pages

COS’ Planning Directive – 6 pages

Isn’t Mission Command a great doctrine!

So, who’s situating the estimate now?

Was the COS’ Planning Guidance part of the whites for a Div operation, or was it really CSCOPS/60/SDI?

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A sojer's life is on'y gloryous in times iv peace. Thin he can wear his good clothes with th' goold lace on thim, an' sthnut in scarlet an' blue through th' sthreet. - Finley Peter Dunne, "On Past Glories," *Mr. Dooley On making a Will*, (1919)

### **The Dead Brigade:**

It was a warm, cool, sunny, overcast day. The 11<sup>th</sup> Canadian Infantry Brigade advanced steadily against increasingly tough resistance toward the LEIPZIG-HALLE Gap. But success was not to be theirs this day. Inexorably, the Granovian defences caused attrition unseen by the Canadian Army since the Somme. The flower of Canada's youth, young men barely in their prime, rode courageously to unspeakable deaths in a foreign land for ill-defined causes. The Commander of 4<sup>th</sup> Canadian Division sat back, sipping his Frontenau beer, as the brave men of the 11<sup>th</sup> died in droves. The Ontario Regiment, The Cameron Highlanders of Ottawa, The Royal Hamilton Light Infantry and the Royal Montreal Regiment as well as many soldiers of the Combat Support and Combat Service Support Corps. Mothers in Ottawa, Oshawa, Hamilton, and Montreal, as well as dozens of other towns across the country mourn their lost brothers, sons, fathers. In many households the Commander of the 4<sup>th</sup> Canadian Division will be known as – the (Canadian) Butcher of LEIPZIG.

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### **Priorities, Gentlemen, Priorities:**

“As a *bonne bouche* I may add, ere I close this letter, that Lord Lucan, in a recent order, expresses displeasure and dissatisfaction at the dirty appearance of the Cavalry Division, and desires that officer commanding troops shall lay in "a stock of yellow ochre and pipeclay," for the use of the men. It is to be hoped we shall have fine weather in the Crimea, should the officers succeed in procuring these valuable pigments in Varna. Will they allow a sumpter mule to carry these stores?” - William Howard Russell at Varna bay, off Varna, September 4, 1854; quoted in Andrew Lambert & Stephen Badsey, *The War Correspondents; The Crimean War*, 1994

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### **More Quotes:**

“My enthusiasm is so small right now, it has both wave and particle attributes.”

“Thanks to all the DS for their motivational remarks.”

“Where, exactly, *is* the Granovian Army.”

“If I’m supposed to playing the role of a Commander, should I be an anal-retentive commander, or a belligerent micro-manager?”

“So, what’s the two-brigade plan for reaching the ELBE?”

### **“Army Training, Sir”:**

In early September [1924] the garrison of Cologne was engaged in brigade training. I [had] command of the skeleton enemy comprising four aeroplanes, six tanks, a squadron of cavalry and two skeleton battalions. ... The opposing force comprised an infantry brigade, a field artillery battery and a squadron of cavalry. I hid my cavalry in a thick wood ... I was in wireless communication with my aeroplanes, ..., and my tanks I placed in front of my position ... disguised as haystacks. When the brigade attacked and were about to launch an assault, my cavalry burst out of the wood ..., my tanks ... advanced on the attacking enemy, and my aeroplanes, ..., came up from the rear of the attacking enemy, ... and bombarded the enemy's guns, infantry and cavalry with hundreds of tennis-balls which I had collected in Cologne. The result was disastrous, and I witnessed what I had never seen before - panic on peace manoeuvres. The infantry were terrorised and ran, fixing their bayonets. ... The gunner horses took fright and broke loose ... I never saw such pandemonium.

At the subsequent conference the gunner officers and colonels commanding battalions severely criticised my unorthodox methods, but Bethel, in charge of the exercise, congratulated me on such realistic methods during peace manoeuvres. Everyone was very angry with me, but I could not help laughing at troops panicking when tennis-balls are dropped on them from aeroplanes. - Colonel R. Meinertzhagen, CBE, DSO, *Army Diary*, 1899-1926, 1960

General Orders 2001

G.O. 202/2001

### **Queen’s Regulations and Orders for the Canadian Army, 2001--Amendments**

Queen’s Regulations and Orders for the Canadian Army, 2001, are amended as follows:--

Para. 101.4.3.5.67—Dress, Accoutrements, Special Days, Brigades: after the word "authorized" in line 5, delete the period and insert the following subparagraph; "Officers of 11 Canadian Infantry Brigade units in accordance with the Granovian Conflict ORBAT shall wear a black crepe armband on the anniversary of the “Glorious 13<sup>th</sup> of March” in commemoration of the Brigade’s decimation in the Granovian conflict of March 2001. "

H.Q. 305-3-45

P.C. 2451 of 24-11-22.