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STUDENT REPORT

A Guide to the USAF-Canadian
Forces Officer Exchange Program

Major David P. Bentley 87-0225

"insights into tomorrow"

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REPORT NUMBER 87-0225

TITLE A GUIDE TO THE USAF-CANADIAN FORCES
OFFICER EXCHANGE PROGRAM

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Submitted to the faculty in partial fulfillment of
requirements for graduation.

**AIR COMMAND AND STAFF COLLEGE
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PREFACE

This Guide to the USAF-Canadian Forces Officer Exchange Program was developed to inform USAF officers about the program and to assist newly selected exchange officers. This guide is intended to serve as a starting point for any officer interested in learning more about the USAF-Canadian Forces Officer Exchange Program. For those officers selected to serve exchange tours in Canada, this guide also provides helpful advice about preparing for the move to Canada.

The author thanks his sponsor, Captain Philip Odom, and the Commander and staff of the USAF-Canadian Forces Officer Exchange Program Office in Ottawa, for their support during the production of this guide. A special thanks to the Commander's secretary, Ms. Liz Owen, for her assistance in preparing this guide.

And finally, the author thanks all those Canadians with whom he had the pleasure to serve and to fly. Your professionalism, lasting friendship, and good humor were sincerely appreciated.

A-1



ABOUT THE AUTHOR

Major Bentley graduated from the United States Military Academy, West Point, New York, in 1975 with a Bachelor of Science degree. He accepted his commission in the United States Air Force and served his initial assignment as a missile launch officer in the Titan II system. In 1981, he graduated from the United States Air Force Test Pilot School as a flight test engineer. He was then assigned to the Sacramento Air Logistics Center as an F-111 flight test engineer. In 1983, he was selected to be an exchange officer in the USAF-Canadian Forces Officer Exchange Program. He served until 1986 as a flight test engineer at the Aerospace Engineering Test Establishment, Canadian Forces Base Cold Lake, Alberta, Canada. Major Bentley is a graduate of Squadron Officer School and Air Command and Staff College.

TABLE OF CONTENTS

Preface.....	iii
About the Author.....	iv
List of Illustrations.....	vii

INTRODUCTION

Statement of Need.....	1
Overview.....	1

SECTION I

Chapter One: The Canadian Forces.....	3
Chapter Two: What is an Exchange Officer?.....	5
Chapter Three: Canada - The Country and the People.....	6
Chapter Four: How to Apply.....	9

SECTION II

Chapter Five: Before You Move.....	11
Official Records.....	11
Individual Equipment and Uniforms.....	11
Finances.....	12
Personal Considerations.....	12
Chapter Six: The Move.....	13
TMO.....	13
Chapter Seven: Canadian Customs/Immigration.....	14
Entering Canada.....	14
Firearms.....	14
Importing Personal Use Items.....	15
Chapter Eight: Reporting In.....	16
USAF Requirements.....	16
Canadian Requirements.....	16
Chapter Nine: Personnel Support.....	17
Administrative.....	17
Finances.....	17
Medical/Dental Care.....	19
The OER.....	19
Flying Tours.....	20
Chapter Ten: Housing.....	21

CONTINUED

Chapter Eleven: Officers' Mess.....	22
Chapter Twelve: Off-Duty Time.....	23
Chapter Thirteen: Exchange Officers' Conference.....	24
Chapter Fourteen: Relationship to USAF and Canadian Bosses.....	25

CONCLUSION

Bibliography.....	27
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APPENDICES

Appendix A: Canadian Forces Command and Location Map....	33
Appendix B: Canadian Forces Rank Chart.....	35
Appendix C: Questionnaire.....	37

LIST OF ILLUSTRATIONS

TABLES

Table 1: Equivalent U.S. - Canadian Terminology.....	4
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INTRODUCTION

Statement of Need

This guide to the United States Air Force (USAF)-Canadian Forces (CF) Officer Exchange Program is written for two purposes. First, it will help publicize the program to ensure there are a sufficient number of qualified applicants. Second, it will assist those officers selected to participate in the program when preparing for their move to and from Canada.

The majority of assignments in the USAF are at locations having an official support network co-located at one's duty station. Exchange officers will most likely find themselves at a location where personnel, financial, and other support units are located hundreds or thousands of miles from their duty location. Because of the distances involved, extra time is usually required in updating or correcting one's military records. In addition, moving to a foreign country requires adaptation to new laws and cultures. These factors have the potential for creating problems which could easily be avoided or mitigated by merely making the officer aware of them.

Overview

The purpose of the USAF-CF Officer Exchange Program "...is to strengthen the mutual confidence, understanding, and respect..." between the USAF and the Canadian Forces (5:176). Despite this officially stated goal, there remains some confusion as to the benefits of an exchange tour in Canada. It is the opinion of the author that this confusion exists primarily due to unfamiliarity with the Officer Exchange Program.

The purpose of this guide is to help dispel this confusion by providing information to those officers interested in the program. To do this, the guide is divided into two sections. Section I is designed for officers who are interested in finding out about the USAF-CF Officer Exchange Program. It briefly describes the Canadian Forces, assignments available, Canada, and how to apply for the program. Section II is oriented towards those officers

selected to participate as exchange officers. It is intended to provide information in advance that will minimize the problems one might experience in moving to Canada as an exchange officer.

No single guide of this type can be all inclusive or anticipate every problem. Additional information may be obtained from the Military Personnel Center, Exchange Officer Branch (DPMRXE) or from the USAF-CF Officer Exchange Program office in Ottawa, Ontario. Of course, the best source of information on a particular job or area will come from those exchange officers presently serving in that assignment.

As you use this guide, if you find inaccuracies or feel information should be added or deleted, please indicate that on the questionnaire located in Appendix C. A few moments of your time will make it easier for those who follow you.

SECTION I

Chapter One

THE CANADIAN FORCES

In 1968, the Canadian Government consolidated its Army, Navy, and Air Force service components into a single, unified military organization and named it the Canadian Forces (CF) (1:43). The CF is part of the Department of National Defence (DND) and has four primary missions. These include protection of Canadian Sovereignty, North American defense in cooperation with the United States, fulfillment of NATO commitments, and performing peacekeeping roles as required (4:5).

To carry out these missions, the CF is organized into functional and regional commands which report to National Defence Headquarters (NDHQ) in Ottawa, Ontario. These commands and their locations are Maritime Command, Halifax, Nova Scotia; Mobile Command, St. Hubert, Quebec; Air Command, Winnipeg, Manitoba; CF Communication Command, Ottawa, Ontario; CF Europe, Lahr, Federal Republic of Germany; CF Training System, Trenton, Ontario; and Northern Region, Yellowknife, Northwest Territories. In addition, there are a number of smaller organizations which report directly to NDHQ. Several of these units which might be of interest to potential exchange officers include Engineering and Test Establishments, CF Command and Staff College, and the National Defence College. These commands and organizations are manned by approximately 84,000 active duty personnel with support from approximately 37,000 civilians and 50,000 reservists (4:7).

To put the CF organization into perspective, Table 1 compares terminology of the CF organization with more familiar U.S. military organizations and terminology. Appendix A contains a Canadian map which shows the location of the above commands as well as CF Bases, Stations, and other CF organizations.

Military rank for Officers in the CF is similar to that of the U.S. Navy. Appendix B illustrates officer and enlisted CF rank (4:131).

CANADIAN TERM	EQUIVALENT TO	U.S. TERM
Prime Minister		President
Governor General (Represents Queen - Ceremonial Commander in Chief of Canadian Forces)		President (Commander in Chief)
Minister of National Defence		Secretary of Defense
Chief of the Defence Staff (CDS)		Chairman of the Joint Chiefs of Staff
National Defence Headquarters		Pentagon
Maritime Command		U.S. Navy
Mobile Command		U.S. Army
Air Command		U.S. Air Force
National Defence College		National War College
CF Command and Staff College		Air Command and Staff College

TABLE 1 - EQUIVALENT U.S.-CANADIAN TERMINOLOGY

Chapter Two

WHAT IS AN EXCHANGE OFFICER?

As an exchange officer in the CF, the USAF officer will serve in a Canadian position just as a CF officer. The officer will receive the same authority and respect as a CF officer of equivalent rank, except the USAF officer will not assume command of stations or units nor will the officer exercise disciplinary powers. In addition, the USAF officer will be expected to follow orders of senior Canadian officers just as subordinate Canadian military personnel will follow his orders. USAF officers on exchange duty in Canada are considered members of NATO forces and receive any privileges normally accorded to NATO members (6:2).

At the present time, there are 37 USAF exchange officer positions in Canada including one position with the CF in Europe. There is a wide variety of jobs available for both rated and non-rated officers, to include jobs requiring pilots, navigators, engineers, logisticians, computer scientists, personnel officers, nurses, communications-electronics officers, as well as other expertise. Since job descriptions change frequently to meet the changing needs of the CF, no job descriptions are listed in this guide.

Exchange tours are controlled tours lasting two or three years and are considered overseas assignments. Exchange officers incur an active duty service commitment equal to the length of their controlled tour.

Chapter Three

CANADA - THE COUNTRY AND THE PEOPLE

"From the harbours of British Columbia to the island fortress of Newfoundland, from the Point Pelee marshlands in Ontario, the most southerly spot in Canada, to the Canadian arctic islands surrounding the North Pole, barely a mile of Canada is quite the same as the one before (3:7)." A quick look at a map brings the meaning of this statement into sharper focus. As the second largest country in the world, Canada is 300,000 square miles larger than the U.S. including Alaska (2:xix). Despite this large size, Canada's population is only 23 million (2:xx). The vast majority of these people live along the U.S. border in a band about 100 miles wide and 3,987 miles long (2:x). The main reason for this unusual population distribution is attributable to the climate. Generally speaking, Canadians living along the U.S. border experience four distinctive seasons with hot summers and cold winters. As one moves further north, summers become cooler and shorter while winters get longer and colder with temperatures of -50°C or colder not uncommon.

As a result, most Americans who visit Canada do so in the summer. Whether they're tourists, hunters, or fishermen, they see some of the finest undisturbed natural beauty remaining on the North American Continent. But Canada remains beautiful in the winter as well.

Despite the harsh temperatures, Canada seems to come alive in winter. Winter sports and activities bring out people of all ages. Hockey, figure skating, curling, broomball, downhill and cross-country skiing are just a few examples of activities that people participate in during the winter months. Only when temperatures dip exceptionally low is there any slowdown in winter activity.

In many respects, the above description of Canadian people may not appear much different from Americans living in northern climates. At a quick glance, that is an accurate assessment. However, even though there are many similarities between Canada and the U.S., there are subtle differences as

well. For example, the U.S. is commonly called a "melting pot," meaning that people immigrating to the U.S. subordinate their previous culture to their new culture. Thus, Irish immigrants consider themselves Americans first and Irish-Americans second. Canada, on the other hand is often referred to as a "mosaic," which means that Canadians tend to retain their original cultures and identities. Perhaps the best example of this is the French-Canadian culture that flourishes in Quebec. There, the French-Canadians actively work at keeping their French heritage alive for future generations to enjoy.

The Canadian political scene is also structured so that it tends to support the idea of a "mosaic." Canada is divided into ten different provinces and two territories. All the provinces have joined together in a confederation to form the Federal Government of Canada which is based on a parliamentary system. The arrangement is similar to American state and federal government except for the parliamentary system of government and another important difference. In Canada, the individual provinces retain far more autonomy than do American states. An issue in dispute between federal and provincial government would be far more likely to be resolved in favor of the province. For example, the Federal Government has an official policy of bilingualism, incorporating both the French and English languages. However, some of the western provinces do not agree with this policy and choose to ignore it at the provincial level. Thus, one sees far more French influence in eastern Canada than western Canada.

Perhaps the best way to understand the subtle differences between Americans and Canadians is to compare their fundamental beliefs. In the U.S. Constitution, life, liberty, and the pursuit of happiness are basic values emphasizing individualism. In contrast, the Canadian Constitution emphasizes peace, order and good government (2:xvii). It may seem ironic that two countries so similar in many respects, could differ so greatly in their opinion of the virtues of government. However, this fundamental difference is a natural outgrowth of years of historic rivalry between Canada and the U.S.

Today, that rivalry is friendly in nature. Occasional rifts between the two countries do develop, but it is doubtful any serious harm will come to the relationship. The two countries are simply too close in too many ways. Television is a good example of this. Much of Canadian TV programming comes from the U.S., which is considered a

blessing and a curse by many Canadians. It's a blessing because of the large variety of programming available. However, it's a curse because American TV programming tends to crowd out Canadian programming. Laws have been passed in Canada that require a minimum level of Canadian programming, thus keeping alive part of Canadian culture.

Finally, Canada and the U.S. are economically interdependent on each other. Each country is the other's largest trading partner. This fact by itself, will continue to make the relationship between Canada and the U.S. a special one.

Chapter Four

HOW TO APPLY

If you're interested in an exchange assignment in Canada, you can find out more detailed information by contacting the Military Personnel Center, Exchange Officer Branch (HQ AFMPC/DPMRXE). They will provide you with any detailed information you require or put you in touch with someone who can.

If you've decided you want to apply to participate in the USAF-CF Officer Exchange Program, the current AFR 36-20 contains the eligibility criteria and application procedures. Your local CBPO will assist you during the application process.

SECTION II

Congratulations on being selected as an exchange officer to Canada. In many respects, your exchange tour will be similar to any other you've had with two major exceptions. First, you will not have a USAF base readily available to provide personnel support and second, you will be living in a foreign country. These two factors may combine to cause some frustrating moments if you aren't prepared. This section is designed to help alleviate those frustrating moments by letting you know in advance what to expect and by preparing you both professionally and personally for your move to Canada. We'll begin by looking at things you should do before you leave the U.S.

Chapter Five

BEFORE YOU MOVE

Official Records

As soon as you have been selected as an exchange officer you should review your personnel records and ensure they are correct and current. If you need an official photograph taken or will shortly after arrival in Canada, take care of it now. You can take care of things like this while in Canada, but it generally requires an extensive amount of time. Take advantage of the readily available support while you can.

Individual Equipment and Uniforms

If you are assigned to a job such as a flying position that requires special environmental or safety clothing, it is customary to use and wear the safety clothing of the host country. Some exceptions are allowed such as flying helmets, boots, or gloves. Contact the incumbent exchange officer in your position and discuss these requirements. If there is USAF equipment you are authorized to wear and that you want to have in Canada, sign it out prior to departing your present base.

Most exchange officers will not have a need for special clothing and will be expected to wear USAF uniforms while on duty. Since you will not have easy access to a clothing sales store, you'll want to consider buying enough uniform parts and accessories to last throughout your tour. Be sure you have a complete service uniform and wheel cap as well as a new dark blue mess dress uniform. Ceremonial uniforms are not required.

Finances

Pay attention here! If you have any investment that pays you interest, dividends, or income of any type, you will be subject to a non-resident alien (NRA) tax as soon as you provide your financial institution with your foreign address. The NRA tax is designed to ensure aliens earning income in the U.S. pay income tax. To avoid paying this tax, you must provide your financial institution with a signed statement that you are a U.S. Citizen. An ordinary letter will suffice for this purpose, but a change of address card will not.

Maintaining your U.S. credit cards can be another potential source of trouble. Some credit card companies will not renew your cards or allow you to maintain a line of credit with them since you won't have an FPO or APO address. Another potential problem is the extended mailing times you will experience in Canada. Quite often after using your U.S. credit cards, your monthly statements will arrive too late to meet the payment deadline. To avoid any problems, you should contact your bank or credit card company prior to departing the U.S. and discuss your situation with them.

Personal Considerations

If you've been planning major purchases such as furniture, appliances, or an automobile, your move to Canada may influence your planning. Generally speaking, major appliances in Canada are more expensive than in the U.S. If you're going to a remote area of Canada, availability of goods may be limited. Auto purchases in Canada require special consideration because of Customs requirements. To determine whether it's more advantageous to make a major purchase in Canada or the U.S., discuss your specific situation with your predecessor.

Chapter Six

THE MOVE

TMO

Your move to Canada will be quite similar to any other move you've made. Your base Transportation Management Office (TMO) will be readily available to answer any questions you may have. Be sure and ask your TMO who will be your destination TMO. Just before you move, contact your destination TMO to find out where your household goods (HHG) will be put into bonded storage. This knowledge may speed up your moving in upon arrival. For example, if you are available when the moving van arrives in Canada at your destination, you can clear customs then and avoid having your HHG go into bonded storage.

Your departure from Canada will be different from previous moves because you will not have face-to-face contact with a TMO. The destination TMO that moved you to Canada will also be in charge of your move out of Canada. Because of the distance involved, you will most likely have to deal with TMO by phone or letter. The TMO will make all the arrangements as in a regular stateside move. However, Canadian carriers may be involved to some degree in the shipment and they may not be familiar with USAF forms and procedures. This is not to imply that you should expect a bad move. To the contrary, you can expect a good move, but it will be important for you to be familiar with the USAF required paperwork. This will be important to you should you have to claim for any damage. To summarize, be sure you are aware of the required documentation and your entitlements. If you have doubts about any aspect of the move, check with the TMO or the Exchange Office in Ottawa.

Chapter Seven

CANADIAN CUSTOMS/IMMIGRATION

Entering Canada

The Exchange Office in Ottawa will provide you information concerning customs and immigration. Read it carefully and carry it with you when you cross the border. Some Canadian officials will be familiar with the exchange program and some will not. The documents you receive from the Exchange Office provide border officials with the required regulation references, sample forms, and points of contact should there be any difficulty.

Several items deserve special emphasis. First, do not declare your HHG when you cross the border unless you have them physically with you. You will declare your HHG later at the point where they go into bonded storage.

Secondly, be sure you get Immigration Form 1097 when you cross the border. This form will be required to clear your HHG into Canada.

Finally, you should attempt to persuade customs and immigration officials to stamp "Duration of Status," on any form that requires an expiration date. Some border officials may be reluctant to do this if they are not aware of all the regulations affecting exchange officers. The documents you received from the Exchange Office in Ottawa should help clear up any questions. Having "Duration of Status," stamped on your documents will keep them current as long as you remain in Canada on USAF orders. This prevents the requirement to periodically update your documents. Examples of documents this could apply to include official passports or Immigration Form 1097.

Firearms

If you own firearms (rifles, shotguns, or handguns), you are allowed to take them with you. However, Canada has very

strict firearms laws with which you must comply. In general terms, you must obtain a Firearms Acquisition Certificate from either the Royal Canadian Mounted Police or the Provincial Police. If you have restricted weapons such as handguns, you must also obtain a Permit to Convey. The simplest way to import your firearms is to ship them on the moving van. Before you accept delivery of them from the carrier, be sure to have the required documentation. Check with the police detachment in your assignment area to insure you've satisfied all legal requirements.

Importing Personal Use Items

Once you've arrived at your assignment in Canada, you will be issued an Allied Forces Identification Card which identifies you as a member of NATO. Current Status of Forces Agreements allow you to import most goods free of duty as long as they are for your personal use and will be removed from Canada when you leave. This also applies to goods you receive in the mail.

Information you receive from the Exchange Office in Ottawa will elaborate on this and should be helpful in resolving any disputes with customs officials. If you do encounter any difficulty, the simplest way to handle it is to ask that the item in dispute be added to your list of HHG that is already on file with Customs.

Chapter Eight

REPORTING IN

USAF Requirements

You will be required to report to the USAF-CF Exchange Office in Ottawa, Ontario, to in-process. Here, you will meet the Commander and Chief of the Officer Exchange Program and turn in your hand carried personnel records. Once you complete your in-processing requirements, you'll be free to proceed to your duty station.

Canadian Requirements

Upon arrival at your assigned duty station, report to your new unit orderly room. They will put you in touch with your sponsor and begin the in-processing routine. Over the course of several days, you will in-process to the base and your unit and meet your Canadian commanding officer and your Canadian supervisor. Some of the in-processing requirements will not apply to you as a USAF officer. Use your best judgement in this regard as you in-process.

Job requirements may not permit you enough time to report in at the Exchange Office in Ottawa. In that case, you will in-process through the mail to satisfy USAF requirements. If you feel your situation warrants such action, contact the Exchange Office and discuss it with them.

Chapter Nine

PERSONNEL SUPPORT

Administrative

As an exchange officer, you will be administratively assigned to the USAF-CF Officer Exchange Program in Ottawa, Ontario. This Program comes under the administrative command of the Military Personnel Center at Randolph AFB, TX. Plattsburgh AFB, NY, is assigned the task of providing support to the Exchange Program. To the individual exchange officer, this means the Plattsburgh AFB CBFO, accounting and finance office, and flight records office will handle your military records.

Even though you are assigned to the Exchange Program in Ottawa, your duty station where you actually work will be elsewhere. Be sure any USAF orders you receive reflect this difference, especially on your move to and from Canada. Otherwise, you may see your household goods sent to Ottawa while you end up in Alberta, a mere 2,000 mile difference. This mistake is frequently made on orders, so beware.

The Exchange Office in Ottawa is manned by the Commander and Chief, USAF-CF Officer Exchange Program, who is typically a rated colonel. He is assisted by a Deputy Commander and Chief, who is a senior non-commissioned officer (NCO). Another senior NCO is assigned as NCO in Charge of Personnel. Finally, a civilian secretary is assigned to the program as Secretary to the Commander and Chief. These four people provide administrative support to the exchange officers and act as liaison between you and all USAF administrative offices (HQ AFMPC, HQ USAF, and Plattsburgh AFB). The Commander and Chief is your immediate USAF supervisor.

Finances

The best aspect of the pay situation has been the U.S.-Canadian dollar exchange rate. In recent years, the U.S. dollar has been substantially stronger than the Canadian

dollar. However, keep in mind that some expenses in Canada, such as food, are higher than you'll find in the U.S. and exchange rates fluctuate daily.

If you are participating in SURE PAY, your pay will continue to go to your designated financial institution. One change you will see in your monthly pay due to your exchange tour is the loss of your variable housing allowance (VHA) and the addition of a cost of living allowance (COLA). The COLA varies depending on the latest cost of living survey taken in Canada.

Another significant pay change you may encounter is the Overseas Housing Allowance (OHA). This allowance is designed to supplement your quarters allowance in high cost areas. OHA has recently been the subject of legislative concern so no attempt will be made here to explain any details. The point is, check it out with the Exchange Office in Ottawa and determine your options before you make any housing commitments.

While you're in Canada, you'll need to have convenient access to Canadian funds to pay your bills and make purchases. The simplest way to handle this is to keep your pay check going to your U.S. bank account. As you need Canadian funds, write a check on your U.S. account into a Canadian bank account and make withdrawals from it as needed. This protects you from large fluctuations in the exchange rate. Past experience has shown Canadian banks to be very helpful to the exchange officer. At the same time you open a Canadian bank account, you may want to seek the bank manager's assistance in obtaining a Canadian credit card. Without the manager's help, the short amount of time you've been in Canada will probably prevent you from qualifying for a credit card.

Canada has approximately ten banks that are found nationwide. This is a decided plus as you travel through Canada because you can continue to deal with the same banking system as your local bank. Each bank offers essentially the same basic services, but it pays to shop and compare their services to select the account most advantageous to your needs.

If you should decide to make any investments in Canada, it will be your responsibility to comply with U.S. and Canadian tax laws. One item of interest is that as a U.S. citizen living out of the U.S., you are allowed a two month extension for filing your federal tax return. Double check

current tax publications to be sure this hasn't changed.

The USAF will fund your move to and from Canada and pay your monthly salary. In addition, any USAF sponsored temporary duty (TDY) requirements will also be funded by the USAF. Travel vouchers for USAF TDY are sent through the Exchange Office in Ottawa to the finance office at Plattsburgh AFB for payment. Any Canadian TDY requirements will be funded by the Canadian Forces.

Medical/Dental Care

Medical and dental care for active duty personnel will not be significantly different from what you're used to. Military medical facilities will handle your requirements and also complete any exams required by USAF regulations such as flight physicals.

Dependent medical care is a different situation. Military facilities are not normally large enough or staffed to handle the dependent population. As a result, military members with dependents should plan on participating in either CHAMPUS or their provincial health care program. If you anticipate special medical requirements, you may want to discuss your situation with the Exchange Office in Ottawa prior to your arrival.

The OER

The Exchange Program is very selective in its manning. Only volunteers with strong credentials participate in the program. To ensure individuals are treated fairly in the evaluation system, the USAF has established procedures to ensure your officer effectiveness report (OER) is competitive during promotions. The Commander and Chief of the USAF-CF Officer Exchange Program is your immediate USAF supervisor and serves as your OER rater. He bases his evaluation on your Canadian supervisor's evaluation of your performance and on an activity report you provide to him. In addition, the Commander and Chief will visit you at your duty station from time to time throughout your exchange tour. Once he completes the rater comments, your OER is forwarded to the Military Personnel Center (MPC) where another colonel in the chain of command will serve as the additional rater. Your OER is then forwarded to the command section of the MPC where a general officer will normally serve as the indorser.

There have been recent discussions concerning the transfer of responsibility for additional rater and indorser comments to a major operational command such as the North American Air Defense Command (NORAD). This change would increase the opportunities for high level indorsement and reflect greater consistency between Canadian exchange assignments and their contribution to an overall mission. At the date of this writing, this change is still under discussion.

Flying Tours

For those exchange officers involved in flying assignments, you will be required to maintain your flying status in accordance with USAF requirements. This means you must have a current flight physical and physiological training. To satisfy your flight physical requirements, you will take your annual physical from a Canadian flight surgeon. The results will be forwarded through the Exchange Office in Ottawa to USAF medical officials for review. If your physiological training expires during your tour, the Canadian equivalent (High Altitude Indoctrination Training) is recognized by the USAF and satisfies requirements.

As previously mentioned, Plattsburgh AFB will maintain your flight records. After arriving at your duty station, contact the flight records office and they will tell you how to document and update your flight time.

Chapter Ten

HOUSING

The options available and the cost for housing will depend entirely on the location of your assignment. If on-base housing is available at your duty station, you will typically find it is mid 1950s wood-frame construction. The rooms will be small; however, most houses have a full basement which provides needed storage area. The insulation in base housing is generally poor; which will affect your heating bills. However, heating energy is relatively inexpensive when one considers the harsh Canadian winters. The Canadian Forces has been renovating base housing throughout Canada so improvements such as better insulation and modern kitchens will be the rule rather than the exception. If you choose to live in base housing, you will receive your full basic allowance for quarters (BAQ) and will be billed monthly by the Canadian Government for your rent.

If on the other hand, you elect to live off-base, the overseas housing allowance greatly improves your housing opportunities. Selecting a house in the local area is no different than finding one in any area in the U.S. Merely check the local papers or real estate agents. Be sure and check with your predecessor as you may be able to move into his accommodations.

If you are single, you will find on-base single housing to be poor. If it is even available, it is small; it may or may not have a private bath; and single quarters generally do not have kitchens unless there is a community kitchen for the entire floor or building. As a result, you will have to eat most of your meals at the officers' mess if you choose to live on-base. Off-base housing is by far your best opportunity.

Finally, if you take an electric 220 volt clothes dryer with you, you will quickly find that Canadian 220 volt plug-in receptacles are not compatible with U.S. 220 volt plugs. This is not a great concern as you will be able to purchase a replacement dryer cord for approximately \$10 at any hardware store in the area. Your dryer will then work fine.

Chapter Eleven

OFFICERS' MESS

Most exchange officers will be pleasantly surprised with the Canadian Officers' Mess. All officers are automatically members of the Mess and you will be billed for your mess dues on a monthly basis. Dues are approximately \$20 per month depending on location.

The big difference between a USAF and Canadian Forces Mess is that you will find yourself using your CF Mess far more often. This is simply because it's convenient, inexpensive, and best of all, because the food is generally excellent. This may not be as true in a large metropolitan area such as Ottawa, but even there, the officers' mess plays a substantial role in the life of a CF officer.

Tradition also plays a large role in an officers' mess. Formal mess dinners are steeped in tradition as well as the informal "mug out," which is how a unit bids farewell to its officers as they are reassigned.

Chapter Twelve

OFF-DUTY TIME

Regardless of whether you're married or single, and living in a metropolitan or remote area, it should not be difficult to find activities to participate in during your spare time. As long as you're willing to get involved, you'll have plenty to do.

In the metropolitan areas you'll be able to visit museums, cultural events, concerts, as well as shopping centers. For those of you lucky enough to be assigned to duty stations in or near Ottawa, Toronto, or Montreal, there is a wealth of activities ongoing at any given time.

On the other hand, if your duty station is located in a more remote area such as CFB Cold Lake, Alberta, off-duty activities take on a different flavor. Outdoor sports such as skiing, skating, or soccer will be popular as well as hunting and fishing. There are also a multitude of clubs and activities for spouses, children, and the entire family. It is here, in the more remote areas that the exchange officer will probably make the strongest friendships.

The key thing to remember is to be active and participate. That's what the Exchange Program is all about.

Chapter Thirteen

EXCHANGE OFFICERS' CONFERENCE

Once each year towards the first of June, the Annual Exchange Officers' Conference is held in Ottawa. The purpose of the conference is to allow all the exchange officers to meet each other and compare experiences. In addition, Military Personnel Center representatives are there to conduct a briefing as well as individual interviews. Each exchange officer also has the opportunity for a records review with representatives from Plattsburgh AFB and they may have an interview with the Commander and Chief of the Exchange Program. The conference is concluded with a formal mess dinner.

The conference is a TDY funded by the USAF and is an excellent opportunity to review your career goals and objectives. Transportation funds for spouses are not provided but spouses are encouraged to attend if possible.

Chapter Fourteen

RELATIONSHIP TO USAF AND CANADIAN BOSSES

Being an exchange officer is unique in many respects. One aspect of the assignment deserves a little prior thought and that is the fact that you will be working for two different people. You will be working for a USAF officer in Ottawa, and your CF supervisor at your duty station. For most people in most situations, this will never become an issue. However, in rare cases, personality conflicts do arise and it may be helpful if a clear distinction is drawn between your two bosses.

First, last, and at all times, you are a USAF officer. As an Air Force officer, you represent the USAF in all that you say and do. Part of your job as an exchange officer is to learn as much about Canada and her people as you can. In effect, you will become an informal point of contact and expert on Canada. In the final analysis, you work for a USAF officer who writes your OER, and he is the individual you should turn to if you have difficulties that you feel cannot be appropriately handled in your Canadian chain of command.

On the other hand, in your day-to-day activities you will be working directly for a CF officer and have your own CF chain of command which you will be expected to follow in all job-related activities. In most cases, you will be accepted by the Canadians as would any CF officer, and this will never be an issue of any great concern.

In summary, as an exchange officer you'll be wearing a "USAF and CF hat." In some instances you may need to wear your "diplomatic hat." If you're not sure which hat to wear, contact the Commander and Chief of the Exchange Program and discuss it with him. But if you're ever in doubt, remember that you're a USAF officer.

CONCLUSION

The best way to understand another country and its people is to become part of it. That is the opportunity the USAF-CF Officer Exchange Program provides you. A review of exchange officer final reports indicates the overwhelming majority consider their exchange tours as an excellent experience.

This guide is intended to help continue making the exchange tour a good one. The information presented here is a result of the past experiences of previous exchange officers. It has not covered all situations, but it's a start. Those of you not yet convinced you want to participate in the program will find it helpful in reaching a decision. Those selected for the program should find it helpful in preparing for the move to Canada.

In any case, the USAF-CF Officer Exchange Program provides a unique opportunity. It's up to you to go for it.

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APPENDIX

Appendix A

CANADIAN FORCES COMMAND AND LOCATION MAP

APPENDIX

Appendix B

CANADIAN FORCES RANK CHART

OFFICERS

GENERAL OFFICERS



ALL GENERAL RANKS



GENERAL



LIEUTENANT GENERAL



MAJOR GENERAL



BRIGADIER GENERAL

SENIOR OFFICERS



COLONEL



LIEUTENANT COLONEL



MAJOR

JUNIOR OFFICERS



CAPTAIN



LIEUTENANT



SECOND LIEUTENANT

SUBORDINATE OFFICER



OFFICER CADET

OTHER RANKS



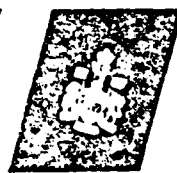
CANADIAN FORCES
CHIEF
WARRANT OFFICER



COMMAND CHIEF
WARRANT OFFICER



BASE
WARRANT OFFICER



CHIEF
WARRANT OFFICER



MASTER
WARRANT OFFICER



WARRANT OFFICER



SERGEANT



MASTER CORPORAL



CORPORAL



PRIVATE



PIPE MAJOR



DRUM MAJOR



TRUMPET MAJOR

(4:131)

APPENDIX

Appendix C
QUESTIONNAIRE

QUESTIONNAIRE

The purpose of this questionnaire is to determine whether this guide is helping exchange officers during their move to Canada. Your comments will help keep the guide accurate and also help future exchange officers.

1. Did you find this guide helpful?

Yes ☐

No ☐

↓
If yes, please identify that information you feel is most helpful.

2. Did you find the information in this guide to be accurate?

Yes ☐

No ☐

↓
If no, please identify that information you feel is inaccurate.

3. What information should be added to this guide to make it more complete?

4. What information in this guide should be deleted to make it more useful?

5. If you are an exchange officer, please identify the province where you are assigned?

6. Please add any additional comments you have concerning this guide.

When you have completed this questionnaire, please mail it to the following address:

USAF-CF Officer Exchange Program
141 Cooper St., Mezz. Floor
Ottawa, Ontario K2P 0E8
CANADA