



ALERT

MAGAZINE OF THE
JAMAICA DEFENCE FORCE **2016**

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SECURING THE FUTURE



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FEATURES



ALERT

2016

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The cover features an action shot of a newly acquired Bushmaster.

Photo by:
Corporal Jason Lampart

EDITORIAL



Commander David Chin Fong,
MSc, psc (n)
Editor

The ALERT magazine serves as a prime communication tool for the Jamaica Defence Force (JDF) as we continuously seek to engage our internal and external audiences and also our key partners. While the publication has continued to evolve since its launch in 1968 – design, scope and production – it has remained true to the purpose of informing readers, to include our own serving members, of developments within the Force and give a sense of how we have contributed to the national security landscape of Jamaica. We are particularly proud to provide a platform for our members to share their stories and exercise their creative talents whether it is writing, photography, design or any other aspect of the team effort that it takes to produce the ALERT. This year the task was ours to curate the content covering a very active and exciting period in a fairly small biennial publication; we hope we did it well! Every piece of “real estate” within the magazine is vital and its use has to be maximised. The selection of articles is therefore a tedious and deliberate exercise; we try our best to ensure that we adequately represent all the various units of the Force and their activities.

In deciding on this year’s theme we had to capture the essence of the magazine and effectively paint an accurate picture depicting the JDF’s meaning and value to Jamaicans. The Committee started out with ‘Doing the Right Thing’ and ‘Beyond the Call of Duty’ then moved on to ‘Future Soldier’ before finally settling on ‘Jamaica’s Defence Force: Securing the Future’. This theme is intended to convey a number of messages. First, it is a reminder to the people of Jamaica that the JDF belongs to them; we are here to serve and our actions must at all times reflect this belief. Second, ‘Securing the Future’ of our island conveys the message that the JDF has an awesome mandate to protect this island nation from all threats thereby guaranteeing a safe future for generations to come. The Force has to remain highly adaptable in an age of uncertainty where the nature of conflict is far from regular. You simply have to read Professor Clayton’s article to get an idea of the complex and constantly changing nature of security.

The articles herein are intended to provide you with many perspectives of the JDF and in reading them you will easily get an understanding of the deep sense of pride felt by those who have served and those who are still serving. Take for example, the article by the Force Sergeant Major, Warrant Officer Class 1 A. Lysight who writes that having a culture of selflessness ‘puts the needs and goals of the nation, the JDF, the Unit and your soldier ahead of personal needs and interest’. Also read about the efforts of our ex-members in South Florida, who have continued to support the work of the JDF and honour the service and sacrifice of our veterans or current members who are in need of support.

I must express many thanks to all those who contributed to the publication of this magazine. Specifically the ALERT Committee, our editorial consultant Mrs Latoya West-Blackwood, Lt Col Radgh Mason, who led the ALERT Committee at the start of the journey, the production team and the various contributors who all did a fantastic job in this issue. I would also like to thank our sponsors and advertisers whose input significantly contributed to the successful production of this magazine. I have no doubt that our readers will find the variety of articles and topics covered enjoyable.

We close with an exciting announcement – this year we will be joining the digital age and going live online! Yes, the ALERT for the first time in its history will be available as an E-zine – featuring current and past issues – and will hopefully be even more accessible to our supporters, ex-members and partners way beyond the shores of our beloved island.

MESSAGE



His Excellency The Most Honourable
Sir Patrick L. Allen, ON, GCMG, CD
Governor-General

The successes we have won as a Jamaican people since 1962 and the achievements we have celebrated together are so much more valuable because we did so as an independent nation. Throughout this era of independence, one constant has been the Jamaica Defence Force, which was established only days prior to Jamaica becoming a self-governing state. Since then, it has diligently worked to protect and defend this freedom and safeguard the sovereignty of this country.

I commend this institution for its service to the nation and the ways in which it has grown and adjusted itself to be effective in an ever-changing environment. I also applaud it for the upstanding men and women in its ranks who give the best of themselves every day for the security of our citizens. Your elevated sense of purpose, dedication to professionalism and commitment to service are qualities which we see displayed continuously, as you assist the Jamaica Constabulary Force (JCF) in keeping communities and families safe, as we strive to achieve Vision 2030.

The dynamics of the world has changed, warfare techniques and practices are ever evolving and so military forces must adapt in order to effectively combat all forms of aggression. Therefore, I urge that you continue to collaborate and establish partnership in the promotion of regional security, enhanced information sharing and promoting interoperability.

The theme for this publication, 'Jamaica's Defence Force: Securing Jamaica's Future', is most fitting, as intermingled with my personal pride of having the opportunity to work closely with members of the JDF it is my fervent sense of hope that this institution will continue to be integral to the growth, development and security of our country.

I extend hearty congratulations to the ALERT Magazine Committee for another successful and inspiring publication; chronicling the achievements, stories and patriotic spirit of the JDF. I have confidence that Jamaica is in safe hands as you continue to be guided by your mission; "to provide military capability to deter and or defeat threats against the Jamaican state and or its interests".

MESSAGE



The Most Honourable
Andrew Holness, ON, MP
Prime Minister

The Jamaica Defence Force (JDF) represents one of Jamaica's most trusted, respected and reliable public bodies. The Force has soundly demonstrated, through its various partnerships, that a lot can be achieved through collaboration and cooperation. In fact, many of its recently acquired capabilities are as a result of fruitful partnerships that have foundations in shared vision.

This government strongly supports the use of social partnerships and recognizes the significance of a Defence Force which is passionate about maintaining the trust of the Jamaican people. As Jamaica continues to work towards creating safe communities, securing our borders and maritime space, the importance of the JDF in achieving these goals is undeniable. I therefore salute our servicemen and women across the JDF who have served unselfishly and diligently to tackle current threats to our island.

The recently concluded Exercise Tradewinds 2016 demonstrated to our regional and international partners the professionalism and growing capabilities of the JDF. The theme of Alert 2016, '*Jamaica's Defence Force: Securing the Future*' is one which will no doubt bring to light the many advances that the JDF has made in leveraging technology in the training of its members as well as its use in the execution of its various roles and functions.

As Minister of Defence, I am pleased to see that the military has expanded its role in nation building to include positive youth engagement, which is a critical aspect of creating a safer and more secure environment for all. I therefore endorse the initiatives of the JDF which will provide our youth with the requisite skills, knowledge, and attitudes for personal development, increase employment opportunities and enable them to make positive contributions to the country and their communities. A worthwhile investment in our youth is an investment in the future leaders of Jamaica.

I congratulate all those who have contributed to the successful publication of this year's magazine. I look forward to the JDF's increased role in nation building and youth development. I am assured that our servicemen and women will embrace and execute this mission with the energy, zeal and professionalism that has always typified your service and contribution to the nation.

MESSAGE



The Honourable
Robert Montague, MP
Minister of National Security

In my capacity as Minister of National Security, I am indeed delighted to bring you this message in the 2016 edition of the Alert Magazine.

The theme of this year's Alert magazine, '*Jamaica's Defence Force: Securing the Future*', is an appropriate one, considering the Ministry's broad-based approach to crime reduction and creating a safer Jamaica. This approach involves the Ministry's departments and agencies working alongside communities and other state agencies in tackling the root causes of crime. This is known as 'crime prevention through social development' and this represents one of the five key pillars which will define the new approach to crime fighting. The Ministry is also applying technology that allows individual persons to contribute to the security effort through the Stay Alert App that is available on android phones. In this regard I am encouraging all Jamaica Defence Force (JDF) members and others to download and use the app.

As the Reviewing Officer for the graduation of Intake 1502 in June of this year I briefly outlined the five pillar approach in my address to the graduates. In addition to 'crime prevention through social development' the other pillars are 'situational prevention', 'effective policing', 'swift and sure justice processes' and 'reduce reoffending'. The JDF will have a large role to play in supporting the policing effort through their continued work with members of the Constabulary Force and in social development through your engagement of young people.

Securing Jamaica's future involves a multitude of activities and a wide number of skill sets. Whilst trans-national organised crime and gang activities contribute in a large way to our high levels of crime and violence, the security of Jamaica's future encompasses more than just treating with these ills. It involves counter-terrorism, cyber security, protection of energy and natural resources, and a host of other threats. Developing, refining and delivering the capabilities required to deter these threats lies with the JDF and other partners and I have every confidence that the men and women of the JDF are ably suited for this task.

As you serve Jamaica, the people and her interests, I thank the members of the JDF for their steadfast service to this Nation and look forward to your continued support as we work together to build a safe and prosperous Jamaica.

MESSAGE



Major General Antony Anderson,
CD, ADC, JP, MDA, BEng (Hons), psc
Chief of Defence Staff

This year the ALERT celebrates its 27th issue having been first published in 1968. Jamaica has undergone many changes over that period and likewise the Jamaica Defence Force (JDF) has also had to change, to remain in a position to respond to the threats that Jamaica has faced over that period. The Alert magazine has become a record of those changes over the years.

In this ever-changing environment it is critical that the JDF adapts in various ways to respond to the evolving needs of our nation as we continue to seek to aid in the security and development of our country. The Force must play its role in tackling social ills in order to help foster a secure atmosphere that facilitates growth and development. We stand ready to tackle the challenges that lie ahead, approaching each with vigour and fortitude, whether they will require a traditional approach or innovative initiatives.

As a modern small Force we must incorporate new technology to effectively conduct our operations. Ultimately the strength of our Force lies in our men and women who serve. As we enhance the conditions to achieve our vision we must strive to carry out each task more effectively and efficiently than ever before, building capacities and developing capabilities. Our ability to embrace change and be innovative sets the foundation for a secure future.

As a Force, let us continue to add value to our nation, being forever relevant in this dynamic era. We must embody our core values that have made us the professional military we are today, discipline, integrity, courage, honour, loyalty and commitment. We are Jamaica's Defence Force, committed to serving the nation and giving all we have to honouring the legacy of our predecessors, while securing the best future for our successors!



Innovation that excites

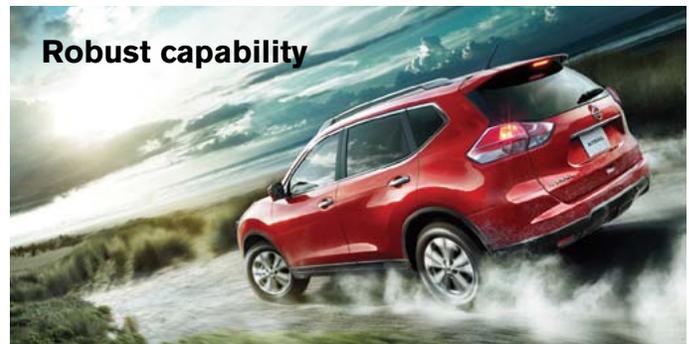
NISSAN X-TRAIL

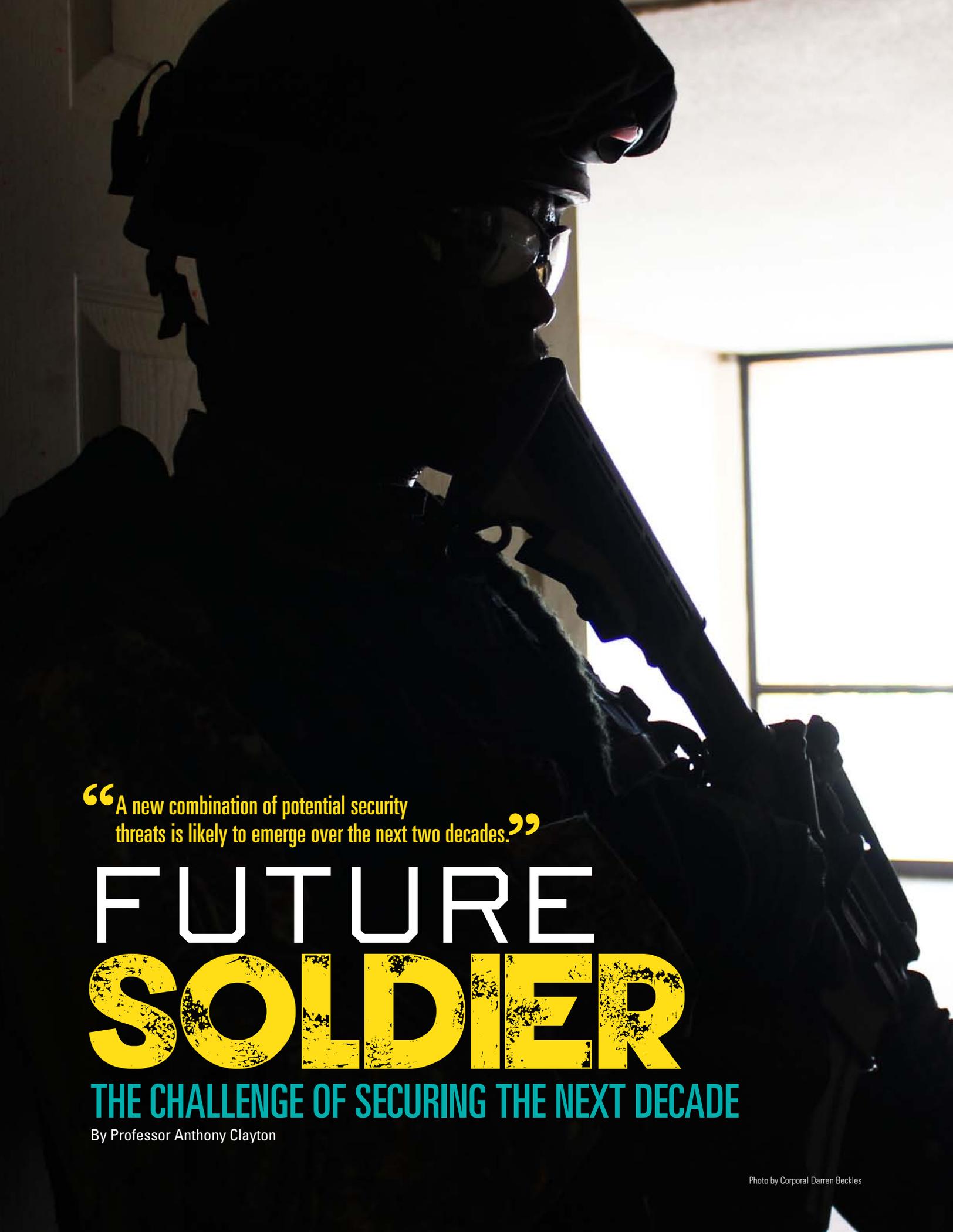
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“A new combination of potential security threats is likely to emerge over the next two decades.”

FUTURE SOLDIER

THE CHALLENGE OF SECURING THE NEXT DECADE

By Professor Anthony Clayton

Climate change

The White House 2015 report 'The National Security Implications of Changing Climate' noted that storms, storm surges and floods, heat waves and droughts may become more frequent and intense, that the sea level is likely to rise as a result of warming oceans and melting glaciers, and declining availability of food and fresh water could have a potentially devastating impact in many parts of the world. Countries with their main areas of urban settlement, business, industrial and transport infrastructure near sea level will be at particular risk. Supply chains could be rapidly disrupted if airports, ports and road are repeatedly flooded. Energy supplies are also potentially vulnerable, especially in countries that depend on imported oil and gas, and power distribution grids may be down for extended periods as a result of frequent storms.

These changes are likely to result in increased poverty, environmental degradation and political instability in a number of countries, which will increase the flow of refugees, the risk of civil unrest and terrorist activity. Many governments will face increasingly profound challenges to meet even the basic needs of their people as they try to respond to demographic change, increasing resource constraints, and risks of infectious disease outbreaks. Climate change will therefore act as a 'threat multiplier' and as an 'accelerant of instability' around the world, exacerbating existing tensions related to water scarcity and food shortages, natural resource competition, underdevelopment, and overpopulation, and placing additional burdens on economies, societies, and institutions of governance around the world.

Disruptive Technological Innovations

The '4th Industrial Revolution' involves the integration of previously separate fields such as artificial intelligence (AI), robotics, nanotechnology, 3D printing, genetics and biotechnology. This will introduce a new wave of radical innovations, and rapidly destroy many existing jobs. For example, recent assessments indicate that automation has replaced 800,000 jobs in the United Kingdom (UK) since 2001, and a further 11 million jobs – one third of the total – in the UK could be replaced over the next decade, while about half of the current jobs in the United States of America (USA) could soon be replaced by computers.

The advantages of replacing people with computers and robots are compelling; they include cost-savings – over USD9 trillion in reduced labour costs in the USA alone –, the end of off-shoring, and great improvements in safety and efficiency (for example, driverless vehicles will be much lighter, faster and safer than the current models). However, automation will also create serious social challenges, as it means that hundreds of millions of people are likely to lose their jobs.

The implications for developing countries are even more profound. About 85 percent of all jobs in Ethiopia and over 50 per

cent of those in Angola, Mauritius, South Africa and Nigeria could be replaced, because the majority of jobs in those countries are either low-skilled or in industries that are already being rapidly automated. About 90 percent of the 400 million jobs in low-income countries are in the informal sector, mainly agriculture and self-employment, and most of the jobs in agriculture could be replaced with 'intelligent' food production systems.

This means that the world is about to undergo enormous, disruptive technological change. Without strong social measures, such as enormous investment in education, it is likely that automation will create a large worldwide underclass of disaffected people with little prospect of ever being employed. This group could then form a reservoir of recruits for criminal and terrorist gangs.

The Changing Nature of Terrorism and Organized Crime

Many of the West's Cold War military doctrines and weapons systems have already proved to be largely irrelevant in an era of complex asymmetric conflicts with non-state actors. The nature of the threat has evolved significantly since 2001, and the terrorist attacks in Paris on November 13, 2015 reflected a rapid recent reordering of terrorist structures, alliances, priorities and capabilities. The threat is now exceptionally fluid and complex, and very difficult to pattern or predict, because the enemy is no longer a single entity. Daesh is simultaneously an organization, a self-proclaimed state, the core of a network of affiliated organizations and sympathetic individuals, a religious and political belief system, and a malignant ideology that is being disseminated around the world on a multiplicity of media and social channels. The current pattern of terrorism is the result of a number of deep and almost intractable problems, including the conflict between the Sunni and Shia faiths, the US invasion of Iraq and the disbanding of the Iraqi army (many former Baathist soldiers are now with Daesh), Saudi Arabia's support for Wahhabi (fundamentalist) Sunni imams, the complex, multi-sided war in Syria, and a large number of local conflicts and grievances, many of which now find common cause and expression through Daesh. None of these problems are likely to be resolved in the foreseeable future, and many of them are metastasizing, moving into new territories (especially ungovernable provinces and weak states) and evolving into new forms (such as cyberspace), which means that the associated terrorism is likely to persist for decades to come. Daesh is currently the most prominent and advanced incarnation of these problems, but even if Daesh could be destroyed, the problems would persist, and give rise to some new organization. A permanent solution would require resolutions to many issues, including questions of borders, ethnicity, identity, governance, faith, economic development, access to land, water and other

resources, climate change and other environmental impacts. None of these are easy; and there is no comprehensive solution in sight.

Daesh is particularly highly skilled at psychological manipulation on social media. They will spend hundreds of hours patiently grooming valuable potential recruits over the internet. The key target audience consists of troubled or disaffected youth. Many of those who have been recruited in Western countries to kill for Daesh were not particularly religious; some were only recent converts to Islam. Many of them had a history of personal or psychological problems, petty crime and gang membership, and a sense of alienation. Daesh reaches out to them with a message of glamour, violence and comradeship. They offer a simple, uncompromising, radical and compelling vision to those who find life difficult and confusing, to those who do not feel that they have the life that they want, to those that feel that they are not given the 'respect' they deserve, and to those who feel that they want to be more than a loser or low-level gang member. Their method is essentially the same as that used by every totalitarian movement; to set life's petty miseries in a grand historical context, to blame another group for these problems, and to extol the use of violence against that group. In this way, disaffected youth can feel that they are part of a great movement to reclaim their rightful place in the world. Any country with a large number of troubled and/or disaffected youth is therefore a fertile potential recruiting ground.

The threat from transnational organized crime is also evolving rapidly on a number of dimensions simultaneously. For example, the trade in some traditional narcotics is likely to become less profitable as more countries decriminalize consumption. However, the traditional narcotics are being rapidly supplanted by synthetic narcotics, which can be manufactured in the destination market, thereby bypassing existing approaches based on eradication in the source countries and interception in transit.

“Cybercrime is also a key area of overlap and fusion between criminal and terrorist activity.”

Another key dimension of change is the major growth area of criminal activity, cybercrime, which is relatively low-risk, very profitable, and can easily operate across borders and jurisdictions. Cybercrime is also a key area of overlap and fusion between criminal and terrorist activity. Criminals do not now have to develop their own cyber-skills; they are now more likely to subcontract the technical tasks to freelance hackers. This allows them to rapidly buy-in the necessary capability. Some of the personnel initially trained by countries

such as Russia for cyber-espionage are now working for the Russian mafia, while North Korea's state-trained cyber-warriors have been implicated in trafficking and money-laundering in support of the regime. Cyber-criminals now routinely trade skills, services and other assets over the dark net, so criminals and terrorists now operate in the same market place.

The New Threat Environment

In conclusion, the combination of severe environmental pressures, increased poverty, the rapid dissemination of virulent ideology and the increased cooperation and skills exchange between criminal and terrorist networks will make the next two decades exceptionally challenging for the police and military forces of the world.

The JDF is well known for its competence and professionalism. It is clear that enormous challenges lie ahead, but the JDF is constantly evolving, building capacity and preparing to rise to the occasion of securing the nation's present and future.

Prof. Anthony Clayton is the Alcan Professor of Caribbean Sustainable Development at the University of the West Indies, Visiting Professor at the Centre for Environmental Strategy in the School of Engineering at the University of Surrey, Visiting Professor at the Institute for Studies of Science, Technology and Innovation in the School of Social and Political Studies at the University of Edinburgh, Adjunct Distinguished Professor of Sustainable Development in the Faculty of Business and Management, University of Technology, and Fellow of the Caribbean Academy of Science. His research interests include policy analysis and strategic planning. One of his research projects led to a new model of development planning called 'Foresighting for Development'. This model identifies possible future scenarios, and then makes those scenarios manageable through effective planning. This article represents an independent contribution and does not necessarily represent the views of the Jamaica Defence Force.

Health Corner

10 Health Tips:

1. Exercise regularly to help reduce your blood pressure.
2. Stick to a diet rich in whole grains, fruits, vegetables and low-fat dairy products.
3. Reduce sodium (salt) in your diet.
4. Get plenty of sleep.
5. Give yourself a break if you feel stressed out.
6. Avoid drugs and alcohol, they only increase stress levels.
7. Use a condom whenever you have sex, especially with new partners.
8. Protect yourself from Zika: covering up and use a mosquito repellent spray with DEET.
9. Use 1/4 teaspoon of regular household bleach to disinfect one gallon of drinking water, especially during a natural disaster.
10. Drink lots of water.



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MAPPING THE PAST, PRESENT & FUTURE

THE USE OF GEOINFORMATICS BY THE JAMAICA DEFENCE FORCE

By Second Lieutenant Wendell Redley

Geographic Information Systems (GIS) play a pivotal role in military operations. Critical components of military operations such as command, control, communication and coordination depend heavily on accurate and readily available spatial data to inform decisions and operational orders in real time. As we continue to experience the rapidly evolving technologies in this digital era, GIS continues to increase in relevance and applicability as a prime tool for military commanders in operations. The use of GIS has revolutionized the way in which forces like the Jamaica Defence Force (JDF) operate and function ranging from basic cartography, intelligence gathering, terrain analysis and even monitoring possible terrorist activity – a global reality to which this region must pay attention.

“In commenting on the collaboration, Dr Lyew-Ayee shared that in his view the JDF has so many different operational mandates, ranging from dealing with the different dimensions of national security (drug running, organized crime, supporting the police in maintaining law and order...”

Geoinformatics Institute (MGI) located on the University of the West Indies Mona Campus. In commenting on the collaboration, Dr Lyew-Ayee shared that in his view the JDF has so many different operational mandates, ranging from dealing with the different dimensions of national security (drug running, organized crime, supporting the police in maintaining law and order, etc), to natural disaster response, military heritage, and public events, and this partnership goes a far way in enhancing the modern capabilities of an organization focused on contributing to the national vision for a secure, safe and peaceful environment where people can indeed raise families, work and do business at home and abroad.

“We believe that GIS provides a force-multiplier to the JDF. The technology had at least parts of its origins in military applications; most people don’t realize that GPS was (and still is) first and foremost a military tool developed in the aftermath of the Vietnam War by the US Department of Defence. Now, the use of drones and other tools that are increasingly in the public domain were all pioneered in the military. So there is a natural synergy between this technology and the JDF. We have been delighted at the response we have received from the JDF in this regard, as they already know the benefit of the technology, but have also been far-sighted enough not to be too dazzled by the technology itself, but are clearly focused on the applications of these to the missions at hand.”

The Force has embarked on several projects that use GIS technology to include a three dimensional (3D) visualization of the Newcastle Training ground and also orienteering exercises for training purposes in order to test soldier’s motoring and navigational skills in varied and unknown territory. In addition, the Force has requested and used spatial information as it

The JDF is particularly proud of its visionary decade-long partnership with the Paris Lyew-Ayee (Jnr) led Mona



“By using both GPS and GIS, military logistics becomes very practical as it helps in graphically monitoring the moving of supplies, equipment, and troops where they are needed.”

relates to the general and local government elections maps on a yearly basis.

Accessing and Comprehending Spatial Data for Increased Operational Capability

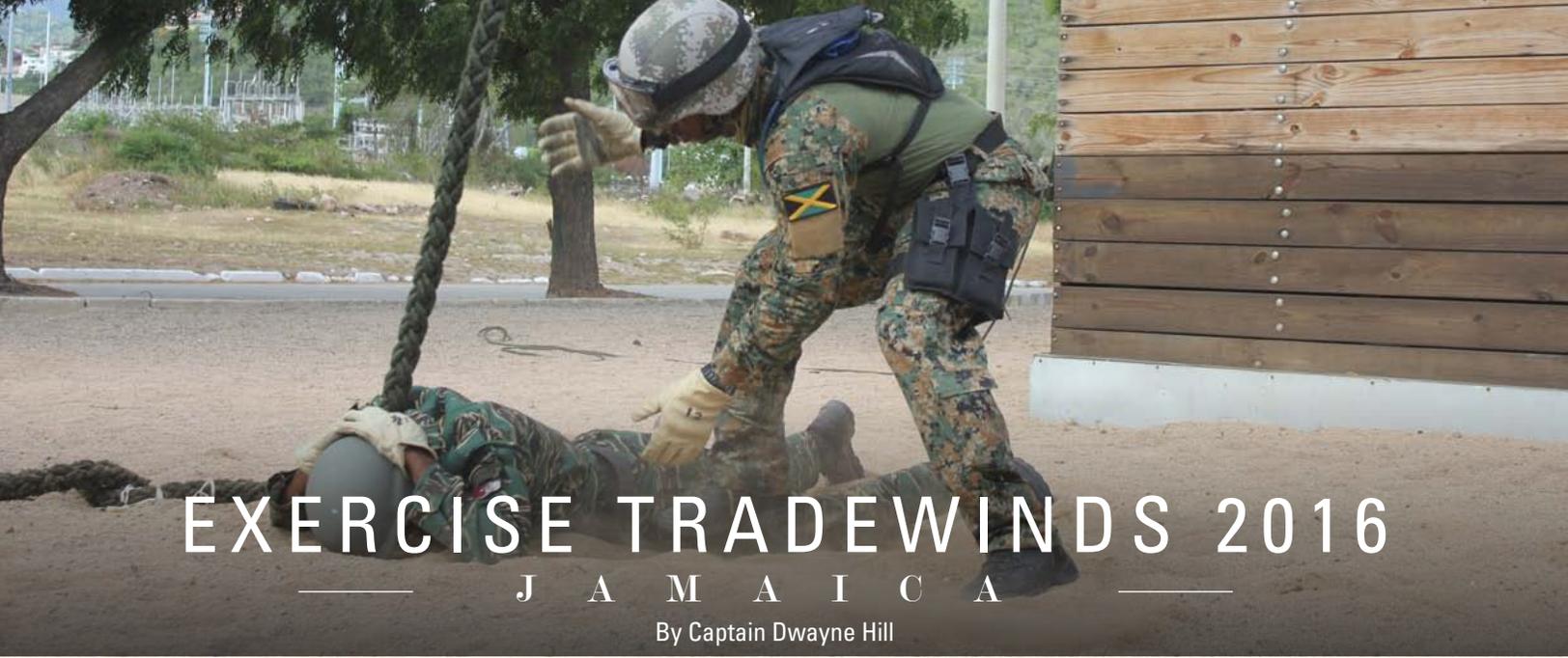
Most potential users of GIS are viewers and in the case of the JDF, range from personnel and field commanders to command staff. These viewers through our partnership with MGI now have access to accurate and up-to-date geographic imagery, maps or photographs to help assess situations and various scenarios prior to carrying out planned operations. The ability to understand, question, interpret, and visualize spatial information in ways that reveal relationships, patterns, and trends not easily identified from paper maps or simple tables, is an incredible development that has gone a far way in improving operational capacity. To highlight a few areas of application, hotspots in garrison areas can be pinned on maps with the relevant intelligence about that specific area latched to that spot and morphed with the Integrated Crime and Violence Information System created by MGI.

Buffer zones for cordon and searches could be visualized in a more efficient way, even for briefing troops to undertake their duties. Imagine having monitors displaying vast amount of imagery and tabular data in a more user friendly manner and moving away from but not completely, physical maps with crowded data and limited wall space to mount them.

By using both GPS and GIS, military logistics become very practical as it helps in graphically monitoring the moving of supplies, equipment, and troops where they are needed at the right time and place, and determining routes for convoys where forces are able to resolve alternative routes if mishaps or traffic jams occur on the most direct route.

In commenting on this specific aspect of the partnership, Dr Lyew-Ayee shared that, “the MGI is grateful to have been able to support the JDF on numerous activities, ranging from the May 2010 State of Emergency and the West Kingston operations then, to joining the JDF’s Orienteering Club on training exercises, the development of virtual reality models of both Up Park Camp and the Newcastle Training Depot, support for the development of the Rules of Engagement production, and the engagement in numerous data support and training programmes.”

As technology continues to evolve and we continue to adapt in a new digital society, the JDF stands committed to being responsive to change and equipping our men and women with the tools like GIS, which build capacity and enhance our ability to deliver the highest quality of service. We are indeed grateful for the contribution of Dr Lyew-Ayee and his committed and talented team and look forward to yet another exciting decade of partnership with the MGI.



EXERCISE TRADEWINDS 2016

J A M A I C A

By Captain Dwayne Hill

The Jamaica Defence Force (JDF) hosted the largest manoeuvre exercise in its 54-year history in conducting phase two of Exercise Tradewinds 2016 which was jointly hosted with the United States Southern Command (US SOUTHCOM). The exercise took place in the parishes of Kingston, St Andrew, St Catherine, Clarendon, Portland, St James and St Ann over the period June 20 – 28, 2016.

Tradewinds is an annual multinational maritime interdiction, ground security and interagency exercise facilitated and funded by US SOUTHCOM and hosted in the Caribbean. The exercise was conducted in two phases hosted by Grenada and Jamaica in that order. Phase one focused on practicing Humanitarian Assistance and Disaster Relief (HA/DR) while phase two focused on Countering Transnational Organized Crime (CTOC) in order to promote regional security. The training serials during phase two in Jamaica were linked by a common overarching exercise scenario with the theme “A regional approach to countering Transnational Organized Crime”.

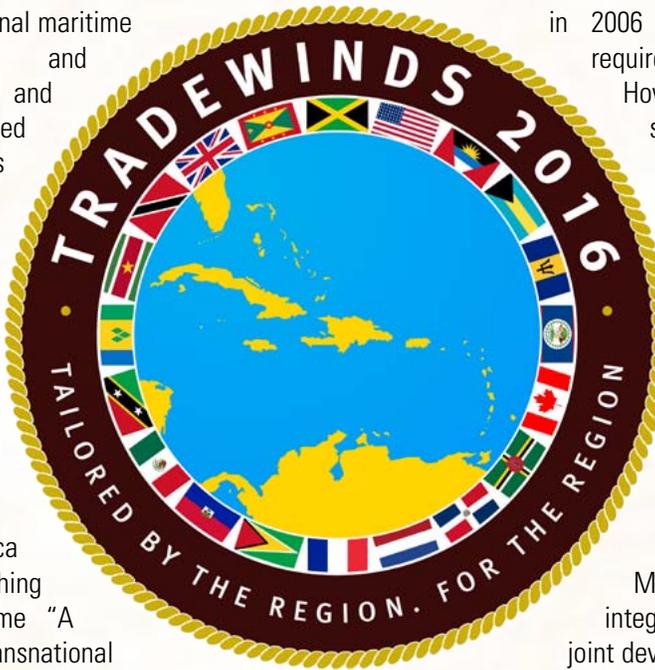
The region’s participation spanned 19 countries and 1,313 personnel who were exposed to land and maritime training serials organized within six training areas/tracks to simulate a CARICOM Battalion Task Force deployed within the region. Tradewinds was extremely valuable from the standpoint that it facilitated the integration of regional/sub-regional organizations with national military/security forces to enhance

regional information sharing, regional cohesiveness and overall interoperability. The exercise also provided an overall venue for addressing real world operational challenges which often occur during joint counter illicit trafficking and HA/DR missions with the United States of America, United Kingdom, CARICOM and other partner nations from South and Central America.

The JDF last hosted phase two of the exercise in 2006 and was familiar with the requirements of hosting the exercise.

However, enhanced planning considerations had to be made for the 2016 serial because of its magnitude. The counterpart ‘pairing’ approach to planning was applied which saw a Local Organising Committee being convened comprised of 25 subject matter experts from around the Force. This planning team mirrored that of US SOUTHCOM. The team was led by the exercise Co-director, Lieutenant Colonel Mahatma Williams and facilitated integrated planning to include the joint development of Training Schedules,

Logistic and Administrative Plans, Information Communication Technology Requirements, Security Arrangements, Aviation Support Plans, Protocol and Ceremonial Plans, Legal Guidelines/Framework and Environmental Guidelines. This model has since been incorporated into the standard planning model for Tradewinds. The JDF benefitted significantly from the planning process as several agreements and relationships amongst Ministries, Departments and Agencies were forged.





BE CAREFUL OF WHAT YOU POST ON SOCIAL MEDIA



Before you upload those pics to facebook, or put out that tweet about how you really really feel, consider for a second, that what you do or say online can come back to haunt you in the worst possible way. You may not only be compromising the operation or putting your own personal security at risk but you may also be bringing yourself or the JDF into disrepute.



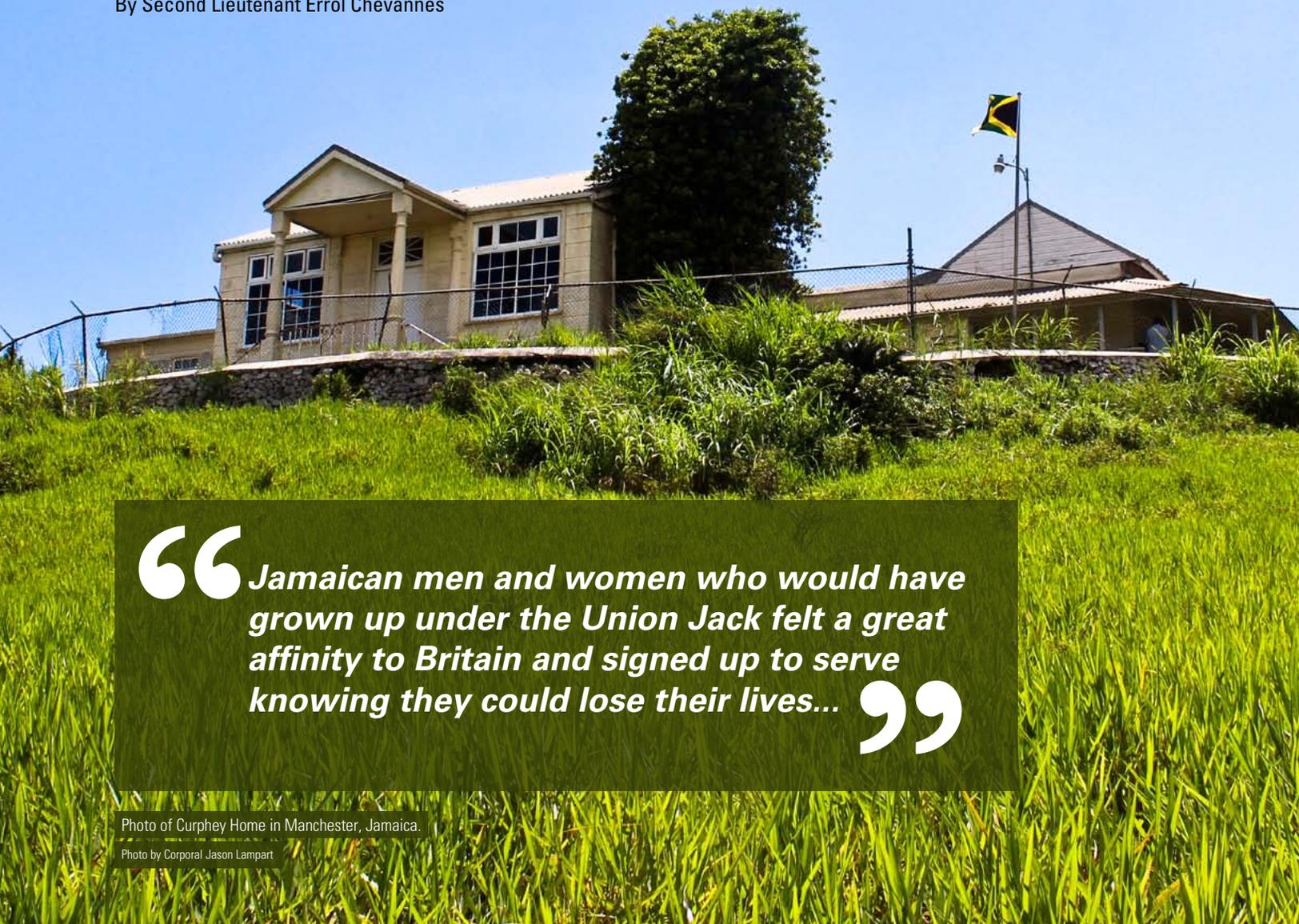
A message from the Chief of Defence Staff



LET'S RECALL SOME GREAT MEN & WOMEN

THE THIRD BATTALION THE JAMAICA REGIMENT (NR),
JAMAICA LEGION AND THE JAMAICA RED CROSS
HONOURS CURPHEY HOME VETERANS

By Second Lieutenant Errol Chevannes



“ *Jamaican men and women who would have grown up under the Union Jack felt a great affinity to Britain and signed up to serve knowing they could lose their lives...* **”**

Photo of Curphey Home in Manchester, Jamaica.

Photo by Corporal Jason Lampart

The rights, freedoms, and privileges we now enjoy are often times taken for granted with little acknowledgement of the brave men and women who fought tirelessly in distant lands to save entire nations, secure our present and shape the future. Some paid the ultimate price with their lives and those who survived have had to navigate the battlefield of life facing minefields dotted with neglect, solitude and the effects of post traumatic stress disorder. There are however a few committed individuals and organizations who have not forgotten the service and sacrifice. A 70-member contingent of current and past members of the Third Battalion the Jamaica Regiment (National Reserve), the Jamaica Legion - Major Hartley Branch, and the Jamaica Red Cross, drove for miles at their own expense, to demonstrate that they remember and honour the service of our beloved veterans. Their most recent mission to the Curphey Home saw them undertaking beautification activities, effecting repairs where necessary and presenting gifts of cash and kind.

Curphey Home Facts

- Curphey Home is named after the late Colonel Sir Aldington Curphey, Kt., C.B.E., M.C, one of the founders of the Jamaica Legion, an organisation formed after World War II, to cater to needy

ex-servicemen and women of the British Commonwealth.

Colonel Curphey, a trained medical doctor, gave outstanding community service and served with distinction in the two World Wars and other wars fought by the British Forces. Although deceased since 1958, in lasting recognition of his public service to the military, he was made an Honorary Colonel of the Jamaica Regiment and the Reserve base in Up Park Camp officially named after him.

- There are currently 12 residents accommodated at the facility to include one female veteran, three World War II veterans – Charles Phillips (91), Aston Senior (90), and Horatio Baxter (92).
- The average age of residents is 76 years.
- Curphey Home is reportedly funded primarily through the Poppy Appeal, which offers replicas of poppy flowers in exchange for donations.

World War II Veterans

Over 16,000 West Indians volunteered to serve as seamen, gunners, pilots, technicians and support staff alongside their British counterparts during World War II. Jamaican men and women who would have grown up under the Union Jack felt a great affinity to Britain and signed up to serve knowing they could lose their lives – over 200 volunteers were known to be killed or reported missing with an equal number suffering life-changing injuries. These valiant men and women served mainly with the Royal Air Force and the Royal Canadian Air Force, with a smaller core group being formed into a Caribbean Regiment which went overseas in 1944 to serve in areas such as the Middle East and Italy. Three of those stalwarts now reside at Curphey Home. These men served at time when they had to overcome racism and outright discrimination without much recourse from those in authority. These men and women earned the respect of the members of the Allied Forces and set the tone for future relations. It was difficult a decision for most to leave their families and friends behind to fight in a ‘foreigner’s war’, knowing that they may not return. They however, saw the bigger picture, and believed that they had to rise up against a force that may ultimately affect even the limited freedoms they enjoyed at the time and the future they envisioned for themselves and their homeland.

Because of them we can...

The serving and past members of the Jamaica Defence Force (JDF) salute these brave men and women whose service and sacrifice paved the way for our current programmes and partnerships with international partners who have not forgotten their contribution either. The JDF has continued to build on the solid foundation laid and now benefits from information sharing, training, infrastructure and technical support while working towards the mission of “maintaining a high quality professional defence force that is valued by the nation... that is ready and capable of conducting a range of operations to protect our national interests”. To our veterans we say thank you!





“*JESASF believes in giving back to the communities in which it operates...*”

Veterans Day Church Service, Florida, 2015. Photo courtesy of JESASF/ www.jesasouthflorida.org

TOGETHER WE SERVE

THE JAMAICA EX-SOLDIERS ASSOCIATION OF SOUTH FLORIDA, INC.

The Jamaica Ex-Soldiers Association of South Florida (JESASF) was incorporated in 1995. The creation of the association was the brain child of past members and former civilian employees of the Jamaica Defence Force (JDF) who now reside in South Florida. These former members of the JDF recognized the need to support local communities, and their country, Jamaica, through charitable work and donations. The association's mission is "to initiate and facilitate sustainable programmes targeting the individual and collective needs of Ex-soldiers and needy persons in the Jamaican and South Florida communities". Over the past 21 years, JESASF has been diligent in ensuring that it continues to achieve its objectives for the individual and collective needs of its members by initiating and supporting various worthy causes in Jamaica and South Florida.

JESASF believes in giving back to the communities in which it operates and through its network of members and associates, often arranges work days to assist members and other persons in need of home repairs and renovations. These efforts are a testament to the indelible mark the JDF has left on members who are naturally invested in community and country and value service above self every time. The organization continues to support many organizations and schools in Jamaica. Worthy of mention is the fact that since inception, the Association has donated educational, medical, household, office, and entertainment supplies to various organizations/institutions in Jamaica and South Florida.

Noteworthy Projects and Initiatives

- On an annual basis JESASF supports many organizations and elected officials with projects geared towards assisting

low income families, students and retirees. These projects include an Annual Back to School Give-away where the Association collaborates with various churches to donate school bags with supplies to schools within the tri-county area of Broward, Miami and West Palm Beach in South Florida.

- In 2011 JESASF established its Fire Prevention Project in Broward County which represents a partnership with the South Florida-based company Brown & Brown Electrical, Inc. Working with other non-profit groups and churches, smoke detectors and batteries are installed in low income, veterans' and seniors citizens' homes.

- The JESASF sponsored the Harewood Health Fair in St. Catherine, Jamaica in 2012. In addition to its monetary support, a contingent of JESASF members travelled to Jamaica and worked alongside the organizers and volunteer healthcare professionals to serve members of the Harewood and surrounding communities. To date, the Association continues to donate its resources, including eye glasses, to this very worthy cause where an average of 500 persons are assisted annually.

- In 2013, JESASF provided monetary assistance to the JDF Welfare Fund to assist with ongoing dialysis treatment to Ex and current soldiers. This was an initiative of the then President of JESASF who, on a visit to Jamaica, watched a local television programme highlighting the need for more support for dialysis care in Jamaica. After several attempts to get information from US based organizations on how JESASF could assist such an effort in Jamaica, the idea of collaborating with the JDF mushroomed. Fundraising efforts resulted in a donation of

approximately USD4,000 to the JDF Welfare Fund towards the dialysis treatment program. JESASF stands ready to continue its support as needed.

- During the period January to October 2015, the Association accumulated a container load of medical supplies (including a motorized hospital bed), bed/bathroom supplies, school supplies, clothing, printers that were shipped to Jamaica with the kind assistance of Food for the Poor. These items were distributed to the JDF, Curphey Home, Sir John Golding Center (formerly Mona Rehab), the Golden Age Home and other deserving institutions including a girls' home in Trelawny. The JESASF President and Chairman visited Jamaica to receive the donated items and collaborated with the JDF to make presentations to representatives of all these institutions.

Being cognizant of the ongoing needs of the various entities that have been beneficiaries of its charitable donations over the past 21 years, the JESASF consistently pursues an ongoing drive among its members and affiliates to collect donations of clothing, school supplies, medical supplies, toys and money to enable it to continue its support to these entities.

By harnessing the camaraderie that exists between past members of the JDF, the Association continues to demonstrate its commitment to the betterment of its members and by extension

the communities in which they live. The collective experience and knowledge of the Board and members has allowed the association to offer advice on how to navigate the complexities of adjusting to life in an unfamiliar territory and extend a humanitarian hand to those in need. In addition members receive support and advice about employment opportunities, continuing education (to include recertification and re-tooling), adjusting to day to day living in a different society and how to navigate the complexities of the social and economic environment. The association continues to lend a hand and be a welcoming voice and liaison to a number of persons relocating to South Florida.

The members of the JESASF look forward to building on the partnership developed with the JDF over the years. Special thanks and commendation to the current liaison officer, Warrant Officer Class 1 Anthony Lysight, Force Sergeant Major, who has done an excellent job in facilitating exchanges that have resulted in many successful programmes and donations.

Our membership drive is ongoing and ex-soldiers of the JDF are invited to visit the association's website at jesasouthflorida.org for information on how to become a member and contribute to the work of this association that is committed to community and country.

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“Since its inception, the Jamaica Defence Force has been required to meet and defeat a wide range of national security challenges.”

HINTING AT A FUTURE

FOR THE JAMAICA DEFENCE FORCE

By Major Basil Jarrett

Photo by Cristóbal Olivares

A routine flight by an innocuous single-engine turboprop airplane from Rochester, New York on Friday September 5, 2014, turns into an international incident with Jamaica at the epicenter within a matter of hours. Just over a month later, a Liberian-American tourist books a much needed vacation in sunny Montego Bay, and sparks a national panic amidst a growing Ebola epidemic. These are two significant incidents of 2014, with seemingly no connection to each other; or are they in fact linked?

Today's global security environment is varied, unpredictable and often volatile. To see Jamaica as unconnected, immune and distant from that reality would be hopeful at best, and careless at worst. We are no longer simply an island in the Caribbean Sea, but rather, a key player in a key region, deeply impacted and influenced by events from near and far. This reality requires that the country's security response mechanism be dynamic, adaptable and flexible, and it must do so in an increasingly austere financial climate.

“A coordinated and collaborative approach to security is ultimately the most effective path to securing our borders and safeguarding our citizens.”

Since its inception, the Jamaica Defence Force (JDF) has been required to meet and defeat a wide range of national security challenges. These have typically included internal security and maritime law enforcement operations and the occasional assistance to peacekeeping and peace enforcement in the relatively peaceful Caribbean. However we are now faced with the question of what does securing a nation mean in the twenty-first century? A look at the 2016 global security picture gives a hint.

Since 2003, the number of armed conflicts worldwide has increased by nearly 25%. This is due primarily to a rise in intrastate conflicts in many regions of the developing world and although the threat of a large-scale Cuban invasion of Jamaica is non-existent, complex conflicts between ill-defined

and non-state actors continue to threaten the way of life of Caribbean folks. These global conflicts stem from a combination of factors such as transnational criminal and terrorist networks, the illicit trafficking of guns and narcotics, political, ethnic and religious extremism as well as intense competition for scarce energy resources. When natural disasters brought on by climate change and environmental degradation are added to the mix of man made epidemics such as Ebola, Chikungunya and more recently Zika, it is clear that a strong national military is a pre-requisite for existing in today's global village.

In this prevailing security and fiscal environment therefore, regional military and security forces faced with dynamic and constantly evolving threats have found that a coordinated and collaborative approach to security is ultimately the most effective path to securing our borders and safeguarding our citizens.

Information Sharing

Going forward, the JDF has thus bolstered its capacity for information sharing with our regional partners, as a means of



The Joint Information and Operations Centre, Up Park Camp, Kingston, enables information sharing among JDF partners.



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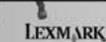
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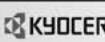


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dealing with these shared threats. The benefits of information sharing and stronger military partnerships are self-evident. Already, Jamaica is a signatory to a number of regional cooperation and domain awareness initiatives, ensuring that the intelligence picture is as complete and as thorough as possible, and allowing for even greater effectiveness in our operational responses. This collaborative approach also governs our attitude towards internal security, as evidenced by the even tighter integration and information sharing with the JCF. The recently created super agency, the Major Organised Crime and Anti-Corruption Agency (MOCA) is a prime example of this intelligence and information sharing for investigative purposes. MOCA will not only allow the JDF and the JCF to function more effectively, but will also pull on the strengths of our British and American law enforcement allies as we move to further arrest our spiraling crime numbers.

Inter-Operability

Another key aspect of the region's security picture that will impact the JDF greatly for 2016 and beyond, is the Force's interoperability with other regional and international militaries, as well as with local agencies. From a regional or international perspective, this will mean greater emphasis on joint training and exercises geared towards delivering standardized military training across a number of fields. Recently, for instance, most persons would have seen a number of Canadian Forces helicopters buzzing across the Jamaican sky as the most recent example of this joint training. That exercise was not only of mutual benefit for both forces, but also signals the admission that securing one part of the world often depends on securing another distant part. This improved interoperability can also manifest as strategic asset sharing primarily for counter illicit trafficking, humanitarian assistance or disaster response operations, as demonstrated by Operation Jaguar in 2011, which saw Canada deploy three griffon helicopters to Jamaica to bolster our military aviation, casualty evacuation and search-and-rescue capabilities throughout the 2011 hurricane season. Locally, robust internal security operations can be complex, lengthy, dangerous and costly, and will therefore continue to require an equally high degree of interoperability with the Jamaica Constabulary Force (JCF) in order to maximize effectiveness and diminish civilian casualties. This approach has paid dividends in the Force's operational support to the JCF over the years. Between 2014 and 2016, the JDF's over 7,400 patrols and almost 500 snap raids, cordon and search and special operations have removed 79 guns and magazines and over 686 rounds of ammunition from the streets.

Capability Development & Strategic Asset Procurement

A final indicator of the shape of the JDF in the near future, relates to the Force's approach to both Capability Development and strategic asset procurement. While certain future capabilities will be best realized by sharing the burden of their component parts across several nations, physically and/or financially, the JDF itself will have to undergo a major recapitalization effort,

focusing on certain defence procurement projects. Efforts have already started to replace the Force's aging V150 fleet with more capable, amphibious armoured personnel carriers and to repair and refurbish one of the Air Wing's two Bell 412 medium-lift helicopters, a vital cog in the Force's search and rescue, casualty evacuation and troop transport capabilities. These types of investments will not only modernize the JDF and bolster its operational capabilities, but will also strengthen Jamaica's national security picture in the coming years.

In short, the current modernization of the JDF is absolutely vital. Our global, regional and local security picture is much more complex than it was in 1962 and demands that the Force adjusts and adapts if it is to remain capable, relevant and operationally effective.



Members of the JDF train with partner nations on Exercise Tropical Dagger 2015 in Westmoreland, Jamaica.



V150



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BOOST FINANCIAL SECURITY

Here are FIVE tips

As serving members you are unique in your role and daily sacrifice to protect and serve the nation. While you are unique in this way, you are unfortunately not immune to financial disaster in the absence of proper planning and advice. The demands on the young military family are even larger in scale than that of the average family who are not likely to have the unique needs tied to extended deployment and unusual working hours.

Caring for your family means more than loving them, it means making deliberate moves to boost financial security now and for the future. Here are five tips you can implement now to maximize hard-earned income and secure a prosperous debt-free future.



Don't Do Bad Debt:
Most serving members due to their government – paid allowances plus basic pay are ready and safe prey for representatives of financial institutions seeking to shop credit cards and loans that are processed quickly but with a catch of high interest rates. There is also the matter of expensive consumer items that on the face of it are ‘affordable’ but take up all your disposable income and make it almost impossible to enjoy a good standard of living. Unless your debt is to finance educational pursuits or acquire major assets that will build your portfolio, please avoid the vicious cycle of a debt-filled life. It is most times the case that your salary is sufficient with proper budgeting and by living within your means.



Reap Resources:
Members do have access to several benefits, resources and amenities - don't be shy, use them! Research and make note of all benefits available to you and your family to include health, recreation and even financial. It is your responsibility to educate yourself and your family about these important cost saving avenues. A good exercise would be to do a tally of what it would cost to access similar services or benefits outside of your organization noting savings. You would be surprised how much money can be saved with this step.



Become Financially Literate:
Financial literacy is a sore point for many including the ‘learned’ among us. Schools are only just now incorporating the subject of money management in schools so students are not only equipped academically but with key life skills. Understanding money and the systems surrounding it will make implementing the suggested points easier. You can also break the cycle of financial illiteracy starting in your home with good money habits.



Save Salary Increases:
Congratulations on your promotion! Let's go live it up with expensive trips and treats! NO. There is nothing wrong with rewarding yourself and loved ones on the occasion of a major accomplishment such as a promotion but only after you have consciously set aside funds towards your long-term savings especially for post retirement when you won't have the same earning ability and also need to relax and enjoy the proceeds of years of hard work.



Rainy Day Reserve:
We've all heard of the rainy day fund. It's important now more than ever with an increased likelihood of family medical emergencies and those unexpected repairs or impromptu moves. There are variations in the advice about what fraction of your salary to save but as the Jamaican saying goes, ‘every mikkle mek a mukkule’. Save a little routinely and it becomes a lot over time.

Kudos to those of you already practising these steps; much encouragement to those preparing to start on a clean slate. It can be done and it must be done to secure a better future for you and your family.



CITIZEN SECURITY AND JUSTICE PROGRAMME SPECIAL REPORT

By Staff Sergeant Paul Miller

Since its inception, the Jamaica Defence Force (JDF) has had several successful public and private partnerships that have helped it to fulfill its mandate in support of the national growth and development goals. One such successful partnership is the Citizen Security and Justice Programme (CSJP) which was launched in July 2012 and is a project undertaken by the Ministry of National Security aimed at reducing and preventing the incidence of crime and violence, improving the delivery of judicial service and strengthening crime management capabilities.

Background

The overarching CSJP programme was launched on September 21, 2001 and jointly funded through a loan from the Inter-American Development Bank (IDB) and a grant from the United Kingdom's Department for International Development (DFID) and the Department of Foreign Affairs Trade and Development (DFATD) of Canada. As part of its crime reduction strategy, the programme has targeted young men and women from inner city communities across the corporate area for skills development through internship. These young people are expected to gain employment or create their own jobs after completing the programme based on their new skills and trainable status.

Partnership Update

The JDF partnered with the CSJP and accepted 453 interns which were hosted by the 1 Engineer Regiment (JDF) (1 Engr Regt (JDF)). Eventually, 360 persons completed that initial programme and participated in the graduation ceremony in December 2013. Another cohort of 125 interns started work with the 1 Engr Regt (JDF) in May 2014 with 56 interns remaining to date.

The CSJP personnel were distributed across the JDF on 1 Engr Regt (JDF) project sites at the Force Wellness Centre, Lathbury Barracks Project, JDF Coast Guard, Doctrine and Training Support Battalion, 3 JR (NR), among others. The interns worked closely with the Engineers where mutual

“The collaboration between the JDF and the CSJP has been a success with mutually beneficial results. The interns have gained valuable work experience, improved in their trade, and learnt new formal and informal skills...”



respect was displayed and persons involved gained work experience. The interns were willingly accepted as they brought their knowledge and skills to worksites that were sometimes short on manpower and certain skills. The skill areas they are involved in are Auto Mechanics, A/C and Refrigeration, Plumbing, Electrical Installation, Welding, General Construction, Mechanical Engineering/Maintenance and food preparation.

Positively Impacting the Lives of Jamaican Youth

A holistic approach to job readiness was tailored for the interns by the JDF from the initial stage. To meet the aims of the programme, emphasis was placed on improving the employability of the interns through skills development, the improvement of workplace attitudes and general social skills. The interns were taught life skills on the job as well as in formal classes where punctuality, discipline, handling stress, relating to others, budgeting and health and hygiene were presented. They were also taught additional skills on short courses organized by the 1 Engr Regt (JDF) such as tiling, blue print reading and dry wall construction for which they received a HEART certificate when successful.



Prime Minister The Hon Andrew Holness interacts with members of the CSJP Programme at 1 Engineer Regiment (JDF).

Past interns of the programme have moved forward to make improvements in their lives and make valuable contributions to the Jamaican society. Some have been successful at gaining employment with various organizations including becoming soldiers in the JDF. Many service members have reported that whilst visiting companies on business, they have been called by persons who at first glance appear to be strangers, only to discover that the person was an intern of the CSJP programme who had worked with the JDF and is now gainfully employed.

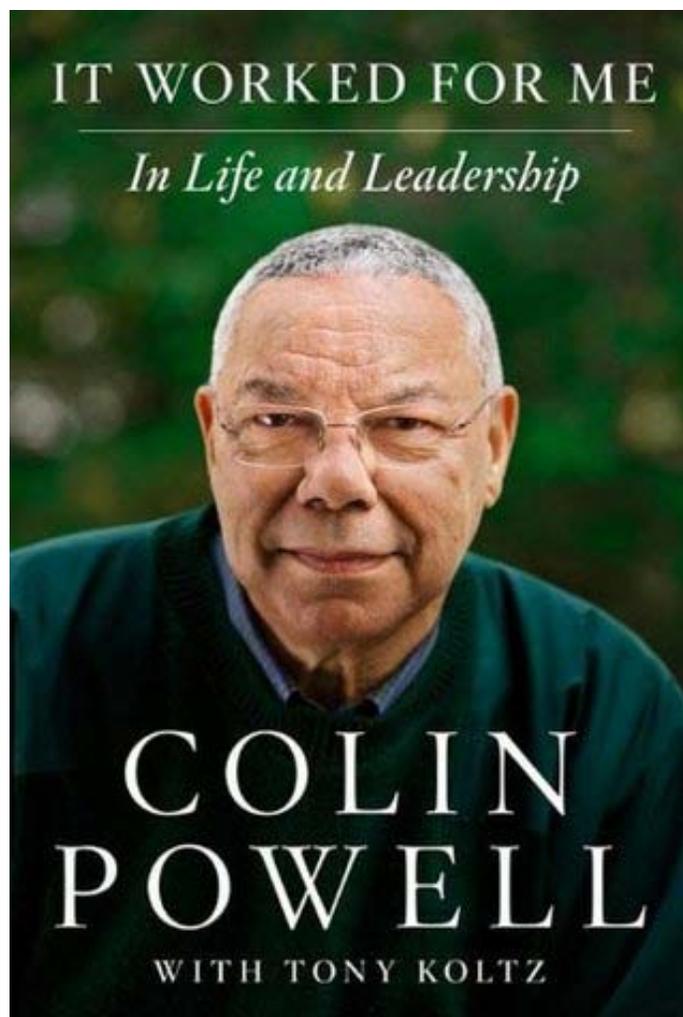
The collaboration between the JDF and the CSJP has been a success with mutually beneficial results. The interns have gained valuable work experience, improved in their trade, and learnt new formal and informal skills that will assist to develop the society. The JDF troops involved with the programme have learnt to interact with persons who they have not traditionally viewed as productive and relatable members of society, as well as interns from different areas which are in conflict,

have become friends. In the programme, the JDF has received a skilled workforce that has greatly assisted in the numerous projects that it has been tasked with. The JDF stands ready to continue this partnership to the benefit of the country.



Members of the CSJP Programme leave Up Park Camp after a day of work.

LEAD INSPIRED



TOP 10 LIFE & LEADERSHIP RULES TO FOLLOW

General Colin Luther Powell born April 5, 1937 is a celebrated 35-year veteran of the United States army and the son of Jamaican immigrants raised in Harlem. To date he is the first, and only African American to serve on the Joint Chiefs of Staff, and the first of two consecutive Black office-holders to serve as Secretary of State – the other being Condoleezza Rice. In his book “It Worked for Me: In Life and Leadership,” published in 2012, the four-star general and former Secretary of State shares 13 leadership and life rules and how he learned them. The ALERT Committee thought it appropriate to share our top 10 picks of these fascinating and insightful tips and stories from a man who has earned the respect of men under his command, veterans, corporate leaders and civilians around the world.

1. “Remain Calm. Be Kind”

Navigating times of crisis is a guaranteed part of leadership. One must develop confidence in self and the people who form your team, to successfully manoeuvre various obstacles and challenges in an atmosphere of calmness and resolve. As Colin Powell shares in his book, “You are in a storm. The captain must steady the ship, watch all the gauges, listen to all the department heads, and steer through it. If the leader loses his head, confidence in him will be lost. So assess the situation, move fast, be decisive, but remain calm,” and most importantly, he says, “Never let them see you sweat.”

2. “Avoid having your ego so close to your position that when your position falls, your ego goes with it.”

An inflated ego is perhaps the number one barrier to effective leadership. In an environment that requires team work and collaboration, placing your needs, opinions and agenda at the centre of the universe as a leader is a formula for disaster and greatly contributes to a false and distorted sense of importance. In commenting on the matter of ego and leadership, Powell shares, “I encouraged all my subordinate commanders and staff to feel free to argue with me. My guidance was simple: ‘Disagree with me, do it with feeling, try to convince me you are right and I am about to go down the wrong path. You owe that to me; that’s why you are here. But don’t be intimidated when I argue back. A moment will come when I have heard enough and I make a decision. At that very moment, I expect all of you to execute my decision as if it were your idea.’” Going back to his second rule, he concludes, “I still love you, so get mad, and get over it.”

3. “Don’t let adverse facts stand in the way of a good decision.”

“There will be times when an adverse fact should stop you in your tracks. Never let it stop you completely until you have thought about it, challenged it, and looked for a way to get around it.” Powell has credited his military training as a solid foundation for making difficult decisions. “What’s the situation? What’s the mission? What are the different courses of action?” he asks. “Now, follow your informed instinct, decide, and execute forcefully... Then take a deep breath and hope it works.”

4. “Check Small Things”

To achieve big success, small things matter. The higher you climb as a leader, the more important it is to pay attention to the details when visioning the large picture of success. Being knowledgeable about the various roles, functions and issues affecting your team matters. “The more senior you become, the more you are insulated by pomp and staff, and the harder and more necessary it becomes to know what is going on six floors down.” Real leaders, he says, have a feel for what’s going on “in the depths ... where the small things reside.”

LEAD INSPIRED

5. “Have a Vision, Be Demanding”

“Purpose is the destination of a vision ... Leaders must embed their own sense of purpose into the heart and soul of every follower.” Powell encourages the setting of high but achievable standards and sticking to them by any means necessary.

6. “Be careful what you choose: You may get it.”

This is straightforward; no hidden meanings. “You will have to live with your choices. Some bad choices can be corrected. Some you’ll be stuck with.” Think on these things.

7. “Share Credit”

As celebrated writer Mya Angelou puts it, “people will forget what you said, people will forget what you did, but they will never forget how you made them feel.” Colin Powell shares that, “people need recognition and a sense of worth as much as they need food and water ... Yes, medals, stock options, promotions, bonuses, and pay raises are fine. But to really reach people, you need to touch them.” The opposite is also true and he encourages leaders to step up and accept blame when things go badly. “It is your fault, not theirs. You are responsible. Analyze how it happened, make the necessary fixes, and move on.”

8. “You can’t make someone else’s decisions. You shouldn’t let someone else make yours.”

The publication *It Worked for Me: In Life and Leadership* set off rumors that Powell was warming up for a presidential campaign. He after all had the credentials and would be able to put together a stellar team to back his effort. At the end of the day, he followed his gut instinct which told him not to run. He was meant for duty and service but not in this role. “A strong instinct told me that I had an obligation, a duty, to run ... but I was divided. An equally strong instinct warned that running for president would be a terrible choice for me... What drove my final choice was that I did not wake up a single morning wanting to be president ... It was not me. Once I accepted what my instinct was telling me, the choice was clear, the decision easy.”



A junior officer standing on parade.

9. “Don’t take counsel of your fears or naysayers.”

The feeling of fear and mortality that comes with being surrounded by enemy fire is not one that can be easily erased from memory. For Colin Powell, it was Vietnam, 1963, and he was adviser to a Vietnamese infantry battalion. “We were walking down a forested trail when we were hit by small arms fire from an enemy ambush. We returned fire and the Viet Cong enemy quickly melted back into the forest.” In less than a minute they had lost a soldier. “That night, as I tried to sleep on the forest floor, I was filled with the realization that the next morning we would probably be ambushed again. And we were ... That morning, and every morning, I had to use my training and self-discipline to control my fear and move on, just like the Vietnamese, just like every soldier since ancient times.” “Moreover, as a leader, I could show no fear. I could not let my fear control me.”

10. It Can Be Done!

“Once again, it is more about attitude than reality. Maybe it can’t be done, but always start out believing you can get it done until facts and analysis pile up against it.” It’s a balance. “I try to be an optimist, but I try not to be stupid.”

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A message from the Chief of Defence Staff



Health Corner You'll need to eat healthily, take regular exercise and carry out regular
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Courtesy of www.nhs.uk

A LEAGUE OF HER OWN

Women in the Twenty-First Century Military

By Second Lieutenant Dionne Ellis



Security forces globally were in fact built on a foundation of patriarchy that for decades discriminated against women, in some instances forbidding them from serving even if they were physically and emotionally better equipped for battles on and off the field than some male counterparts. Instead of being judged on merit, women were perceived according to their socially prescribed roles as caregivers and homemakers. Fast forward to the twenty-first century when women are now acknowledged by their work and worth as invaluable to military units around the world and especially here in the Jamaica Defence Force (JDF). Our female members have displayed a spirit of excellence, resilience and extraordinary drive to serve their communities and country with distinction. They are constantly reaching for new heights by

“Today the JDF offers a variety of roles that allow female members to test their own limits and exceed even their own imagined potential...”

challenging their skills, increasing knowledge through study and travel and enhancing their leadership abilities by combining all the opportunities presented and overcoming each obstacle faced. Today the JDF offers a variety of roles that allow female members to test their own limits and exceed even their own imagined potential on the way to realizing their full potential as a member of the Caribbean’s premier Force. From engineering and combat to healthcare, each role is valued and open to women who are qualified and capable.

JDF Spotlight

The Third Battalion, The Jamaica Regiment (National Reserve), has appointed its first female Training Officer, Lieutenant Latoya McFarlane, who proudly commanded the Passing Out Parade of 89 young soldiers. It was a proud moment for her and she serves as a testament to the value of hard work, diligence and the persistent journey which has commanded the respect due.

The JDF Coast Guard now boasts Commander Antonette Wemyss-Gorman as its first female Commander, who is acknowledged by members, peers and external partners of the JDF as a force to be reckoned with backed by a track record of excellence.

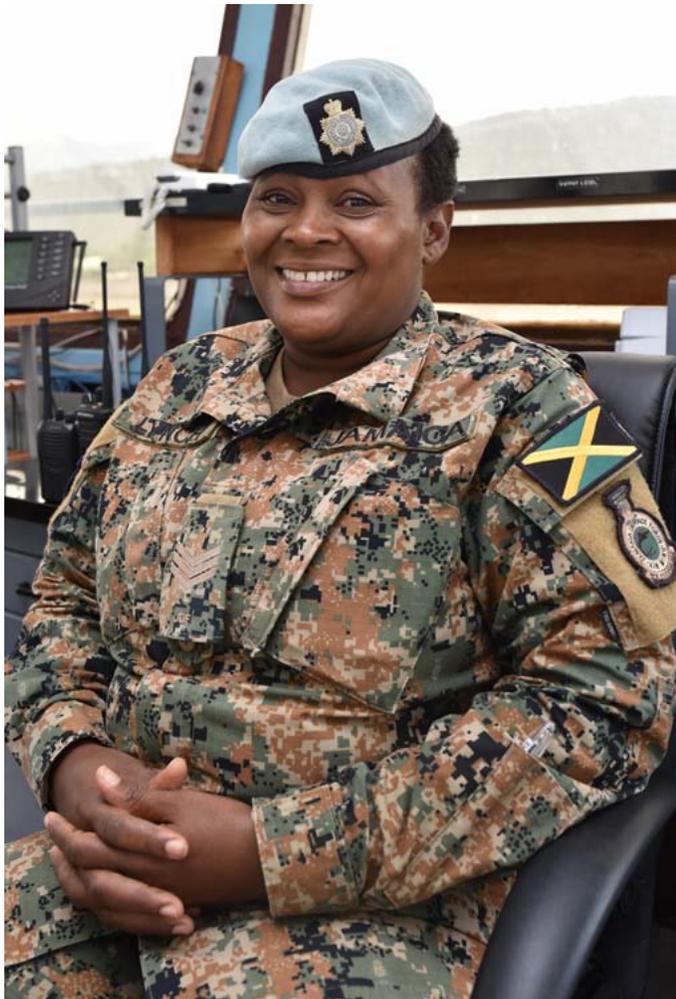
Private Cousley serves as another example of the progressive shifts that continue to take place. She is enrolled in the Construction Course that is offered by the Engineer Regiment, and will no doubt serve as an inspiration for other women who have a natural affinity to traditionally male-dominated areas of work.

While the struggle against stereotypes, sexism and other forms of discrimination continues for military women worldwide, the JDF remains committed to pursuing a progressive path that equally acknowledges and rewards the hard work and commitment of all our members. Women continue to break ground across fields and industries and here in the military it is the same. Our female members continue the march towards seizing new training and career opportunities spanning the spectrum of duties realizing their personal and professional ambitions while leading a life of service.

LARGER THAN LIFE

Sergeant Patricia Alexis Lynch After 26 Years Service

By Sub Lieutenant Aaron Gabriel



Sergeant Patricia Alexis Lynch is a modest person with a larger than life personality. As she sits among a group of young male soldiers – all of whom are keenly listening in as she gives them an impromptu guidance and counselling session – it is clear that, in the physically demanding, male dominated Jamaica Defence Force (JDF) environs, she has let neither her size nor her gender limit her limit or define her. A few minutes later her motivational gathering is over, the soldiers' facial expressions lit as if they were just touched by a childhood hero, they exited the room chatting about how practical in nature was the advice they had received just moments earlier. Clearly Sergeant Patricia Alexis Lynch is no ordinary woman and certainly no ordinary soldier and in the

top of the JDF Air Traffic Control tower she took some time out from her busy schedule to tell ALERT Magazine her story.

Forty-four years ago, on June 15, Sergeant Lynch was born to mother Naveth Bailey and father Alexander Robinson in St Ann, the garden parish. The second of 5 siblings, she spent her early years in St Ann, before moving to Kingston where she attended the St Andrew High School and graduated in 1989. The JDF captured her imagination and enthusiasm from a young age and she was determined to join, by any means necessary.

"I always knew that I wanted to either join the JDF or to marry a soldier", she quipped. After interacting with her half-sister's father, the 17-year-old self-proclaimed tom boy from Higgins Town explained that the V150 patrol vehicles were an instant hit with her. "The JDF had all the things I wanted to do, sports, patrol, interacting with the public, I couldn't resist!" Eventually, she became employed at the Pay Office (now Military Pay and Records Company), on a three month summer employment contract but her strong work ethic proved to be the key to her dreams and opened the door of opportunity to finally realize her lifelong dream of becoming a soldier. Being only 17 at the time, her mother had to write a letter of consent allowing her to join. "It was no surprise to my parents, because they knew me as a little tom boy. They weren't surprised or hesitant to give permission", she says.

"I always knew that I wanted to either join the JDF or to marry a soldier."

The determined young woman was subsequently recruited to begin training at the Newcastle Military Training Wing. Being the youngest of the recruits, she was considered the "baby of the bunch", but that also gave her an edge. She explains, "I was so naive and energetic that I would do anything I was told. Anything that was necessary I would just go and do it because I was young and impressionable." She was appointed Squad Leader in short order. After an act of defiance, which almost saw her discharged, she was stripped of her appointment. Her prior record of good conduct and hard work won her a second chance and eventually she was allowed to graduate. "Intake 5, my intake, is the best female intake ever trained", she said with a smile and a firm look of conviction on her face.

Lynch returned to the Pay Office to a hero's welcome. Now a trained soldier she spoke with more confidence and conviction, much to the pleasure of her coworkers. Three years later, she was recommended to be trained as an air traffic controller. Twenty-three years later has found her as a senior member of that unit. "To me, I think I work in one of the best units in the Force. From I

Continued on Page 34

FORTY-ONE YEARS OF SERVICE

The Longest Serving Civilian

By Sub Lieutenant Aaron Gabriel



Christopher Hamilton is a stoutly built man. He has dark brown skin which contrasts a pair of bright brown eyes. Sporting a clean shaven head with a pair of well ironed pants, his shirt is tucked neatly into his pants under a shiny black belt with shoes to match. He speaks with a firm and friendly voice, the authoritative tone easily mistaken for that of a trained soldier, but Christopher Lloyd Hamilton is no soldier. After 41 years of service to the Jamaica Defence Force (JDF) as a civilian worker, he has spent more years than most serving the JDF. His over 40-year long career includes time at the Military Training Wing, Logistics Company, the National Reserve and various other appointments. Sitting on an old wooden bench outside an office in the 1 Engineer Regiment (JDF) PRI, he took

some time out to share his story with the Alert Magazine.

Born March 1, 1959, Mr Hamilton spent the earlier years of his life in Kingston 12. With a surprisingly youthful enthusiasm he adjusts his chair as if preparing to address a classroom of students and begins to speak. "I cannot remember a time when I did not want to work in the Jamaica Defence Force. I can't think of any other profession or what I'd be doing if it wasn't the JDF. Because from I was a little boy and left high school I was determined that nothing could stop me", he explains. "It was just in me from birth".

His eyebrows raise and wrinkles develop on his forehead as he emphasizes how grateful he is for his experience over the years. "The JDF has been my college, I can honestly and wholeheartedly say that if I was given the chance to go back in time and make the choice again, I'd join again". He credits the organization for making him the man he is today and explains that after over 40 years of working alongside military personnel he feels more like a soldier than a civilian. "See, there aren't many civilians who have been here as long, as I have and having lived the lifestyle for so long I've become accustomed to the military way of doing things. So much so that sometimes I feel more at home around soldiers than I do civilians".

But it wasn't all smooth sailing for the Admiral Town High School Alumni. After graduating at the age of 17 his dream was to serve in the Engineering Unit and practice Electrical Engineering. He attempted to join as a soldier but was unsuccessful because, in his own words, "it had already reached its establishment quota". He took the disappointment with a heavy heart, but it did not deter him from pursuing his dream and achieving his objective of serving. Since he could not join as a soldier, fate had it that he would sign up as a civilian worker. His love for 'hands on work' got him appointed as an assistant in the Engineering Unit, where he would go around and help build and repair pretty much anything that needed to be fixed. With an enthusiastic and wide-eyed look, he recounts how he has seen and contributed in constructing many of the buildings that now exist at Up Park Camp. "At that time even the CDS's HQ building was made of shingle", he says. "But over time we phased out some things and made new constructions as building technology developed. I'm very proud of my contribution", he adds. After a 10 minute roll-call of all the buildings and projects he has assisted with, he stops talking for a second and rests his elbow on his knee using his hand to hold up his head. "I remember", he begins, a slight smile emerges on his face and it is clear he's experiencing a pleasant moment of nostalgia. He goes on to tell how back in the late 1970's while understudying the store clerk at Support and Services Battalion he found a \$50 note on the floor. "Fifty dollars was a lot of money in those days", but rather than claiming it as his own he placed it on the desk with the hope that the rightful owner would realize it was missing. "The clerk had stepped out for a few minutes when I found it. It was only after he returned I saw him searching

his pockets and asked him if he was missing anything. He told me he had lost some money so I just showed him where I had placed it on the desk". It wasn't until a few years after he learned that that was just an integrity test they had set up for him. He clearly passed and in doing so he gained the respect of the soldiers working in the stores, so much so that they entrusted me with more responsibility. Mr Hamilton had initially been hired as a part-time worker but after he had proven to be a man of integrity he was offered a full-time appointment at the then Supply Unit at the Military Training Wing.

The appointment to the Supply Unit proved to be integral in his professional development as his reputation for honesty won him the favour of the Quartermaster and Colour Sergeant. Over the years Mr Hamilton has benefited from several professional courses on behalf of the JDF. "The JDF has invested in me and I am grateful for that, but I have given back my due and I am still giving".

“We used to have to line up for hours at the end of every week to collect our pay. And they never used to give us cents, you would have to wait until the end of the financial year to collect the accumulated cents in a lump sum.”

At 57 years old, Mr Hamilton has spent over 36 years serving Jamaica and testifies that the JDF has contributed much to Jamaica's development over the years. "The JDF, especially the Engineering Regiment has done and is still doing so much for the country that sometimes it even does more outside Up Park Camp's gates than it does within them" he says with a chuckle. "It's sad but it's true".

He has also had the privilege of seeing many RSMs, COSs and CDSs come and go and has a collection of blunders and anecdotes to go with them, he laughs and says he would rather not commit them to paper for the interview.

Quickly changing the subject he recounts how many years ago his salary was \$25.42 per week. "We used to have to line up for hours at the end of every week to collect our pay. And they never used to give us cents, you would have to wait until the end of the financial year to collect the accumulated cents in a lump sum". He praises the JDF Credit Union for the progress it has made and says that seeing the level of sophistication and professionalism the credit union now exhibits was unthinkable 20 years ago. "It's really developed into a good thing, now there are all sorts of saving plans for

people to take advantage of. If I could give the young soldiers one piece of advice it would be for them to save, save, save", He says.

His advice to those that are seeking to join now is to get educated. "We have passed the days when it was brawn and toughness that determined success. Now young people have to be educated if they want to be successful, they have to have the complete package".

Mr Hamilton says although he has spent a long time serving the JDF his time too must come to an end soon. "I will retire soon and do what I've always loved, farming. But if there's one thing I would like to see happen in my lifetime it's for more opportunities for the youngsters." He says that the organization has expanded its mandate and the manpower requirement has grown. "I really think we need to employ more people and equipment to get all the work done. The JDF has always been the backbone of the country and regardless of what anyone may say we will always be here to set the standard."

LARGER THAN LIFE, Continued from page 32

was young I noticed the strong camaraderie among the members and that's something that has remained to this day. And now I try my best to instill the same values to the younger soldiers coming up the ranks", she says. "I always ensure they have someone to look to for support. Even now I still have people to look up to for support and that's one of the reasons I love this organization so much."

In commenting on the changes over the years, Lynch points out that while technology has made communication easier, it also has to be managed to maintain that human touch necessary to keep the team spirit strong and soaring. "With all the new developments we must remember to be our brother's keeper. There is so much to be gained from one-to-one interaction that gets lost in technology; we just need to be careful to remember to pay attention to our colleague's welfare."

After 26 years of service, Sergeant Lynch has no regrets and says she would do it all over if granted the opportunity. "I regularly scout for youth who I think have the makings of a good soldier. I advise them and my advice to anyone who wants to join is to have the right mindset and understand that no man is an island. Don't think that you can come with an ulterior motive and short change the organization; embrace the values and culture. Once you have the passion and desire to achieve, you can gain skills for life; the JDF is definitely the place to be."

Sergeant Patricia Alexis Lynch is a mother to an 18-year-old girl, Davia, and a 6-year-old boy, Dalex.

MON SÉJOUR AU CANADA

Un Expérience Française Apprentissage

Par Le Sergent Dwight Williams



“Apprendre le français, ce n’est pas facile. Premièrement, c’était interdit de parler anglais dans la classe.”

En 2013, je suis allé au Canada avec le lieutenant Small et le lieutenant Facey. La raison pour laquelle nous avons fait le voyage est que notre pays a reçu trois places disponibles pour les personnes qui sont intéressées à suivre le cours de français.

Nous sommes partis de la Jamaïque le 5 août 2013 vers 7h pour l’École des langues des Forces canadiennes à St-Jean. Je n’étais pas nerveux parce que c’était ma deuxième fois à St-Jean. Nous sommes arrivés à la base vers une heure du matin, donc nous nous sommes couchés immédiatement. St-Jean est une ville bien organisée qui offre tous les services, par exemple, un hôpital, un centre commercial, plusieurs restaurants, etc.

Le surlendemain après notre arrivée nous avons rencontré

les autres étudiants et les personnes qui sont responsables d’organiser le cours de français à la réunion. Il y avait grosso modo cinquante étudiants étrangers. Pendant la journée, nous avons fait une randonnée à pied, nous avons visité les endroits importants, comme la salle à manger, le gymnase, le mess, etc. Durant la première semaine, il n’y avait pas de classe, c’était une semaine d’administration, cependant, il y avait plusieurs réunions pour expliquer les règles de la base et les activités que nous pouvons faire pendant notre séjour. Malheureusement pour les étudiants d’apprentissage français toutes les présentations ont été livrées en français dans le cadre de la technique immédiate d’immersion de l’école. Imaginez la première journée, il y avait des étudiants qui étaient stressés parce qu’ils ne comprenaient rien. Les expressions faciales dans la chambre était inestimable.

Nous avons fait un examen pendant la semaine pour identifier quel niveau de français nous avions. Après avoir fait l’examen, j’ai commencé le cours dans la classe intermédiaire et le lieutenant Small et le lieutenant Facey étaient dans la classe de débutants. Ce n’était pas très difficile pour eux parce que nous avons habité dans le même endroit, donc nous faisons nos devoirs ensemble. Il y avait une bonne et solide esprit d’équipe.

Apprendre le français, ce n’est pas facile. Premièrement, c’était interdit de parler anglais dans la classe. L’accent québécois était vraiment difficile à comprendre. Normalement, les professeurs parlaient seulement français, il n’y avait pas de traduction, mais nous n’avions pas le choix, nous avons appris la langue n’importe comment.

Pendant notre séjour, l’école a organisé plusieurs activités autour du Canada. Toutes les visites étaient vraiment intéressantes. À mon avis, le Canada est un beau pays. L’architecture est magnifique surtout la ville de Québec. Québec est une ville touristique, je crois que c’est la première ville fortifiée en Amérique du Nord. Vous pouvez trouver la Maison du Gouverneur général, Le Château Frontenac (qui est un hôtel pour les célébrités ou autrement riches) et beaucoup de sites historiques sont là. Lors de la visite, nous avons déjeuné à la Maison du Gouverneur général. Imaginez comment votre serviteur a mangé comme une célébrité au Canada, quelle chance j’avais! Nous avons séjourné au Québec pour trois jours dans un hôtel comme de vrais touristes ferait.

À mon avis, le cours de français était bien organisé. La façon d’enseigner que les professeurs ont utilisé était magnifique. Grâce à eux, je suis “francophone” maintenant. Je vous remercie madame Stéphanie, madame Cindy et madame Caroline de m’avoir aidé et de m’avoir enseigné la langue française. Je remercie la Force de défense de la Jamaïque de m’avoir donné la chance de faire le cours. Aujourd’hui, je suis confiant de parler à une personne en français et c’est très important que je fasse de mon mieux pour garder mes connaissances. En conséquence, je vais faire un cours local à l’Alliance de Française pour améliorer ma connaissance de la langue.

MY STAY IN CANADA

An Experience Learning French

By Sergeant Dwight Williams



“*Learning French is not easy. Firstly, it was forbidden to speak English in class.*”

De gauche à droit: le Lt (jg) Aldain Facey, le Lt O Small (Maintenant Capitain) et Sgt Williams, D pendant une visité à la maison du gouverneur général du Canada en 2013.

From left to right: Lt(jg) Aldain Facey, Lt O Small (Now Captain) and Sgt Williams, D during a visit at the official residence of the Governor General of Canada in 2013.

In 2013, I went to Canada with Lieutenant Small and Lieutenant Facey. The reason we went on this trip was that our country had received three available places for persons who were interested to do a french course.

We left Jamaica 5 August 2013 at approximately 0700 hours for The Canadian Forces Language School in St Jean. I was not nervous because it was my second time in St Jean. We arrived

at the base about 0100 hours, so we immediately went to bed. St Jean is a well organised village which offers all the services for example, a hospital, a commercial centre, several restaurants etc.

Two days after our arrival we met with our fellow students and the course administrators at a meeting. There were approximately 50 foreign students. During the day, we visited key facilities such as The Dining Hall, the gymnasium, the mess, etc. During the first week there were no classes, as it was the week of administration; there were however several meetings to explain the rules of the base and the activities we could do during our stay. Unfortunately for students learning french all presentations were delivered in french as part of the school's immediate-immersion technique. Imagine the first day there were students were immensely stressed because they didn't understand a word being said! The facial expressions in the room were priceless.

We did an exam during this week to identify our proficiency levels. After completing the exam I started the course in the intermediate class while Lt Small and Lt Facey were in the beginners' class. It was not very difficult for them because we shared accommodations, allowing us to do home work and study together. There was a good and robust team spirit.

Learning French is not easy. Firstly, it was forbidden to speak English in class. The Quebec accent was really hard to understand. Normally, teachers spoke only French, and there was no translation, but we had no choice, we learned the language no matter how.

During our stay the school organised several activities around Canada. All the visits were really interesting. It is my opinion that Canada is a beautiful country and the architecture is magnificent, especially in the city of Quebec. Quebec is a touristic village and I believe that it is the first fortified city in North America. You can find the Governor General's House, The Château Frontenac (which is a hotel for celebrities or the otherwise affluent) and a lot of historic sites are there. During the visit we had lunch at the Governor General's House. Just imagine how Yours Truly ate like a celebrity in Canada. What luck I had! We stayed in Quebec for three days at a hotel as real tourists would.

The french course was well organised, the manner in which the teachers taught the language was magnificent. Thanks to them I am 'french speaking' now. I thank Madam Stephanie, Madam Cindy and Madam Caroline for teaching me the french language and the Jamaica Defence Force for giving me the chance to do this course. Today I am confident enough to speak to someone in french. It is very important that I do my best to safeguard my hard-earned knowledge. As a result I will be doing a local course at the Alliance de Francaise to improve my knowledge of the language.





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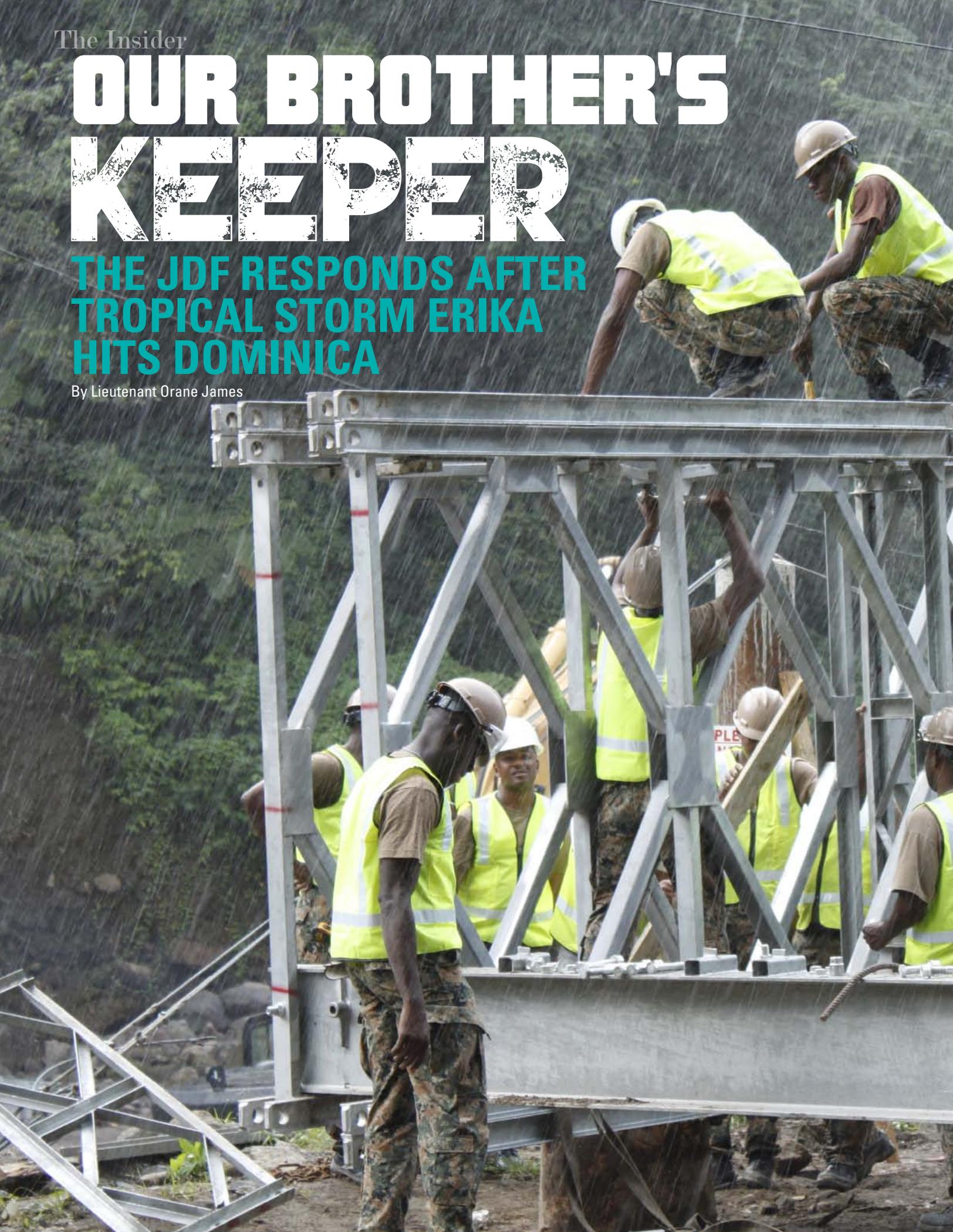
1. Soldiers locked in a duel at the Force Boxing Championships 2016.
2. JDF Combat Engineers battle a raging bush fire in Mavis Bank, St Andrew, 2015.
3. A JDF soldier raises flags at the temporary training base in Westmoreland for Ex-Tropical Dagger 2015.
4. An officer inspects a soldier's weapon on parade during the Force Drill Competition.
5. A JDF Combat Engineer with an international partner on a construction site, 2016.
6. Class being conducted at JDF TTI.
7. JDF CG Soldiers form a quarter guard for an official visitor to HMJS CAGWAY.
8. President Barack Obama greets members of the JDF and the Jamaica Legion at Heroes Circle on his official visit to Jamaica, 2015.
9. Soldiers taking part in the Force March and Shoot Competition 2016 at the Twickenham Park Gallery Range, St Catherine.
10. Soldiers in the rain prior to the start of the 2 JR Presentation of New Colours Parade, 2014.
11. Soldiers of the Sp and Svcs Bn embrace as they look on at the scores during the Force March and Shoot Competition 2016.
12. Military Tattoo in Bermuda, 2015.
13. Bushmaster APC on operational duties in St Catherine, 2016.
14. Unarmed combat practise, 2016.
15. Unable to continue running, a 'Man of Steel' crawls across the finish line at the Force Cross Country Competition, 2015.
16. Soldiers on Mobile Patrol along with a member of the JCF.
17. A soldier roasts up his hunt on survival training in the Copcit Country, St Elizabeth, 2015.
18. The Opening Ceremony for the Protected Mobility Vehicle Squadron, a new Sub Unit with direct responsibility for the Bushmaster APCs, 2016.
19. Force Swimming Championships 2016.
20. The Drum Major directs music at the welcoming of regional and international partner nations for the Petro Caribe Summit, 2015.

The Insider

OUR BROTHER'S KEEPER

THE JDF RESPONDS AFTER
TROPICAL STORM ERIKA
HITS DOMINICA

By Lieutenant Orane James



“... They admired the beauty and speedy construction of the bridge. One person asked a JDF soldier if the entire bridge was transported to the site using a helicopter.”



JDF Combat Engineers work assiduously in the rain to meet daily milestones of building the Wotten Waven bridge in Dominica, 2015.

Photo by Lance Corporal Triston Williams

Tropical Storm Erika hit the shores of the Commonwealth of Dominica on Thursday 27 August 2015, bringing torrential rainfall causing severe infrastructural damage and general devastation to the popular “Nature Island”. Approximately 30 lives were lost with a number of roadways, bridges, homes and other buildings damaged, causing overall devastation. Jamaica has a rich history of rising to the occasion to help our neighbours in the Caribbean Community especially in cases of natural disaster. The case of Dominica was no different. With the support of the National Works Agency (NWA), Jamaica donated two double panel single-lane Chinese-model Bailey bridges, mild steel reinforcement bars and several bags of Portland cement. Additionally, Jamaica pledged to provide the engineering expertise and manpower required to erect the two bridges. Given time and budgetary constraints, erecting these bridges required a team that possessed the right knowledge base and expertise, hence the Jamaica Defence Force (JDF) was called to duty and the 1 Engineer Regiment (JDF) (1 Engr Regt (JDF)) was the ideal Unit to provide the requisite expertise to complete this mission.

1 Engr Regt (JDF) selected 20 of their finest Combat Engineers (Cbt Engrs) from various squadrons led by Contingent Commander, Lt O H James, Second-In-Command SSgt McLeod, J and Third-In-Command, Sgt Alleyne, C and Senior Clerk of Works and Bridge Specialist from the NWA, Mr Roland Desdunes. The team was divided into the Advance Party comprising of 6 personnel spearheaded by Lt James and the Main Body which comprised of 14 personnel led by Sgt Alleyne. The Advance Team was tasked to conduct pre-deployment administrative and logistic liaisons and to construct two abutments to facilitate the seamless erection of a 90 feet long bridge at Wotten Waven, Roseau Valley, Dominica. This bridge site joins the Trafalgar and Wotten Waven villages and was deemed to be the priority. The Advance Team departed Jamaica on Tuesday 24 November 2015 and exactly one week later, the main body followed, departing the island on Tuesday 1 December 2015.

The mission was not without its main share of challenges – a combination of travel delays, environmental factors and the sheer magnitude of the task at hand. The Wotten Waven area happens to be in a crater, which is completely surrounded by mountain ranges that results in excessive amounts of relief rainfall. However, as soldiers and more so Cbt Engrs it is expected that one must have the ability to improvise, adapt and overcome any adverse environmental condition. Despite the rainy conditions that prevailed, the soldiers worked assiduously to meet the projected timeline. The daily objectives were task driven, therefore the mentality of the soldiers were to continue until tasks were accomplished in any environmental condition. The daily milestones had to be met as the local population depended on the completion of the bridge and Jamaica depended on the Cbt Engrs to raise the nation’s flag high.

After interacting with the local villagers the challenges that came with the absence of a bridge became apparent. The previous bridge was the link between the Trafalgar and Wotton Waven villages and with its absence, villagers and tourists alike who needed access to either village had to traverse the long route around the villages which took approximately 45 minutes. Alternatively, some persons opted to traverse the rocky foot path across the river which is very dangerous, as the river has a tendency to overflow the footpath without notice. On several occasions whilst assembling the bridge, tourists could be seen negotiating the said footpath as they made their way to the country's points of interest. Without a bridge in place, accessibility to these places became very difficult, thereby resulting in reduced business opportunities for the locals who depended on tourism. The erection of this bridge facilitates ease of access to both villages, an increase in tourist visits and foreign exchange earnings thereby boosting the economy of Dominica.

“According to The Sunday Gleaner, “Officials of the Dominica’s Ministry of Public works and Ports estimate the value of each bridge and associated labour to be in the region of EC\$3.5 million dollars, a very valuable Christmas present from Jamaica to the people of Dominica.””

As the days elapsed, locals from both villages would visit the bridge site to assess the progress. They admired the beauty and speedy construction of the bridge. One person asked a JDF soldier if the entire bridge was transported to the site using a helicopter. They were astonished by the work rate of the Cbt Engrs and praised them as ‘the best’. As Cbt Engrs of the JDF, a hard daily routine is normal; hence, the reason they are called

‘men of steel’. The members of both villages expressed their gratitude daily as they looked forward to having the bridge in short order.

The long days and nights continued as the team remained focused and committed to the task at hand. At one stage of the project it became evident that the second bridge to be erected at Geneva was no longer practical as no preparatory works had started by the local works agency. Despite being informed that the second bridge would not be erected on this deployment, the Cbt Engrs maintained a high morale and zeal to complete the first bridge within the same timeline. The finishing works for the bridge to include the installation of the curb walls, guard rails and infill panels were then initiated. After its completion, a thorough cleaning of the site was executed and all tools and equipment were accounted for and handed over to the local contractors. The site was then formally handed over to the Project Officers from the Ministry of Public Works and Ports.

Mission accomplished! The 90 ft bridge between Wotten Waven and Trafalgar Village stood firmly on two bold abutments that facilitated its seamless erection. The assembly of this bridge makes possible an increase in tourist visits and foreign exchange earnings which will inevitably boost the country’s economy. There were visibly broad smiles of content on the faces of the villagers as they traversed the bridge site. According to The Sunday Gleaner, “Officials of the Dominica’s Ministry of Public works and Ports estimate the value of each bridge and associated labour to be in the region of EC\$3.5 million dollars, a very valuable Christmas present from Jamaica to the people of Dominica.” Certainly, the ‘men of steel’ have represented and made their country proud. They will be remembered as they said farewell to a landmark that was left in the Nature Island of Dominica.

Comments from Dominicans

Prime Minister of Dominica Roosevelt Skerrit:

“Many thanks to the Government and People of Jamaica for this most generous gift. Special thanks to Honourable Portia Simpson-Miller (Sister P). We expect the bridge to be completed immediately after the Christmas. Once completed it will no doubt enhance prospects for tourism and an improved way of life for the residents of Wotten Waven and Trafalgar in particular.”

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JDF Combat Engineers mix concrete in the twilight to cast the end wall of the Wotten Waven bridge abutment in Roseau Valley, Dominica, December 2015.

Other comments from 'Dominica News Online':

"Thank you Roland Desdunes, Lieutenant Orane James, the entire crew of the Jamaica Defence Force and the Government and People of Jamaica for your kindness, hard work, dedication and sacrifice. We hope that your work continues safely and wish each of you men here in Dominica a safe trip home to be with your families for Christmas. I am quite sure that many Dominicans were not even aware of your presence here so long after the storm. Thanks to Dominica News Online, we are now able to give credit to and appreciate your efforts on our behalf. May the good Lord bless and keep ALL of you. You gentlemen should be proud of yourselves... it is the greatest honor to sacrifice for others in time of need. We Dominicans shall remain eternally grateful!"

"We really must thank our Jamaican brothers for the great work being done on the island. We also know that the Jamaica people have their own needs but it's great when others reach out in such a caring manner. Thanks again and PEACE!!"

"Thank you Jamaica, and long live your people."

Health Corner

The key to a healthy diet is to:

- Eat the right amount of calories for how active you are, so that you balance the energy you consume with the energy you use. If you eat or drink too much, you'll put on weight. If you eat and drink too little, you'll lose weight.
- Eat a wide range of foods to ensure that you're getting a balanced diet and that your body is receiving all the nutrients it needs.

It is recommended that men have around 2,500 calories a day (10,500 kilojoules). Women should have around 2,000 calories a day (8,400 kilojoules). Most adults are eating more calories than they need, and should eat fewer calories.

Courtesy of www.nhs.uk

Innovation

“*The Bushmaster Protected Mobility Vehicle is a four-wheeled, all wheel drive armoured vehicle built by Thales Australia...*”



THE PROTECTED MOBILITY VEHICLE

BUSHMASTER

By Major Rudolph Reynolds

Photo by Corporal Jason Lampart



In January 2016, the Jamaica Defence Force (JDF) received the final 3 of 12 Bushmaster Protected Mobility Vehicles supplied by Thales Australia. That day represented a small part of a long and arduous journey which can be traced as far back as 2005 when a Strategic Defence Review (SDR) of the Force was carried out under the theme, 'A Transformed JDF – Enhancing Jamaica's Security'.

In analysing the capabilities of the JDF, the SDR team identified a number of gaps. Gaps, which in part arose because traditionally our Force was equipped and postured based on existing threats. As a result, a decision was made to develop a capability-based Force which had the skills and resources to respond to existing, emerging and future threats. One lacking capability identified, was protected mobility capability; which can be defined as the employment of a protected mobile platform in either a mounted or independent role for the purpose of conducting military operations in theatres that necessitate protection, mobility and combat endurance.

Among the recommendations made by the SDR, was the acquisition of new armoured vehicles; and while no piece of equipment on its own represents a capability, this recommendation arose as a result of a severely depleted fleet of aging V150s. The SDR did recognize however that, a capability is generated when a number of fundamental inputs are made to interact with each other. These inputs include, training, personnel, facilities, supplies and command and control. The methodology applied to equipment acquisition in the past often failed to appreciate the extent to which facilities, training and supplies contribute to capability development. The SDR alluded to this when it recognised that a more holistic approach to acquisition would have to be adopted in order to increase the service life of equipment and to create an environment for more efficient planning and accountability.

In November 2013, the Jamaican government by way of a cabinet decision approved the acquisition of 12 Bushmaster protected mobility vehicles (troop variants) from Thales Australia. In keeping with the holistic approach to acquisition proposed by the SDR, two separate contracts were awarded to Thales.

The first was the acquisition contract for 12 Bushmasters (troop variants), while the second contract was an integrated logistics services (ILS) contract. The ILS had two distinct phases. The start-up phase included:

- Project management support
- ILS and engineering support
- Maintainer and operator training
- Three months in-country technical support
- Service kits for year 1
- System replaceable unit spares



The Bushmaster Protected Mobility Vehicle shows its muscle in varied terrains.

- Support & Test Equipment equipment, and
- Workshop tools and equipment

The support phase includes:

- Project management support up to 1290 hours per annum (project management, project scheduling, quality management, supply chain support).
- ILS and engineering support up to 326 hours per annum.
- Engagement of local partner – National Safety Limited.
- Annual update of project management documentation.
- Service kits for years 2, 3, 4 & 5.
- Annual in-country technical inspections – at 12, 24, 36, 48 and 60 months, and.
- Annual update of manufacturers recommended spares list.

The first set of three Bushmasters arrived in Jamaica in June 2015 with the subsequent sets arriving in August 2015, November 2015 and January 2016. Since the arrival of the first set of Bushmasters significant progress has been made in the training of the operators and maintainers of the fleet. The training of the maintainers coupled with major upgrades to infrastructure that supports the maintenance of the Bushmasters represents a major shift in our acquisition process (as was identified by the SDR).

The Bushmaster Protected Mobility Vehicle is a four-wheeled, all wheel drive armoured vehicle built by Thales Australia, a subsidiary of the French multinational company, Thales Group. The 11 m³ cabin with fully supportive energy absorbing seating

provides for the crew and passengers to travel in safety and comfort together with their arms and equipment. The vehicle is designed to carry additional life support equipment, fuel and logistic supplies. The Bushmaster is a mine protected vehicle and provides a high degree of protection against land mines and improvised explosive devices. The vehicle's armour provides protection against small arms fire and it has an automatic fire suppression system. A drinking water system provides the crew with fresh water, which is replenished from a 250 litre tank onboard. The Bushmaster is fitted with a Central Tyre Inflation System which provides a means of manually or automatically controlling the tyre inflation pressures based on terrain, vehicle speed or tyre damage. The Bushmaster is in service with six countries on four continents and has a proven track record of protecting and saving lives during operations in the most adverse conditions and dynamic battle fields across the globe.

An examination of the tasks that form the basis for determining the capabilities required for the JDF to successfully carry out its mandate shows that the Bushmaster has a conceivable role to play in all but one of the ten tasks (*see list of possible Bushmaster tasks/roles*). While these broad tasks are unlikely to change, the challenges and threats associated with each task will undoubtedly continue to evolve. The Bushmaster represents part of a solution to the problems expected to be faced in the future

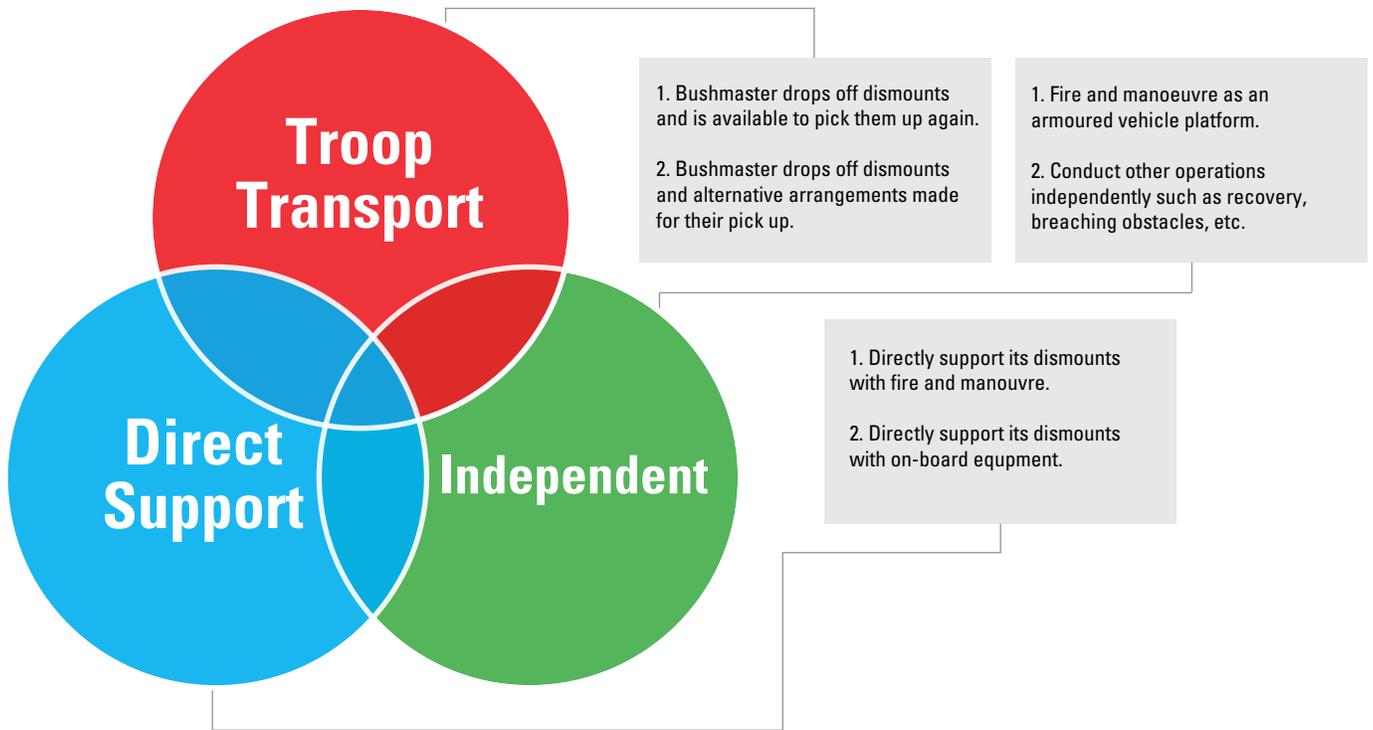
The options for employing the Bushmaster are depicted as three circles in the diagram below. The circles represent:

- Troop transport;
 - » Ensuring that the Bushmaster is available to pick up its dismounts again, or
 - » Alternative arrangements are made for their pickup.
- Support;
 - » Supporting its dismounts with direct fires and manoeuvre, or
 - » Supporting its dismounts with other capabilities
- Independent;
 - » Firing and manoeuvring as an armoured vehicle platform, and
- Conducting other operations independent of dismounts.

Possible Bushmaster Tasks/Roles

1. Defend against external aggressors
2. Internal Security
3. Disaster Relief
4. Support to other Government Agencies
5. Counter Terrorism
6. Search and Rescue
7. Peace Support
8. Regional Cooperation
9. State Ceremonial Duties

The actual use of the BPMV can reside at one of these circles or anywhere within two or all the circles.



There is no denying that it is inherently difficult to accurately predict what is beyond the present. Yet, the Bushmaster represents a set of capabilities broadly effective across the existing spectrum of operations while possessing the

adaptability to allow for rapid upgrades to meet the divergence between future predictions and the actual operational environment and in so doing, securing Jamaica's future.



JAMAICA DEFENCE FORCE

COAST GUARD

TRANSFORMATION FOR GREATER SERVICE

By Lieutenant Commander Aceion Prescott

“ *The JDF CG’s transformation lies in helping the Nation in studying the effects of Climate Change on the country...* **”**



Transformation. Regardless of how hard I try, I cannot hear that word without thinking about the popular animated series and movie franchise, Transformers! So the imagery that I associate with the word is that of a radical change by an entity. Those humanoid robotic lifeforms transformed into a wide variety machines: vehicles, aircrafts, weapons, you name it. In the same way that it is difficult to compare any other fictional characters to the Transformers, it is difficult to imaging transforming the present roles of the Jamaica Defence Force Coast Guard (JDF CG). These roles are after all grounded in a

substantial foundation of national security needs. The answer is really that these roles will never change, they may be modified as the trends in maritime criminality fluctuate, but never change. Notwithstanding, the future always brings new challenges and as the Coast Guard evolves to deal with at least one of these, we can foresee one possibility of the Unit transforming into one new role and that role may come soon to a coast near you. So what future challenge is it that could possibly provide the conditionality required to change the JDF CG’s roles significantly enough to qualify as a

transformation? The answer is as radical a transformation as that of Optimus Prime or Megatron, it is Climate Change and its impact and potential impact on Jamaica – a Small Island Developing State (SIDS). I propose that the JDF CG’s transformation lies in helping the Nation in studying the effects of Climate Change on the country and in so doing provide viable mitigating options. Before we look further at scope of this new role, let’s examine this Climate Change phenomenon and determine if it is truly a clear and present danger necessitating the transforming role posited.

The climate of a region is defined as the average weather conditions of that region over a long period of time, generally more than thirty (30) years. Weather, on the other hand, is just the atmospheric conditions – humidity, temperature, precipitation, wind, etc – of a particular area on a day to day basis. So climate change is generally agreed to be a change in the climatic pattern of a region, and a change that one would only be able to observe over a very long time. It is actually part of the natural

cycle of the earth so what is the big fuss about? Well the United Nations Framework Convention on Climate Change defines Climate Change as: a change of climate that is attributed directly or indirectly to any human activity that alters the composition of the global atmosphere and that is in addition to natural climate variability observed over comparable periods of time. So in addition to naturally occurring climate change, human activities since 1760, the eve of the industrial evolution, have exacerbated the effects and the result is an earth that is warming at a much faster rate than it can naturally cope with. One could liken the issue to our own bodies’ changing temperature during a typical day. Our body is able to keep our core temperature within a safe range whether we are playing a game of football or trying to find that elusive tub of ice cream in a full deep freezer. The moment we get a fever though, our core temperature gets dangerously high unless we take proactive measures to help our bodies’ overwhelmed systems.

See Climate Change Chart on page 50

Regional Impacts and Vulnerabilities to Climate Change in SIDS

Impacts	Sectoral Vulnerabilities
<p>Temperature</p> <ul style="list-style-type: none"> – All Caribbean will experience warming. – Warming will be lower than the global average. 	<p>Water</p> <ul style="list-style-type: none"> – Water sources seriously compromised due to rising sea level, changes in rainfall and increased evapotranspiration.
<p>Precipitation</p> <ul style="list-style-type: none"> – Decrease in summer rainfall in the Caribbean in the vicinity of the Greater Antilles. 	<p>Agriculture and food security</p> <ul style="list-style-type: none"> – Agricultural land and thus food security affected by sea-level rise, inundation, soil salinization, seawater intrusion into freshwater lenses, and decline in freshwater supply. – All agricultural production affected by extreme events. – Fisheries affected by increasing sea surface temperature. – Increases in the intensity of tropical cyclones. <p>Health</p> <ul style="list-style-type: none"> – Heat stress and changing patterns in the occurrence of disease vectors and climate sensitive diseases affect health.
<p>Extreme Events</p> <ul style="list-style-type: none"> – Increasing intensity of tropical cyclones, storm surge, coral bleaching and land inundation. 	<p>Terrestrial Ecosystems</p> <ul style="list-style-type: none"> – Replacement of local species and colonization by non-indigenous species. – Forests affected by extreme events are slow to regenerate. <p>Coastal Zones</p> <ul style="list-style-type: none"> – Most infrastructure, settlements and facilities located on or near the shore and will be affected by sea-level rise, coastal erosion and other Coastal hazards, compromising the socio-economic well-being of island communities and states. – Accelerated beach erosion, degradation of coral reefs and bleaching will all have impacts on incomes from fishing and tourism. – Habitability and thus sovereignty of some states threatened due to reduction in island size or complete inundation.

Source: Christensen et al. (2007), Mimura et al. (2007). Impacts Sectoral vulnerabilities Adaptive Capacity United Nations Economic Commission for Latin America and the Caribbean press release.

Undoubtedly, you would have heard some of the talk about the effects of Climate Change. Depending on who you hear it from, the impacts range from concerning to downright frightening. Hollywood with movies such as 2012 do nothing towards reassuring us either. Part of the reason for the divergent views on the impacts of Climate Change is due to the fact that different regions are affected in different ways and to different degrees. Additionally, some states are more susceptible to the impacts of Climate Change due to their existing socio-economic conditions. 51 states have been identified as Small Island Developing States (SIDS) and Jamaica is among this group.

I hope that by this time you are fully convinced that Climate Change is real, it is a serious threat to our well-being, and strategies need to be developed to solve or mitigate the impacts of Climate Change.

“The JDF emerged in 1962 as the product of a transformed British West India Regiment. In 1966 the JDF Sea Squadron was transformed into the JDF Coast Guard.”

“For countries to understand their local climate better and thus be able to predict local climate change, they must have adequate operational national systematic observing networks, and access to the data available from other global and regional networks. Systematic observations of the climate system are usually carried out by national meteorological centres and other specialized centres. They take observations and monitor atmosphere, ocean and terrestrial systems.”¹

The quotation underscores the importance of research in understanding how the climate in a particular region is changing in order to develop strategies to deal with it. There is presently Climate Change research underway in Jamaica but there is a noticeable gap in the area of oceanographic data.

Research is where I see an opportunity for the JDF CG to transform its present roles and functions whilst adding significant value to nation building and its own operations. The usefulness of such a function is highlighted by the fact that most first world militaries have a research and development department. Despite the fact that the ocean has a significant effect on local weather and climate, no other agency in Jamaica has the maritime reach of the JDF CG in order to collect the requisite data. On average at least one foreign

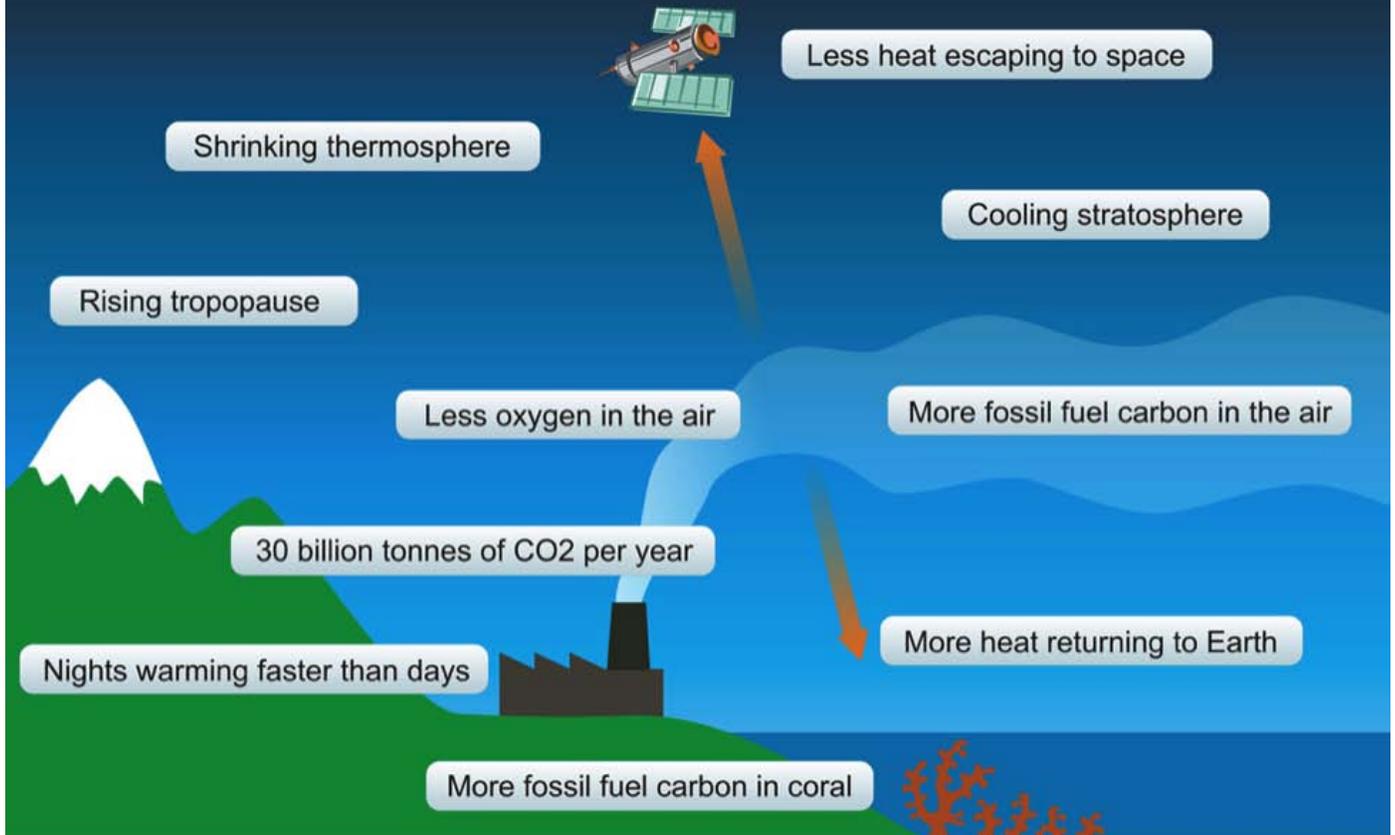
vessel each year gets permission to conduct research in Jamaican waters. (Sailing School Vessel (SSV) Corwith Kramer has become quite a regular visitor). If our waters are of such great interest to foreigners, shouldn't we be taking a closer look at it? With technology where it is now, the JDF CG could execute this new function by acquiring and training on towed devices such as an Acoustic Doppler Current Profiler that can remotely collect and store the data for later transference to any authorized agency. With the JDF CG gathering the data in a cost effective manner (simultaneously patrolling), the information could then be analyzed by any interested agency and the results used to guide national policy.

The JDF emerged in 1962 as the product of a transformed British West India Regiment. In 1966 the JDF Sea Squadron was transformed into the JDF Coast Guard. Since their emergence, the JDF and the JDF Coast Guard has continued to provide sterling service to the nation, leading the response to a myriad of challenges that have faced the nation. Almost 54 years later, a new challenge of significant importance has arisen. Let us also rise to the challenge, let us transform to make use of our strengths and lead the country forward towards a world our future legacy can survive in. Jamaica's Defence Force. Carpe diem!



¹ UNFCCC paper on climate change: impacts, vulnerabilities and adaptation in developing countries 2007.

10 Indicators of a Human Fingerprint on Climate Change



Courtesy of www.ensaa.eu



Southwest Rock, Pedro Bank, courtesy of Dr Peter Espuet





11



12



13



14



15



16



17

1. A citizen looks on as soldiers pause at a Police Station in Linstead, St Catherine, 2015.
2. A 1 JR soldier on extraction from the Operational Area, 2015.
3. JDF Open Air Carol Service, Up Park Camp, 2015.
4. Helicopter Rappel Training in Up Park Camp, 2016.
5. 3 JR (NR) soldiers on parade during their Administrative Inspection, 2015.
6. President Barack Obama is met by the Chief of Defence Staff and the Commissioner of Police upon his arrival in Jamaica for his official visit, 2015.
7. The Combat Swim Competition, 2015.
8. Soldiers stationed at the Montego Bay based Burke Barracks bow their heads for prayer, August 2016.
9. A Canadian helicopter on Exercise Tropical Dagger lifts off after transporting troops to a training area in Westmoreland, 2015.
10. 1 JR Colour Ensigns perform a Royal Salute at the Opening of Parliament Parade, 2014.
11. HE the Governor-General along with the inspecting team pays compliments to the Colours on parade at the Opening of Parliament, 2014.
12. A 1 Engr Regt (JDF) soldier explains electrical technicalities to a couple of students at the JDF TTI Open Day, 2015.
13. A soldier runs forward in the Force March and Shoot Competition, 2016.
14. The Force Chaplain along with other members of the Clergy consecrate the new 2 JR Colours, 2014.
15. The Diamond DA40 on the tarmac at CMAS, 2016.
16. Soldiers negotiate the barbed wire entanglement obstacle at the Force March and Shoot Competition, 2016.
17. Soldiers taking part in the Force Drill Competition, 2016.

FIT TO FIGHT FIT TO LEAD:

ARE YOU THE BEST THAT YOU CAN BE?

By Second Lieutenant Blake Roper

The public perception of members of any military organisation has been informed by many things but a key characteristic is the matter of physical fitness. The internal reality is that physical and mental fitness are indeed core requirements for a fulfilling military life and leadership. With the constantly evolving nature of threats to national security, being fit to fight and lead now more than ever, has a holistic definition – physical readiness for the stresses of combat combined with the mental agility to perceive and counter attacks. The Jamaica Defence Force (JDF) has developed the reputation of making good men and women better. Today the JDF is home to several elite athletes who have represented the Force and island outside of their core military duties and continue to inspire all members to be the best that they can be. In the eyes of a civilian, an unfit soldier does not exist and in the utopian state we wish this to be true. The vision is a Force whose members totally embody the principle that physical fitness is the cornerstone of combat readiness and an important pillar of quality leadership.

“ Although strength is very important, you only win the battle your mind has already fought. It is with this understanding that it is suggested that the mental development of the soldier may even be more important...”

What is the purpose of our Basic Fitness Standard Tests (BFST)? Is it just a test that we aim to pass and get on with the “real work” that we have to do? Or do we try to exceed the minimums and push for greatness, testing the thresholds of our bodies? Do we train for the BFST? A good question is, why train for a standard that we should, at a minimum, be able to pass? If not, a better question may be, what should we be training for?

As members of the military we train, or should be training, for the most glorious sport of all, combat. This is the reason our profession exists. You may not be a grunt, personally in the fight in a ballistic vest and helmet every day on the streets in Jamaica, but you are in constant support of the combat arms, with roots in the infantry. The reality is, in times where the manpower in the infantry regiments is not sufficient, persons from other units are called upon to deploy on patrols and operations. If this is something you are not used to, the long hours and heavy weight can take a toll on an untrained body and an ill prepared and emotionally softer mind. If advancing to contact in full combat gear, climbing mountains to get to an objective, or hiking miles to get to an extraction Landing Zone is sounding tiring to you, then that may be an indication that you are on the lower end of the physical and mental combat fitness spectrum.

Now, being fit for combat is definitely as much a mental concept as it is a physical one. Generally when people think of being “Fit to Fight”, the state of mind is something that is commonly forgotten. Although strength is very important, you only win the battle your mind has already fought. It is with this understanding that it is suggested that the mental development of the soldier may even be more important than the physical development. We are called to be technically and tactically proficient. Knowing our job and seeking knowledge in our field so that we can be of a greater use to the overall mission should be the daily goal.

The good thing about mental and physical fitness is that they go hand in hand. Pushing your body to do one more push up when you feel the pain of muscle fatigue, or run harder when your lungs are already burning, do more for the mind than you may think. There are hundreds of articles and studies that show a strong connection between our mind and our body’s health. Here are three notable effects of exercise with a direct correlation to mental health:

- It is an established fact that challenging workouts increase the levels of a protein known as BDNF – brain-derived neurotrophic factor. This protein helps with decision making, higher thinking and learning.



- Exercising helps control addiction, making it easier to quit bad habits. During exercise, the brain releases a chemical called dopamine. Dopamine is also produced by substances such as alcohol and drugs. This is why exercise helps addicts. The release of dopamine from the exercise helps to reduce cravings.
- Exercise reduces cognitive decline by boosting chemicals in the brain that prevents the degeneration of the hippocampus which is a part of the brain's temporal lobe.

With such a strong correlation between exercise and mental health, we can see how important it is to fit at least a few minutes of 'PT' into the daily routine; definitely not something to leave to a weekly Wednesday afternoon. It is a challenge for those who have not made the cliché New Year's resolution to get fit, to get out and make a life-changing career-worthy decision to get back in shape. Victory is decided each and every day that you wake up and train harder than the enemy. Did you win today?



The FSM inspects a JDF CG soldier on parade during their Administrative Inspection, 2016.

THE LEADERSHIP PHILOSOPHY OF A WARRANT OFFICER

By Warrant Officer Class 1 Anthony Lysight

General Colin Powell said “Leadership is solving problems. The day soldiers stop bringing you their problems is the day you stopped hearing them”.

Warrant Officers accept whole heartedly the responsibility to lead, guide, support and mentor all those whom we come in contact with. It must be understood by members of the Force that a Warrant Officer holds important positions in the Unit/Force and plays an integral role in the proper functioning of a unit by not only providing guidance and expertise to his Commanding Officer but also providing mentorship, counsel and leadership to his subordinates.

“... maintenance of morale is also a very important component of leadership.”

A changing society requires that our Warrant Officers are prepared to adopt a shift in culture, a new mindset, a new set

of norms that will engender them to give selfless service and always have this at the fore front of their mind. This selflessness puts the needs and goals of the nation, the JDF, the Unit and their soldiers ahead of personal needs and interest.

I posit these notes collected from a number of Warrant Officers with wide and varying levels of experience, which form the 18 leadership guidelines listed below in no particular order of precedence:

1. Every struggle in your life has shaped you into the person you are today so “be thankful” for the hard times. They can only make you stronger.
2. Always do what is right, not what is easy and when no one is looking. Anyone can follow but not everyone can lead.
3. As leaders we don’t have problems but only situations to address and we are not allowed to have a bad day. Despite your own circumstances at any particular time, once you are called upon, you have a responsibility to lead and lead well.

A FIT SOLDIER

IS A GOOD SOLDIER

Fitness is key to good soldiering. Staying fit and mentally alert means maintaining proper diet and exercise and getting regular medical checkups. There are many ways to stay sharp and mentally healthy. Play a sport. Read a book. See a movie with your family. Whatever you do, make healthy living a part of your daily routine.



**A message from the
Chief of Defence Staff**





A Senior Non-Commissioned Officers' Cadre on parade at the Military Training Wing, Newcastle, 2015.

TOMORROW'S LEADERS MUST LEAD BEYOND THEIR RANKS

By Major Warrenton Dixon

On countless occasions the leadership of the Jamaica Defence Force (JDF) has proven to be the center of gravity of the Force – the spine that supports the proud and respected organization that is the JDF. There however appears to be a limited definition and understanding of who leads the JDF. For good reasons, the Chief of Defence Staff (CDS) and the senior officers at HQ JDF and the Units tend to be the persons referred to as the leaders of the JDF, since they actively influence and set the strategic objectives of the Force.

“A Private soldier cannot be too junior to protect the JDF’s reputation from the action of an officer who is abusing human rights or contravening the principles of Internal Security Operations.”

In 1999 US Marine Corps General Charles Krulak coined the term “the strategic corporal” to denote a lowly ranked soldier whose actions could affect even the reputation of his or her

country, let alone the military organization of which he or she is a member. The concept of the “strategic corporal” is no less applicable to the JDF and, although in its original use it referred to the lowest ranking Non-Commissioned Officer, it is by no means restricted to the rank of Corporal or above. Every member of the JDF has the latent potential to take action that could have strategic consequences for the Force, whether on duty or not and whether located in Jamaica or overseas. Specific to the JDF, the broader meaning of the term is encapsulated in the mantra of the CDS – “I am Jamaica’s Defence Force”, a theme that encourages every member of the JDF to assume responsibility for what the Force should be and appear to be in the eyes of anyone who beholds that serviceperson.

For the foregoing reason, it is critical that each member of the JDF, while respecting and supporting the discipline and order that rank facilitates, buys into an understanding that his or her duty to protect the future of the Force transcends his or her rank. A Private soldier cannot be too junior to protect the JDF’s reputation from the action of an officer who is abusing human rights or contravening the principles of Internal Security Operations. No member of the Force can be too junior to contribute to improvements of policy or the way we operate.

Characteristically, however, there appears to be more focus on rank than on the responsibility we equally have to act in the

interest of the Force. If we are to optimize our future performance as a Force, we must actively encourage soldiers and officers to reference their ranks only to the extent that it is necessary for good order and military discipline. Additionally, we must own the progress of the JDF as though we are all the CDS. We must also safeguard against actions that purposefully or inadvertently discourage our soldiers and officers from being “strategic corporals” for the right reasons. Our soldiers harbour many stories of them trying to be a part of the solution but the response they observe kills their initiative. Of course, not all ideas can be taken on board but all efforts to improve our organization can be encouraged by the way we respond. As a Force, we need to purposefully train, educate and develop the types of “strategic corporals” we desire to lead us into our future.

On the other hand, leaders know that when we are truly

consumed with the interest of an organization we have to endure frustrations and find new ways to achieve our objective – neither failure nor quitting is an option. Regardless of our ranks, all of us will impact the reputation of our organization, and possibly our country. We must all exercise the fortitude to steer the direction of the organization despite our ranks and despite our obstacles. Do not find any shame or solace in our ranks; just do what’s necessary to secure the future of the Force.

Health Corner

How to maintain your weight:

- Eat fewer fatty foods and less sugars.
- Keep exercising even after your weight goal has been attained.

THE LEADERSHIP PHILOSOPHY, Continued from page 55

4. Don’t be pessimistic; anyone can find a negative in a positive situation. The key to success is to find the positives in a negative situation.
 5. As leaders we must counsel more and to do our best to achieve the objectives of counseling. To develop the counselee and improve his/her wellbeing and resolve the problem presented you must display a caring attitude, be methodical, participative, personal and practical. Counseling will develop our soldiers and make them ready to assume roles and appointments as Warrant Officers.
 6. Always tell your superior officer the way it is, not what you think he/she wants to hear. Bad news does not get better with time. Sometimes the difficult decision is doing what is right and not what is convenient.
 7. Lead by example (be, know, do). Someone is always watching. Teach and practice what you preach.
 8. Consider that a soldier’s productivity is directly linked to the attention given to his/her personal needs/administration.
 9. Being a leader is a tremendous responsibility and there is no greater honour than being a leader of men. As a leader you must develop, mentor and motivate your soldiers. No one said it is easy; it will always be challenging.
 10. Two types of respect that we encounter in the military are the implied and the earned respect. Implied respect is one of entitlement commensurate with rank or position. Earned respect is harder to achieve and comes with time. It is primarily achieved through leading by example, being steadfast in word and deed and taking care of soldiers under your care. Earned respect is easily lost when one does what is convenient instead of what is right.
 11. Everything is important so prioritize your tasks.
 12. The mission is always first. Our challenge is taking care of our soldiers concurrently with mission accomplishment.
 13. Substance, spousal, child and sexual abuses are career ending actions. Educate yourself and your men about existing policies that speak to these actions.
 14. One of the essentials of leadership is to seek responsibility and take responsibility for your actions. This means to take the initiative in the absence of orders and accept the responsibility for your actions.
 15. When confronted with a problem, remain calm. Every problem has an expiration date and a solution will eventually be found. When trying to find solutions, never make a permanent decision based on a temporary situation.
 16. Too much or excessive supervision stifles initiative, breeds resentment and lowers morale and motivation. Too little supervision leads to miscommunication, a lack of coordination or disorganization and a perception by subordinates that their leader does not care.
 17. Adopt the following steps as a holistic approach to military service and life in general: before you speak, listen; before you write, think; before you quit, try; before you die, live.
- Finally, maintenance of morale is also a very important component of leadership. This will allow for the mental, emotional and spiritual state of mind of our soldiers to remain healthy. High morale strengthens courage, energy and the will to fight.

THE JAMAICA DEFENCE FORCE AND THE EVOLVING THREAT OF INTERNATIONAL TERRORISM

By Second Lieutenant Sean Munroe

National security policies often address the threats in perceived order of priority resulting in the allocation of resources in that manner to see to the security of the state and general public. Consequently during this process, policymakers run the risk of failing to plan and prepare for new, unforeseen challenges. Since the advent of 9/11, the awareness and perception of terrorism has changed significantly across the world. Usually when the average person thinks of terrorism or a terrorist, the first stereotypical image that comes to mind is an individual of Middle – Eastern descent, donning a “suicide bomb vest” and sporting an AK–47 assault rifle. It is somewhat ironic, that there is no single acceptable definition for terrorism among the movers and shakers of world politics and international relations. The Federal Bureau of Investigation defines terrorism based on two categories – International and Domestic Terrorism. Both definitions involve acts that appear to be intended (i) to intimidate or coerce a civilian population; (ii) to influence the policy of a government by intimidation or coercion; or (iii) to affect the conduct of a government by mass destruction, assassination, or kidnapping. The difference between the two categories of terrorism lies in whether or not the acts are committed within or outside the territorial jurisdiction of the United States.

The Changing Face of Terrorism

In recent times, the activities of the Islamic State (IS) in Iraq and Syria, or ISIS as it is commonly known, has emphasized that modern terrorist are not confined by any specific image, geographic region or border. In a Jamaica Observer article dated October 14, 2014 and titled ‘Trinidad and Tobago confirms nationals fighting for ISIS’, it was highlighted by the then National Security Minister Gary Griffith that several nationals were identified as a part of the ISIS terrorist group.

“In recent times, the activities of the Islamic State in Iraq and Syria, or ISIS as it is commonly known, has emphasized that modern terrorist are not confined by any specific image, geographic region or border.”

The Security Minister further warned of terrorist sympathizers and sleeper cells, further alluding that the concept of terrorism has changed within the past 20 years. This serves as an ominous sign that the threat of a terrorist event occurring within the Caribbean region or more so on Jamaican soil, may be more imminent than we think. Jamaica is a small nation heavily dependent on the global supply chain to satisfy its trade deficit. The country is consequently extremely vulnerable to any disruption in this world supply chain. It follows then, that we are in no way, shape or form isolated from the activities and impacts of international terrorism. Undoubtedly, the vanguard against such terrorist activities for Jamaica is that institution charged with the mission to provide the military capability to deter and or defeat threats against the state and or its interests: The Jamaica Defence Force.

The JDF's Response to Global Geopolitical Changes

In 2011, forward thinking leaders within the JDF

Continued on page 62



JDF Soldiers on patrol in support of the Jamaica Constabulary Force in a section of St Catherine, Jamaica, 2016.



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SERVING JAMAICA'S ENERGY NEEDS





Since the inception of the Jamaica Defence Force (JDF) on July 31 1962, the Force has experienced several significant changes as it relates to man power, equipment and capabilities. Regardless of the changes that are experienced by the Force, it has and will always been geared towards the improvement of service in order to achieve the purpose of the JDF which is to deter all threats against the Jamaican state and its interests.

Jamaica is a maturing, developing state and from time to time the threat level the Force faces is just as dynamic as the times we live in. As an established defence force it is essential that we mature and evolve in order to maintain that which is vital to the nation and to safeguard our own well being.

Our earliest and most crucial step towards our future can be seen as early as 1962. The JDF was established with only two major units: Headquarters and Support Units, which were often times referred to as "Staff and Services" and the "The First Battalion, The Jamaica Regiment". In a matter of years more units were added to the JDF, namely, The Second Battalion Jamaica Regiment (2 JR), the JDF Air Wing (AW) and the JDF Coast Guard (CG). Currently, the JDF comprises of eight (08) major units namely: the First Battalion, The Jamaica Regiment (1JR), The Second Battalion The Jamaica Regiment (2JR), Support and Services Battalion, The JDF Air Wing (JDF AW), The JDF Coast Guard (JDF CG), 1 Engineer Regiment (1Engr Regt (JDF), Combat Support Battalion (CSB) and The Third Battalion The Jamaica Regiment (National Reserve) (3JR (NR).

As a result of the forward progression of the JDF, we have been able to participate in a wide range of training and operational activities which covers air, land and sea. On January 12 2014, the JDF AW was requested to conduct a search and rescue (SAR) operation in the hills of the cockpit country and the operation was a successful one. Two men that had previously gone missing were found and evacuated to safety after which they received the necessary medical attention and were returned to their respective families. On July 20 2015 it was reported that two men were stranded at sea. As a result, a SAR operation was conducted by the JDF CG. The SAR, which was launched from the Black River Outstation, was successful. The two men were brought back to safety, after which they received medical attention. In early February 2016, "Operation "Fairplay" commenced. This was as a result of the then pending general elections. All major Units had vital roles to play which would help in ensuring that the election was free and fair and that it was conducted in a safe environment. The general election, which was held on February 25, was incident free. This was yet another testament of hard work, strategic planning, and dedicated service by the service men and women who are a part of this noble organization. Although this was a repeated success, it spoke to the combat readiness of the Force.

SERVING TODAY, SECURING THE FUTURE

By Second Lieutenant Keith Eubanks

The JDF also houses an array of weapons and mechanisms that aid in the overall purpose of the Force. This was recently boosted by the procurement of a fleet of Protected Mobility Vehicles (PMVs) which were formally handed over at Up Park Camp by the then Prime Minister and Minister of Defence, The Honourable, Mrs Portia Simpson Miller, on January 14 2016. The fleet is equipped with 12 Thales Bushmaster PMVs. The Thales Bushmaster is an Australian-built vehicle that is designed for rugged conditions. They are flexible enough for use in SAR operations, as well as provide support for the security operations conducted by the JDF.

As with all armies in the world, the JDF adapts in order to combat not just threats in current times but threats that have not yet been established, as well as global threats. This is achieved through constant training and development as well as strategic pooling with varying partner nations around the world such as the United States of America, the People's Republic of China, Canada and the United Kingdom. Various programs are in place which facilitates the mutual training of soldiers and officers from these respective nations thereby aiding the establishment of a network that cannot easily be broken. This is one major gateway towards the future as we can learn a lot from our partner nations and vice versa and this also includes learning about global threats and how to better combat them.

The JDF through training and development also safeguards the future of the individual soldier as each military personnel develops and acquire a skill while being in service and this often times leads to that individual being more marketable, whether the choice is to remain in the Force or to depart after a period of short service. Often times, military personnel transition to civil life as strategic level corporate executives and key members of civil society and non-profit organisations that play a major role in nation building and regional development. Former members of the JDF can be easily recognized by a survey of Jamaica's private and public sector landscape and even at the regional and international level.

The overall mandate of the JDF must be achieved as this is vital not just for the development of the Force but as it relates to the development of the nation as well. With the absence of the JDF, the nation may be disposed to a path of destruction as no government can properly function without an effective military. Through continued development, the JDF will always be ready to face any security challenge and we stand ready for any challenge the future may throw at our nation.

saw the need to conduct an updated Strategic Defence Review (SDR) in light of the changing security environment, in which the Force operated, as well as the need to remain relevant to Jamaica's constituents, regional and international partners. The review team analyzed developments in the international geopolitical environment in order to determine their potential impact and concluded that the JDF had to be prepared to respond to several transnational threats.

“It is clear that in the changing face of International Terrorism, the JDF remains relevant, proactive and dynamic...”

The SDR proposed an approach to address this situation, coined by the abbreviation 4CISR, which simply meant improvements in the areas of Command, Control, Communications and Computers, Intelligence, Surveillance and Reconnaissance. This resulted in the Joint Information Operations Centre being established, subsequently realizing a more integrated operations approach among arms of the JDF, between the JDF and other national security agencies, and between the JDF and other regional forces. Furthermore, capacity building, to respond at an operational level to terrorism, was seen from the establishment and enhancement of the Combat Support Battalion which performs an essential role as a force multiplier, ensuring the operational readiness of the JDF. In April 2009, the international community got a mere glimpse of the counter-terrorism capabilities of the JDF, when a Canjet Aircraft with 40 passengers onboard was hijacked at the Sangster International Airport in Montego Bay. At the end of the standoff, CBS News headlines read 'Commandos end hijacking in Montego Bay.' This event highlighted the ability of the JDF to deal with any sudden threat and removed doubts from the minds of many, whether or not the country could deal with events of such a nature.

It is clear that in the changing face of international terrorism, the JDF remains relevant, proactive and dynamic in its approach to executing plans for what has been forecasted on the global geopolitical scene, and will continue to go beyond the call of duty by adapting and rapidly responding to the unexpected.

Health Corner **Base your meals on starchy carbohydrates**

- Starchy carbohydrates should make up just over one third of the food you eat. They include potatoes, bread, rice, pasta and cereals.
- Choose wholegrain varieties (or eat potatoes with their skins on) when you can: they contain more fibre, and can help you feel full for longer.



A soldier and his family enjoys the Force March and Shoot Competition 2016 at the Twickenham Park Gallery Range.

FIGHTING FOR FAMILY

IN THE JAMAICA DEFENCE FORCE

By Major (Reverend) Denston Smalling

When we think of family in the Jamaican context, we think of a group of persons who form a household under one head, including parents, children and sometimes other relatives. Family life can be defined as the psychological and social engagement with each of the persons in the household. Ideal families are usually headed by a parent who works in cooperation with the other parent to ensure the physical, psychological, emotional and spiritual wellbeing of all in the household.

The State of the Jamaican Family

The social reality of family life in Jamaica is very troubling. Less than 40% of children grow up in a nuclear family. The other 60% grow up in a variation of family types where often the male figure is missing and the authority figure is a grandmother, mother or big sister. In an almost negligible number of families it is the father who takes on the role of sole care giver to the children.

Of the families that begin as nuclear families, statistics show that half end in separation and divorce. This causes emotional and psychological issues in the children some of which are acted. Some children become overachievers while others

become delinquents. In quite a number of cases the father, while maintaining the nuclear structure in their primary families form outside relationships which produce children. These children may or may not be introduced to the nuclear family.

Among the family types where the father does not live in the home are some families where the father regularly makes himself present and active in the life of the children and from time to time acts in the capacity of caregiver when the mother is not around. The children who benefit from the active presence of the father are often times better adjusted in the choice of a partner and more conscious in the effort to building a healthy family. There are cases where the family under the leadership of the mother consist of children born to different fathers.

Also among the families that are not nuclear families we have some families that are led by grandparents or a grandmother and consist of wards of multiple types of relationship. These children grow with siblings, step siblings, cousins and in some cases uncles and aunts in the same age group. Such arrangements can best be described as dysfunctional. From observation it can be concluded that the greater percentage of our children grow up in 'other functional' homes.

Family Life and the Army

At least seventy 70% of the persons recruited by the Jamaica Defence Force (JDF) come from homes where one parent – most often the father – is absent. Many have also not been socialized to engage and maintain healthy relationships with members of the opposite sex. Normally from among the persons who get married at least one partner is from 'other functional' families and end up with troubled relationships. The relationships become troubled because one or both parties do not understand the roles and functions of each other in the family structure. A woman who grows up in a home without the input of a strong male figure will try to rule and/or undermine the authority of the husband because in her mind it is the woman who is the authority figure in the home. The man who may have heard about the role of the man of the house through anecdotes is anxious to assert his authority in the home to the point of expecting his wife to be subdued to his authority like a child.

“Perhaps the biggest game changer in the life of any person is coming to knowledge of who they are.”

The Case of “Si Mi An’ Come Live Wid Mi” – Preparing for Healthy Relationships

Often times persons opt to live together to see how the relationship would work out and, without receiving formal marriage preparation or counselling enter marriage clueless as to the demands of the institution of marriage and clarity of their role in the family. Another big issue which often arises is the ignorance of the physical, psychological and sociological make up of the opposite sex. This usually leads to unfulfilled expectations and misunderstanding of the process of communication.

When the marriage or relationship breaks down, some persons not only walk away from the partner but disconnect from the children. This leads to psychological and emotional issues in the lives of the children. Sometimes they appropriate blame to themselves and sometimes it is thrust upon them by the remaining burdened and bitter parent.

Perhaps the biggest game changer in the life of any person is coming to knowledge of who they are. Coupled with that is the coming to a knowledge of where that self is located within the context of wider society and consequently the role and function expected of that person. As a nation we have to put greater effort on the promotion of family life education with an

emphasis on helping persons to come to knowledge of themselves.

Forward for Families!

As an organization, we need to take a keen and active interest in issues of family life. With up to 70% of the force formally married and another 20-25% in informal marital arrangements or active visiting relationships, a considerable amount of time is lost dealing with domestic issues. Our active engagement in issues of family life will help us to recapture the time and resources expended in such issues and convert them to productive use in our core business.

Beginning with initial training whether as a potential officer or recruit, a component of formal instruction on personal development should be offered in the curriculum. This should include programmes to help persons come into knowledge of themselves as wholesome human beings who are being moulded into military creatures. During continuation training and early years of service this should transition into seminars, presentations and discussions on living a healthy single life and lead into discussions on the value of human life, relationships, conflict resolution, engaging mediation as a means of dispute resolution, courtship, intimate relationships, the institution of marriage, the demands and responsibility towards children and the active promotion and leadership in the building of a healthy family life.

Titus 1: 5-8 details the qualities of the leader of the church which I believe is the standard to which we should aim to train each of our members:

An elder must be blameless, faithful to his wife, a man whose children believe and are not open to the charge of being wild and disobedient. Since an overseer manages God’s household, he must be blameless—not overbearing, not quick-tempered, not given to drunkenness, not violent, not pursuing dishonest gain. Rather, he must be hospitable, one who loves what is good, and who is self-controlled, upright, holy and disciplined.

Inevitably breakdown in relationship and marriage will happen. When breakdowns happen, the principals in the home must accept responsibility to minimize the impact of the break up in the lives of the children. Also they must take care to protect the integrity of the other partner regardless of the cause of the breakdown. Persons should also accept that their responsibility towards the health, education and shelter of the children continues unabated until they have reached the maximum age or, if studies continue beyond the maximum age, until they have completed the first tier of their tertiary education.

10 Tips To Navigating Life As A Military Spouse

First comes love, then comes marriage, then comes the steep learning curve of being a military spouse. Our relationships are unique from the very start; my first date was cancelled ten minutes before the event. I was in shock! Who dares to cancel a date ten minutes before the start when I took two hours to get ready?! From unit emergencies to deployments, I appreciated from early on that there was a lot to learn and more to cope with as a military spouse. While Jamaican/Caribbean spouses might not have the same realities as their North American counterparts moving bases and going to war, the journey is no less challenging at moments when it becomes overwhelming, taking a toll on the most important unit – the family.

For newly-wed couples, there has to be an early acknowledgement and acceptance that learning the ins and outs of military life will take time and lots of patience; ask the veterans who are still at it.

Here are my top ten tips – a combination of my own bits of advice and lessons shared by more seasoned spouses – to successfully navigating life as a military spouse.

1. Plan, prepare and put your house in order!

The military life is all about discipline on and off duty. Your household is an ongoing operation and we all know the likelihood of success increases with proper planning and preparation.

2. Accept that none of your plans may actually happen.

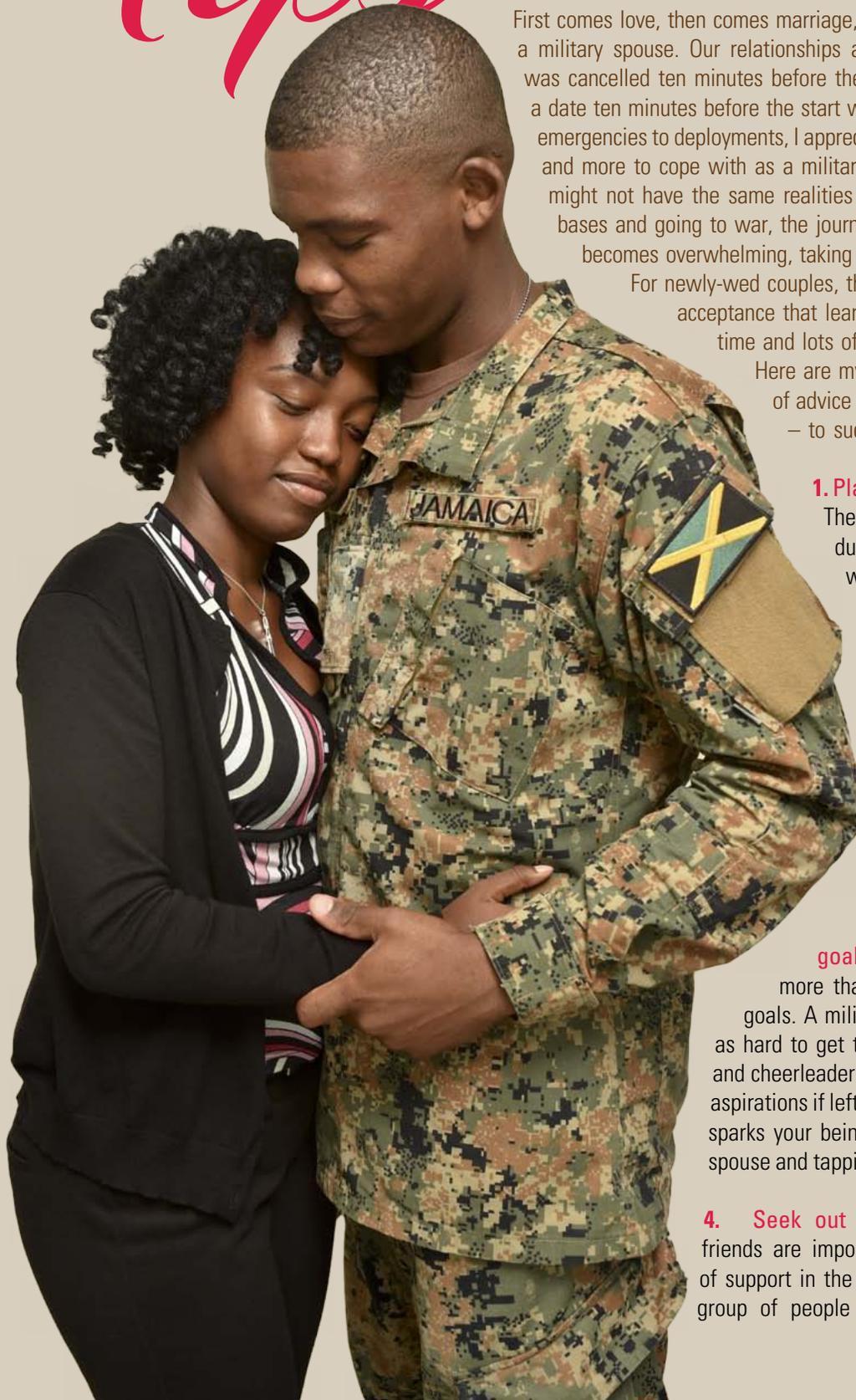
Expect that one phone call as you pack the vacation bags into the car or get ready to soak up the sounds of your favourite band that's in town for one night only. When it doesn't happen, hug your spouse a little tighter and laugh a lot more. These moments are few and precious.

3. Be independent; pursue your own goals.

An ambitious and progressive spouse will more than likely have to work hard to reach his/her goals. A military spouse will probably have to work twice as hard to get those wins. Your role as a supportive spouse and cheerleader can cast a shadow over your own dreams and aspirations if left to chance. Never forget who you are and what sparks your being. Find a way to balance being a supportive spouse and tapping into your passions, hobbies or career goals.

4. Seek out mentors and friends.

Good mentors and friends are important in general but form a critical network of support in the context of being a military spouse. Having a group of people who understand your unique lifestyle will



make a world of difference. Befriend more seasoned spouses and also seek to mentor other new spouses when you get to the stage where you feel comfortable giving advice.

5. Know that having a family in military life is different than in civilian life. Raising children in the context of military life is simply a very challenging endeavour. One parent is bound to be away frequently or in a foreign country at least twice for the year. Milestones will be missed – birth, first tooth, graduation, birthdays and anniversaries are just a few. Be deliberate about managing the anxieties and emotions that come with these periods of separation. You will have to develop a strong network of supporting characters spanning home, school and even colleagues to manage the demands of military life. It can be done and there are many benefits to raising a family in this context. Military children tend to be far more resilient than others who haven't had half the adventures of their exciting little lives!

6. Take it easy on yourself. It's okay to feel overwhelmed or to not have it all together sometimes. In spite of your military spouse status, you're still human. Learn from foul ups and get help when you need it.

7. Get involved and volunteer. Volunteering in general is a great way to contribute to your community and country. Getting involved in your military community is an excellent way to build relationships, network, connect and give back. If opportunities to volunteer aren't readily identifiable, check in with your spouse to see if they have any ideas about how you can help.

8. Maintain a spiritual life. The importance of maintaining a spiritual life cannot be overstated. Spirituality does not tie anyone to a denomination or routine but places emphasis on taking time out to acknowledge self, the miracle of life and to give thanks for what's right while we work towards being better each day. There will be events such as death, injury or just stress that will take a toll on the individual and the family unit. Maintaining your centre of faith and hope will help you to weather the storm when you feel like all things are falling apart.

9. Be selectively social. It's the age of social media and sharing has become the thing. Social media has allowed some of us to maintain ties with friends and family who might be physically far away but still desire to share and keep in touch on a daily basis. Some military spouses also have a personal brand that requires them to have a very active social presence. With all the pros that the increased level of connectedness brings, there is that the major con of increased security threats. As a military spouse, you have to be extra careful about the things you share. Never post sensitive information - detailed plans, deployment information or such. Keeping information secret that needs to be secret is very important.

10. Value, respect and support your spouse. As much as you need support from your husband/wife, they need you too.

5 THINGS You Should Know About Your Spouse!



Not having the facts makes life difficult in general but when it comes to the military, not knowing what seems like basic information about your spouse can make navigating the system and accessing some services challenging. While this might seem like basic information to some there are spouses who have been caught unaware at the most critical moments or just been inconvenienced. Here are five things you should absolutely know about your military spouse.

1

Full Name and Rank

2

Regimental number – this is a unique identification number issued to your spouse that applies to just about everything. Write it. Memorize it. Know it.

3

Spouse's Current Base/Station – Do you know the out stations and the relevant contact information? In the case of an emergency, you might need to have this information on hand.

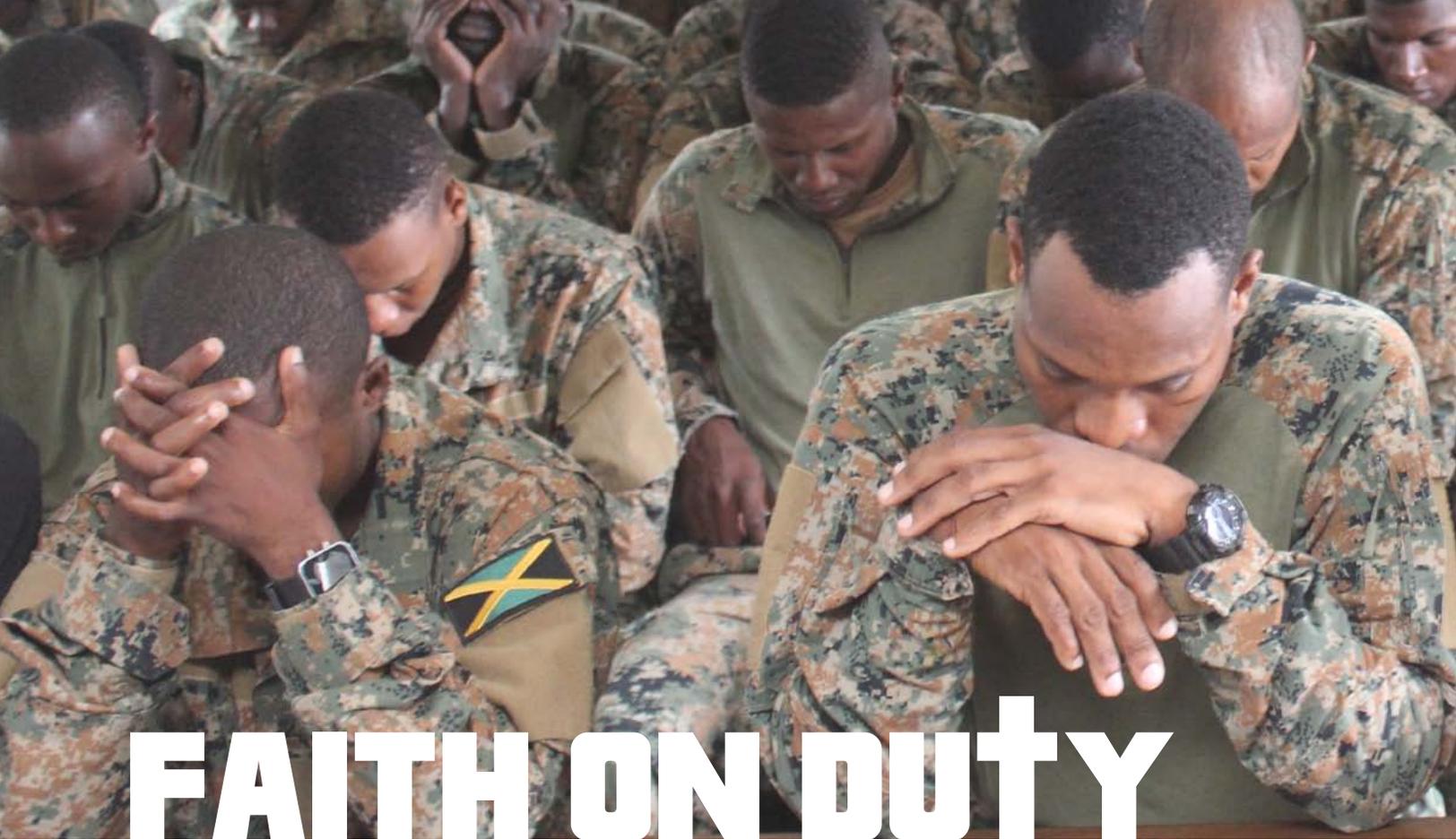
4

Unit/Platoon Information – Believe it or not, there might be other serving members who share your spouse's exact name. It's always best to know and avoid unnecessary confusion and delays when trying to identify or communicate with your spouse.

5

Your Spouse's Job/Role – No, not the battle plans or roster for duties! A military spouse needs to be perceptive and display superhuman levels of understanding. Developing a true appreciation for the various roles and duties of your spouse can go a far way in helping to keep the lines of communication open and the support for personal and professional excellence strong.

As a military spouse, this information should not be viewed as optional. Being the next of kin of a service member is no ordinary role. In the same way your partner is required to be disciplined and organized, you should see gathering this information as a way of positively reflecting these characteristics and also being generally prepared in the case of an emergency or when conducting business.



FAITH ON DUTY

THE BATTLE OF BELIEF AND SERVICE

By Second Lieutenant Dominic Hutchinson and Second Lieutenant Javal Dunn

In a letter dated January 25, 1941, former President of the United States of America, Franklin D. Roosevelt, wrote to the armed forces as their Commander-in-Chief and expressed his pleasure in commending all those members throughout the US armed forces who read the Bible. He stated that men of diverse faiths and beginnings had found inspiration, wisdom and counsel in the Bible, which is a fountain of strength and an aid in attaining the highest aspirations of the human soul.

The Jamaica Defence Force (JDF) is composed of soldiers who have a variety of belief systems that are typically theistic, atheistic or agnostic. The association of faith/theism and being a soldier is not new. Historically, faith played a significant role in defining who the soldier was, as it was his faith that justified the means to an end; that end being the destruction of the enemy in the name of a god or some higher being (for example god-kings who led armies into war against nations in order to conquer them). One only has to think back to the crusades, when armies were raised and battles fought in the name of God or holy wars/jihads fought to liberate the people of God. One cannot say for sure, that every soldier fought because God told them to. It is sure that motivating factors varied; but what is certain is the prominent role a soldier's faith or lack thereof played in his/her life.

A soldier is expected to be a hardened individual who follows

orders; the future soldier will be much more than that. The soldier is required to make moral decisions that may conflict with the particular teachings of their faith; nevertheless, those decisions have to be made. For example, soldiers in the Middle Eastern operational area have had to choose whether to shoot a gun-toting child or a woman running towards his patrol strapped with explosives, or risk the lives of those with whom he serves. These are not everyday occurrences, but real circumstances that have occurred and will continue to face members on duty in the future. The decisions that have to be made will also be influenced by the faith of the soldier.

The modern military comprises men and women who are better equipped and ready to meet the enemy on the battlefield. They are better paid and better educated, and although faith does play a role in the military, faith is no longer the primary justifier of wars. The fault lines along which battles are fought are no longer determined by beliefs grounded in religion, but by economic, cultural or ideological dogmas. The military is a microcosm of society, and as secularisation continues apace in society, this same trend can also be seen at work within the military. The prominence of faith in the life of the soldier is changing. As the military progresses into the future, the reality is that the past and what currently exists plays an important role in identifying what the future holds for the soldier and his faith. In the life of a soldier, faith may on one hand be considered



“... the modern environment lends itself to spiritual guidance that acknowledges and accepts diversity of views and faith...”

Soldiers stationed at the Montego Bay based Burke Barracks bow their heads for prayer, August 2016.

paramount given the ever-evolving security challenges that the military faces, and the fact that there will be a very real need for support systems. Despite his training and the ensuing expectations, a soldier remains in need of psychological, spiritual and emotional support. A soldier's faith is one such support system that offers spiritual and psychological guidance. The main religious element of the military is the Chaplaincy, charged with the responsibility to the faith of the soldier. The role of the Chaplain has long since been one of spiritual support and guidance to the troops. The importance of the Chaplain cannot be stressed enough as men and women of the military experience numerous challenges both at work and at home. Often times the Chaplain has to act as that counsellor who offers advice to the soldier that is not necessarily spiritual and also endeavours to assist soldiers with whatever problems they are having, once it is in his/ her capacity to do so.

Soldiers of the past operated in an environment that saw mainly Chaplains aligned with the traditional Christian faith; the modern environment lends itself to spiritual guidance that acknowledges and accepts diversity of views and faith though it might not tolerate it wholesale. In spite of the advances made, there are still some challenges such as the general re-emergence of hostility towards some religions that have been linked for example to acts of terrorism. In fact, the reality that faces many religions in the military is one that continues to exclude the open expression of faith as it infringes on the rights of others and as a consequence, the importance of the chaplaincy has been

somewhat reduced. Scarce human and financial resources has resulted in a less than ideal ratio of chaplains to soldiers in many of the modern military organizations and then there is the issue of whether soldier considers the chaplaincy a viable outlet to deal with their problems. This is especially evident in countries with much larger militaries and more resources than ours, countries upon which we depend for assistance and to an extent, seek to emulate. The moral fabric of especially small developing states, for so long characterised by a certain sobriety grounded in a belief in a god that civilian and soldier alike must answer to, has been replaced with the belief that faith has very little relevance in a progressive society. Being a soldier of faith therefore carries more significance than ever before. The soldier of faith is not as common as it once was and as such, the soldier that truly professes faith will be looked upon ostensibly to set the example.

The future soldier though better equipped, faces an uncertain tomorrow, one fraught with danger as crime and violence threaten those whom they have sworn to serve. However, the future soldier of faith will, in the face of adversity, stand firm not only because of the training he has received but because he will practice daily to stand up for the things that are right and honourable even if this stance is unpopular. The road to personal courage in an environment that places much emphasis on physical bravado, is sometimes a long, winding and lonely one but it is one that must be trod.

NATIONAL HONOURS AND AWARDS

FOR THE YEAR TWO THOUSAND AND FOURTEEN [2014]

Medal of Honour for Gallantry – 23 May 2014

JDF/27230 LCpl BROOKS, O A

Medal of Honour for Meritorious Service - 23 May 2014

JCA/1507 Maj D A BROWN
 JCA/1429 Maj S D FALCONER
 JCA/1525 Maj A D MONTAQUE
 JCA/1457 Maj R St M REYNOLDS
 JCA/1424 Maj D A ROBINSON
 JCA/1431 Maj G O STERLING
 JCA/2316 Maj J WEMYSS-GORMAN
 JCA/1615 Capt W St P BLAKE
 JCA/1524 Capt O W HANCHARD
 JCA/2285 Capt (ret'd) A C STEWART
 JDF/23038 WO1 C C BROWN
 JDF/22481 WO1 V C COLEY
 JDF/24351 WO1 F C FERGUSON
 JDF/24799 WO1 H G WADE
 JDF/28673 Pte ROBINSON, M L

First Bar to the Medal of Honour for Meritorious Service – 23 May 2014

JCA/1336 Lt Col D A CUMMINGS

Medal of Honour for Long Service and Good Conduct – 23 May 2014

JDF/25559 WO2 FORBES, R M
 JDF/25646 WO2 REID, K A
 JDF/25528 SSgt FONG, W R A
 JDF/25334 SSgt HINDS, R M
 JDF/25598 SSgt KELLY, W M
 JDF/25597 SSgt MATTHEWS, K
 JDF/25661 SSgt McKENZIE, R L
 JDF/23646 SSgt MILLER, A G
 JDF/25054 SSgt PHILLIPS, R M
 JDF/25125 SSgt POWELL, T C
 JDF/25575 SSgt SMIKLE, O D
 JDF/25714 Sgt ANDERSON, D D
 JDF/25505 Sgt BARNETT, P L
 JDF/25612 Sgt BENNETT, R H
 JDF/25596 Sgt BYGRAVE, K H
 JDF/25674 Sgt CHAMBERS, H C
 JDF/25552 Sgt DAWES, D A
 JDF/25558 Sgt LAWRENCE, R J
 JDF/25723 Sgt MARTIN, D A
 JDF/25571 Sgt MORRIS, W B

JDF/25608 Sgt SAUNDERS, C A
 JDF/25329 Sgt SPENCE, D A
 JDF/25554 Sgt STEWART, O A
 JDF/25539 Sgt TRAILLE, R N
 JDF/25018 Cpl ABRAHAMS, L N
 JDF/25507 Cpl BARNES, J O
 JDF/25601 Cpl BROWN, N A
 JDF/24360 Cpl CHRISTIAN, M H
 JDF/25701 Cpl CUMMINGS, D C
 JDF/25706 Cpl DAVIS, H O
 JDF/25667 Cpl FAGON, B A
 JDF/25720 Cpl FORRESTER, K C
 JDF/24335 Cpl GORDON, A B
 JDF/50224 Cpl HARRIS, D I
 JDF/25594 Cpl LAWRENCE, R O
 JDF/25551 Cpl MILLER, N L
 JDF/25508 Cpl RHODEN, P G
 JDF/25611 Cpl RHODEN, E K
 JDF/25566 Cpl RICHARDS, G A
 JDF/25595 Cpl SHIRLEY, A St C
 JDF/24871 Cpl SMITH, O O
 JDF/25337 Cpl STEWART, H
 JDF/25615 Cpl WALKER, W W
 JDF/25652 LCpl ALLEN, L B C
 JDF/25496 LCpl GAYLE, G M
 JDF/24958 LCpl GRAY, E G
 JDF/25537 LCpl HERAH, N H
 JDF/25592 LCpl HYATT, R G
 JDF/25148 LCpl KING, M B
 JDF/25690 LCpl McPHERSON, N R
 JDF/25722 LCpl SMITH, O St O
 JDF/25632 Pte DENNIS, S H

First Bar to the Medal of Honour for Long Service and Good Conduct – 23 May 2014

JDF/23409 WO1 O W BROOMFIELD
 JDF/24351 WO1 F C FERGUSON
 JDF/24140 WO1 M L MORGAN
 JDF/24312 WO2 BAKER, G C
 JDF/24166 WO2 DAVIS, D F
 JDF/24196 WO2 GRANT, A O
 JDF/24314 WO2 JOHNSON, D A
 JDF/24132 WO2 MARRIOTT, T A
 JDF/24386 WO2 RATTRAY, D O
 JDF/24089 WO2 WONG, P E
 JDF/24297 SSgt McFARLANE, E R
 JDF/24207 SSgt ROBERTS, C A
 JDF/24092 Sgt BROWN, P W
 JDF/24193 Sgt CHRISTIAN, D A

JDF/24316	Sgt		COOPER,	E A
JDF/24170	Sgt		DAWKINS,	R A
JDF/24315	Sgt		GRANT,	E
JDF/24244	Sgt		GOODWIN,	E B
JDF/24188	Sgt		MARCH,	G D
JDF/24214	Sgt		RUSSELL,	G A
JDF/24266	Cpl		FRANKLYN,	D S
JDF/24301	Cpl		JOHNSON,	R K
JDF/24355	Cpl		LEWIS,	F D
JDF/24141	Cpl		McKAY,	H
JDF/24311	Cpl		NEMBARD,	L A
JDF/24337	Cpl		ROBINSON,	S E
JDF/24142	Cpl		RODGERS,	A A
JDF/24338	Cpl		STEPHENS,	D W
JDF/24125	LCpl		FACEY,	A V
JDF/24230	LCpl		THOMPSON,	D H
Ex-JDF/24250	LCpl		WILLIAMS,	B

Second Bar to the Medal of Honour for Long Service and Good Conduct – 23 May 2014

JDF/23038	WO1	C C	BROWN	
JDF/22952	WO2		DEHANEY,	D O
JDF/22997	WO2		YATES,	M A
JDF/22900	Sgt		JONES,	A A
Ex-JDF/22757	Cpl		WITTER,	H N

Third Bar to the Medal of Honour for Long Service and Good Conduct – 23 May 2014

Ex-JDF/50086	WO1	M L	THAXTER	
Ex-JDF/50014	WO2		FOSTER,	Y E
Ex-JDF/21014	Cpl		COPELAND,	R M

Medal of Honour for Efficient Service – 23 May 2014

JCA/2350	Capt (ret'd)	A	LOBBAN	
JCA/2335	Lt	P H	WILSON-KELLY	
Ex-JDF/19064	WO2		DOBSON,	E
JDF/19481	Cpl		BURTON,	R A
JDF/19438	Cpl		CHRISTIAN,	A
Ex-JDF/19073	Cpl		DALEY,	L A
JDF/19456	Cpl		MAIR,	A St A
JDF/19457	LCpl		MILLS,	F O
JDF/19439	LCpl		CHRISTIAN,	D G
JDF/19069	LCpl		DYER,	C J
JDF/19451	LCpl		INGRAM,	D D
JDF/19474	LCpl		VICKERS,	C
JDF/18791	Pte		HIBBERT,	S A
Ex-JDF/19450	Pte		INGRAM,	M D
JDF/18284	Pte		MULLINGS,	D C

First Bar to the Medal of Honour for Efficient Service - 23 May 2014

JDF/18701	WO2		GAYLE,	A A
JDF/18712	WO2		GRANT,	N A M
JDF/18739	WO2		HALL,	K K
JDF/18793	WO2		SILENCE,	R A
JDF/18720	SSgt		GUTZMORE,	G K
JDF/18709	SSgt		JACKSON,	L G
JDF/18809	Sgt		ANDERSON,	L C
JDF/18699	Sgt		McKENZIE,	S M
JDF/18814	Cpl		BASCOE,	A G
JDF/18679	Cpl		BRYDSON,	W M
JDF/18803	Cpl		DAVIS,	K D
JDF/18787	Cpl		MANNING,	S A
JDF/18678	Cpl		MARSH,	D C
Ex-JDF/18693	Cpl		WATSON,	B L
JDF/18697	Pte		HARRIS,	C W

Second Bar to the Medal of Honour for Efficient Service – 23 May 2014

JCA/2396	Lt	R C	SAUNDERS	
JDF/18267	WO2		CHINPENN,	M A L
JDF/18259	WO2		SCHOOLER,	F U
JDF/18210	SSgt		STEWART,	H O
JDF/18191	Sgt		MILLER,	D F
JDF/18321	Pte		PRINCE,	R C
JDF/18220	Pte		SAMUDA,	B L
JDF/18279	Pte		THOMAS,	S N

NATIONAL HONOURS AND AWARDS

FOR THE YEAR TWO THOUSAND AND FIFTEEN [2015]

Medal of Honour for Meritorious Service – 23 May 2015

JCA/1493	Maj	G O	ANDERSON
JCA/1476	Maj	O A	BOGLE
JCA/1468	Maj	CO	BRISSETT
JCA/1447	Maj	W O	DIXON
JCA/2329	Maj	R B	FEARON
JCA/1446	Maj	K W	HENRY
JCA/1460	Maj	A D	NEIL
JCA/1564	Capt	G A	ALLEN
JCA/1616	Capt	W St A	BARRETT
JCA/1592	Capt	O B	CLUNIS
JCA/5088	Capt	H A	LAWRENCE
JCA/1588	Capt	C O	ROLSTON
JCA/2269	Capt (ret'd)	M C	SLOLEY
JDF/23409	WO1	O W	BROOMFIELD
JDF/24140	WO1	M L	MORGAN
JDF/24505	WO1	H P	ROBERTS

First Bar to the Medal of Honour for Meritorious Service – 23 May 2015

JCA/1396	Lt Col	D	CHIN FONG
JCA/1398	Lt Col	R F	JOHNSON
JCA/1428	Lt Col	O A	POWELL
JCA/1333	Lt Col	G S	ROWE
JCA/2292	Lt Col	W W	WALCOTT
JCA/2294	Maj	C D	DUNKLEY
JCA/2257	Maj (ret'd)	N C St P	NEIL
JCA/1455	Maj	C J	REID
JCA/1614	Capt (ret'd)	L A	BAILEY
JCA/5078	Capt	C A	DUNCAN
JDF/22112	WO1	D C	FORRESTER

Medal of Honour for Long Service and Good Conduct – 23 May 2015

JDF/23378	WO2	DWYER,	A G
JDF/21717	WO2	GLENN,	D W
JDF/25805	WO2	JOHNSON,	J J
JDF/25896	WO2	WHITE,	K D
JDF/25752	SSgt	CLAYTON,	C
JDF/25939	SSgt	DACRES,	E C
JDF/23798	SSgt	EDWARDS,	S L
JDF/25772	SSgt	EVANS,	F A
JDF/25977	SSgt	LESLIE,	I M
JDF/25748	SSgt	McLEOD,	J A
JDF/25726	SSgt	PERRY,	A W
JDF/25838	SSgt	SCOTT,	K A
JDF/25760	SSgt	HEMMINGS,	R S

JDF/25602	SSgt	WILLIAMS,	M O
JDF/25154	SSgt	YOUNG,	G A
JDF/25929	Sgt	BROWN,	M W
JDF/25843	Sgt	BROWNIE,	F R B
JDF/25935	Sgt	CAMPBELL,	C G
JDF/25963	Sgt	EVANS,	C M
JDF/25606	Sgt	FRATER,	R R
JDF/25842	Sgt	HANCEL,	T
JDF/25864	Sgt	McFARLANE,	G S
JDF/25942	Sgt	MERCHANT,	J C
JDF/25894	Sgt	ROBINSON,	L E
JDF/25488	Sgt	SHAKESPEARE,	A D
JDF/25888	Sgt	SMITH,	D St P
JDF/25850	Sgt	SMITH,	D O
JDF/25774	Sgt	SPENCER,	B C A
JDF/25878	Sgt	WAUCHOPE,	W C
JDF/25746	Sgt	WILLIAMS,	R
Ex-JDF/25855	Cpl	BECKFORD,	N D
JDF/25841	Cpl	BROWN,	D R
JDF/25395	Cpl	BROWN,	R A
JDF/25989	Cpl	CHRISTIE,	T C
JDF/25909	Cpl	COLQUHOUN,	M I
JDF/25886	Cpl	DONALDSON,	O S
JDF/25991	Cpl	FOSTER,	C E
JDF/25828	Cpl	GREY,	D A
JDF/24900	Cpl	HALL,	D R
JDF/25819	Cpl	HAMILTON,	T R
JDF/25914	Cpl	HARRIS,	E A
JDF/25848	Cpl	HARRIS,	N A
Ex-JDF/50225	Cpl	LOWTHER,	W M
JDF/25787	Cpl	McDONALD,	R J
JDF/24211	Cpl	McFARQUHAR,	R A
JDF/25795	Cpl	MILLER,	G W
JDF/25910	Cpl	NUGENT,	B
JDF/25762	Cpl	PINNOCK,	E A
JDF/25907	Cpl	RAMSAY,	M G
Ex-JDF/25960	Cpl	RICHARDS,	K S
JDF/25984	Cpl	SCOTT,	G F
JDF/25993	Cpl	SHAW,	F A
Ex-JDF/25802	Cpl	SPENCE,	R A
JDF/25780	Cpl	SWABY,	G R
JDF/25803	Cpl	TAYLOR,	S V
JDF/25170	Cpl	VALENTINE,	E
JDF/25822	Cpl	WALTERS,	R D
JDF/25801	Cpl	WILLIAMSON,	J S
JDF/25882	LCpl	CLARKE,	R A
JDF/25965	LCpl	DAVIS,	D V
JDF/25628	LCpl	DAVIS,	M L
JDF/25817	LCpl	FRASER,	J O
JDF/25807	LCpl	WADE,	R S

JDF/25813	LCpl		WRIGHT,	C S
Ex-JDF/25815	Pte		DUNKLEY,	J A
JDF/25940	Pte		JOHNSON,	O O

First Bar to the Medal of Honour for Long Service and Good Conduct – 23 May 2015

JDF/24534	WO1	H P	BLAKE	
JDF/24505	WO1	H P	ROBERTS	
JDF/24581	WO2		ALLEN,	C L
JDF/24406	WO2		ANDERSON,	E
JDF/24413	WO2		BROOKS,	K T
JDF/24455	WO2		COLEY,	R A
JDF/24441	WO2		GARRICK,	O G
JDF/24542	WO2		HEPBURN,	R L
JDF/50184	WO2		LAUD,	P J
JDF/24597	WO2		LEWIN,	W E
JDF/24454	WO2		NOICELY,	G U
JDF/50178	WO2		PALMER,	J R
JDF/50189	WO2		PATTEN-BROWN,	A D
JDF/23231	WO2		EDWARDS,	R N
JDF/24466	SSgt		BOYDEN,	L M
JDF/50162	SSgt		BROOKS,	M V
JDF/24149	SSgt		CAMPBELL,	J O
JDF/50198	SSgt		GRANSTON,	M A
JDF/24405	SSgt		MILLS,	D S
JDF/50171	SSgt		NEATH,	A C
JDF/50170	SSgt		PREHAY,	D M
JDF/24418	SSgt		ROYAL,	L C
JDF/24433	SSgt		SPENCER,	V A
JDF/24471	SSgt		THOMAS,	D C
JDF/24450	SSgt		WILLIAMS,	R J
JDF/24416	SSgt		WINT,	T D
JDF/24498	Sgt		AMBERSLEY,	J P
JDF/24578	Sgt		BROWN,	A J
JDF/24546	Sgt		BROWN,	D O
Ex- JDF/24486	Sgt		ELLIOTT,	D S
JDF/24437	Sgt		EVANS,	O O
Ex-JDF/50164	Sgt		FRANCIS-SHIRLEY,	J I
Ex-JDF/24598	Sgt		GIVANS,	A U
JDF/24537	Sgt		GORDON,	S S
JDF/24500	Sgt		GREEN,	G G
JDF/24545	Sgt		LEWIS,	J A
JDF/50211	Sgt		LYNCH,	P A
JDF/24554	Sgt		McLEOD,	R C
JDF/24522	Sgt		MULLINGS,	O P
JDF/24582	Sgt		ROBINSON,	A A
JDF/24527	Sgt		SMITH,	B
Ex-JDF/50191	Sgt		SMITH,	C A
JDF/24475	Cpl		BENJAMIN,	C R
Ex-JDF/24596	Cpl		HARRISON,	C W
JDF/24493	Cpl		WEST,	J A
JDF/24556	LCpl		CAMPBELL,	D
Ex-JDF/24529	LCpl		HAMILTON,	C W

Second Bar to the Medal of Honour for Long Service and Good Conduct – 23 May 2015

JDF/23213	WO1	C E	LEWIS	
JDF/20740	WO1	E	McKENZIE	
JDF/23047	WO2		HALL,	M
JDF/23197	WO2		MADDIX,	A
JDF/23123	WO2		MASON,	P C
JDF/23172	WO2		McDONALD,	P G
JDF/23158	WO2		NELSON,	G D
JDF/23162	WO2		NICHOLSON,	R A
JDF/23004	SSgt		CLARKE,	D N
JDF/23108	SSgt		McKENZIE,	P E
JDF/23165	SSgt		THOMAS,	A
JDF/23204	Sgt		EDWARDS,	C F
JDF/23200	Sgt		ROBERTS,	F C

Third Bar to the Medal of Honour for Long Service and Good Conduct – 23 May 2015

Ex-JDF/21617	WO1	L G St C	SMITH	
Ex-JDF/20378	WO1	M S	SPALDING	
Ex-JDF/20831	WO2		SMITH,	G S

Medal of Honour for Efficient Service – 23 May 2015

JDF/19435	Pte		BRYAN,	L C
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First Bar to the Medal of Honour for Efficient Service – 23 May 2015

JCA/2316	Maj	J	WEMYSS-GORMAN	
JCA/2304	Maj	R S	BLIDGEN	
JCA/2303	Maj	C St A	McCALLA	
JCA/2330	Maj	E R A	MORGAN	

Third Bar to the Medal of Honour for Efficient Service – 23 May 2015

JDF/17744	Sgt		LUKE,	A C
JDF/17782	Pte		VALENTINE,	A A

Third Bar to the Medal of Honour for Efficient Service – 23 May 2015

JDF/17208	SSgt		LEVY,	D A
Ex-JDF/17167	LCpl		HENRY,	G W

PROMOTIONS

01 APRIL 2014 TO 31 MARCH 2016

To the Rank of Colonel

JCA/1336 Lt Col D A CUMMINGS 10 Sep 15

To the Rank of Lieutenant Colonel/Commander

JCA/1363 Maj K P JOHNSON 10 Apr 14

JCA/5034 Lt Cdr A S WEMYSS-GORMAN 10 Apr 14

To the Rank of Major

JCA/1613 Capt M A ANGLIN 11 Nov 14

JCA/1534 Capt J A WALSH 17 Jan 16

To the Rank of Captain

JCA/2335 Lt P H WILSON-KELLY 28 Apr 14

JCA/1616 Lt W St A BARRETT 29 Apr 14

JCA/2396 Lt R C SAUNDERS 5 Aug 14

JCA/5075 Lt X J LAMONT 6 Sep 14

JCA/5089 Lt J N McKENZIE 25 Oct 14

JCA/2315 Lt L A FOSTER 28 Apr 14

JCA/1571 Lt S J DOUGLAS 27 Oct 14

JCA/5060 Lt A D N CORIAH 2 Sep 14

JCA/1592 Lt O B CLUNIS 20 Aug 14

JCA/1562 Lt M St H LEWIN 8 Dec 14

JCA/1555 Lt O J A SMAL 30 Jan 15

JCA/1580 Lt R R D LEUNG 30 Jan 15

JCA/1566 Lt N D JOSEPH 30 Jan 15

JCA/1574 Lt W O WILLIAMS 30 Jan 15

JCA/1601 Lt R R ROBINSON 17 Feb 15

JCA/1600 Lt K R GUNZELL 30 May 15

JCA/1594 Lt D L KHAN 30 Jun 15

JCA/1599 Lt C O WHILBY 18 Sep 15

JCA/1594 Lt N E BEAUMONT 5 Jan 16

To the Rank of Lieutenant

JCA/1628 2Lt C B WEIR 28 May 14

JCA/1629 2Lt Z D SCOTT 28 May 14

JCA/1630 2Lt C C THOMPSON 28 May 14

JCA/7009 2Lt L G McFARLANE 20 SEP 14

JCA/2393 2Lt M C SAHADEO 20 Sep 14

JCA/1627 2Lt N C MORRIS 28 May 14

JCA/1627 2Lt D M ENNIS 28 May 14

JCA/1625 2Lt R A WEDDERBURN 9 Sep 14

JCA/1643 2Lt O K MORGAN 3 Mar 15

JCA/5092 2Lt S A SPENCER 3 Mar 15

JCA/1634 2Lt N W BROWN 4 Feb 15

JCA/1632 2Lt M M McHUGH 9 Mar 15

JCA/1637 2Lt O G COVER 4 May 15

JCA/1642 2Lt J A STERLING 23 Nov 15

To the Rank of Warrant Officer Class 1

JDF/24534 WO2 BLAKE, H 20 Nov 14

JDF/24132 WO2 MARRIOTT, T 1 Dec 14

JDF/23689 WO2 GROUCHER, S 17 Jul 14

JDF/24803 WO2 STONE, H 19 Jan 15

To the Rank of Warrant Officer Class 2

JDF/24054 SSgt BROWN, G 17 Jul 14

JDF/24565 SSgt HARRIS, C 17 Jul 14

JDF/23815 SSgt LEWIS, W 17 Jul 14

JDF/24454 CPO NOICELY, G 17 Jul 14

JDF/23859 SSgt THOMAS, H 17 Jul 14

JDF/25339 SSgt DIAS, L 20 Nov 14

JDF/50178 SSgt PALMER, J 20 Nov 14

JDF/25033 SSgt DUCKIE, G 30 Nov 14

JDF/25442 SSgt BLACK, E 1 Dec 14

JDF/23327 SSgt CAMERON, A 2 Dec 14

JDF/23963 SSgt LEWIS, R 3 Jan 15

JDF/25041 SSgt GRANT, M 19 Jan 15

JDF/24593 SSgt BAKER, F 26 Mar 15

JDF/24413 SSgt BROOKS, K 26 Mar 15

JDF/25089 SSgt GOODWIN, C 26 Mar 15

JDF/25331 SSgt RICHARDS, L 26 Mar 15

JDF/24207 SSgt ROBERTS, C 26 Mar 15

JDF/25083 SSgt THOMAS, H 26 Mar 15

JDF/25575 SSgt SMIKLE, O 29 Mar 15

JDF/25489 SSgt LEIGH, C 7 Apr 15

JDF/50208 SSgt CHAMBERS, A 23 Jul 15

JDF/23855 CPO ESPEUT, M 23 Jul 15

JDF/25043 SSgt HARRIS, O 23 Jul 15

JDF/24363 SSgt WHITEHORNE, D 23 Jul 15

JDF/24512 SSgt PURCELL, D 12 Aug 15

JDF/23986 SSgt ALLEN, L 19 Nov 15

JDF/25598 SSgt KELLY, W 19 Nov 15

JDF/23685 SSgt NICHOLSON, P 19 Nov 15

JDF/23165 SSgt THOMAS, A 19 Nov 15

JDF/25597 CPO MATTHEWS, K 16 Mar 16

JDF/24450 SSgt WILLIAMS, R 16 Mar 16

JDF/25190 SSgt JOHNSON, R 16 Mar 16

JDF/24496 SSgt HUNTER, S 16 Mar 16

JDF/25134 SSgt MILLER, L 15 Mar 16

JDF/26771 SSgt JOHNSON, P 16 Mar 16

To the Rank of Staff Sergeant

JDF/23986 Sgt ALLEN, L 17 Jul 14

JDF/24593 Sgt BAKER, F 17 Jul 14

JDF/50162	Sgt	BROOKS,	M	17 Jul 14	JDF/26540	PO	BRYAN,	D	16 Mar 16
JDF/26198	L/PO	BURRELL,	H	17 Jul 14	JDF/26531	Sgt	KNIGHT,	J	16 Mar 16
JDF/25596	Sgt	BYGRAVE,	K	17 Jul 14	JDF/25682	Sgt	SAUNDERS,	B	16 Mar 16
JDF/26038	PO	HINES,	J	17 Jul 14					
JDF/26134	PO	LAWES,	C	17 Jul 14					
JDF/25134	Sgt	MILLER,	L	17 Jul 14					
JDF/24405	Sgt	MILLS,	D	17 Jul 14	JDF/25893	Cpl	BAILEY,	R	17 Jul 14
JDF/25996	Sgt	NICHOLSON,	G	17 Jul 14	JDF/26555	Cpl	BROWN,	N	17 Jul 14
JDF/25726	Sgt	PERRY,	A	17 Jul 14	JDF/25843	Cpl	BROWNIE,	F	17 Jul 14
JDF/23058	Sgt	REID,	R	17 Jul 14	JDF/25491	Cpl	CALLUM,	G	17 Jul 14
JDF/50196	Sgt	SUTHERLAND,	C	17 Jul 14	JDF/26046	Cpl	CARTY,	A	17 Jul 14
JDF/28036	L/PO	TAYLOR,	E	17 Jul 14	JDF/25547	Cpl	EDWARDS,	P	17 Jul 14
JDF/23165	Sgt	THOMAS,	A	17 Jul 14	JDF/50303	Cpl	EDWARDS-HINDS,	D	17 Jul 14
JDF/25135	Sgt	WILLIAMS,	E	17 Jul 14	JDF/25038	Cpl	GOCOOLO,	H	17 Jul 14
JDF/25154	Sgt	YOUNG,	G	17 Jul 14	JDF/24247	Cpl	HUXTABLE,	S	17 Jul 14
JDF/24641	Sgt	ANDERSON,	H	20 Nov 14	JDF/24554	Cpl	McLEOD,	R	17 Jul 14
JDF/24968	PO	ASLAM,	D	20 Nov 14	JDF/26227	Cpl	MOODIE,	A	17 Jul 14
JDF/23570	Sgt	BURGHHER,	D	20 Nov 14	JDF/24311	Cpl	NEMBARD,	L	17 Jul 14
JDF/26771	Sgt	JOHNSON,	P	20 Nov 14	JDF/26610	Cpl	O'MEALLY,	T	17 Jul 14
JDF/50192	PO	KIRBY,	A	20 Nov 14	JDF/23800	Cpl	PANTON,	P	17 Jul 14
JDF/25748	Sgt	McLEOD,	J	20 Nov 14	JDF/25767	Cpl	WILLIAMS,	A	17 Jul 14
JDF/24673	Sgt	PENROSE,	V	20 Nov 14	JDF/24498	Cpl	AMBERSLEY,	J	20 Nov 14
JDF/24944	Sgt	RICHARDS,	D	20 Nov 14	JDF/25507	Cpl	BARNES,	J	20 Nov 14
JDF/25376	Sgt	THOMPSON,	E	20 Nov 14	JDF/27091	Cpl	CLAUCHAR,	A	20 Nov 14
JDF/25056	Sgt	ROBINSON,	P	01 Dec 14	JDF/25410	Cpl	DAVIS,	A	20 Nov 14
JDF/24118	Sgt	COOPER,	C	03 Jan 15	JDF/26420	Cpl	FERGUSON,	K	20 Nov 14
JDF/26141	Sgt	MARTIN,	B	19 Jan 15	JDF/25720	Cpl	FORRESTER,	K	20 Nov 14
JDF/23499	Sgt	ALLEN,	M	26 Mar 15	JDF/24500	Cpl	GREEN,	G	20 Nov 14
JDF/24931	Sgt	BENNETT,	C	26 Mar 15	JDF/24906	LS	HAMILTON,	D	20 Nov 14
JDF/50198	Sgt	GRANSTON,	M	26 Mar 15	JDF/27049	LS	HANSON,	G	20 Nov 14
JDF/29217	Sgt	OTTAR,	P	26 Mar 15	JDF/26191	LS	HUNTER,	D	20 Nov 14
JDF/25408	Sgt	ROBINSON,	H	26 Mar 15	JDF/27131	Cpl	HYATT,	O	20 Nov 14
JDF/25086	Sgt	SMALL,	B	26 Mar 15	JDF/24355	Cpl	LEWIS,	F	20 Nov 14
JDF/26190	Sgt	WEBSTER,	M	29 Mar 15	JDF/50304	Cpl	LEWIS,	C	20 Nov 14
JDF/25980	Sgt	ANDERSON,	R	23 Jul 15	JDF/25226	Cpl	ROBERTSON,	M	20 Nov 14
JDF/26312	Sgt	BROWN,	D	23 Jul 15	JDF/25444	Cpl	TOMLINSON,	D	20 Nov 14
JDF/25192	PO	CARR,	L	23 Jul 15	JDF/25110	Cpl	WILLIAMS,	R	20 Nov 14
JDF/24193	Sgt	CHRISTIAN,	D	23 Jul 15	JDF/24826	Cpl	REID,	F	28 Nov 14
JDF/26036	Sgt	EDWARDS,	G	23 Jul 15	JDF/25746	Cpl	WILLIAMS,	R	1 Dec 14
JDF/25282	PO	MORGAN,	A	23 Jul 15	JDF/25947	Cpl	WAUGH,	K	3 Jan 15
JDF/26283	Sgt	PINNOCK,	T	23 Jul 15	JDF/27167	Cpl	PALMER,	P	19 Jan 15
JDF/25506	Sgt	PRYCE,	E	23 Jul 15	JDF/26894	Cpl	ALLEYNE,	C	26 Mar 15
JDF/26170	Sgt	ROBINSON,	R	23 Jul 15	JDF/26090	Cpl	EDWARDS,	C	26 Mar 15
JDF/26456	Sgt	WHYTE,	D	23 Jul 15	JDF/25963	Cpl	EVANS,	C	26 Mar 15
JDF/24199	Sgt	WILSON,	D	23 Jul 15	JDF/25594	Cpl	LAWRENCE,	R	26 Mar 15
JDF/25149	Sgt	BROWN,	S	12 Aug 15	JDF/27156	Cpl	MERCHANT,	M	26 Mar 15
JDF/26555	Sgt	BROWN,	N	19 Nov 15	JDF/25508	LS	RHODEN,	P	26 Mar 15
JDF/27711	Sgt	DENNIS,	L	19 Nov 15	JDF/24981	Cpl	RICKETTS,	N	26 Mar 15
JDF/25606	Sgt	FRATER,	R	19 Nov 15	JDF/27345	Cpl	RILEY,	O	26 Mar 15
JDF/50359	Sgt	JONES-ELLIS,	A	19 Nov 15	JDF/26031	Cpl	SHIRLEY,	O	26 Mar 15
JDF/22944	Sgt	MANNING,	A	19 Nov 15	JDF/26685	Cpl	SIMPSON,	F	26 Mar 15
JDF/25894	Sgt	ROBINSON,	L	19 Nov 15	JDF/26035	Cpl	SPENCER,	R	26 Mar 15
JDF/24264	Sgt	WILLIAMS,	D	19 Nov 15	JDF/25615	Cpl	WALKER,	W	26 Mar 15
JDF/25320	PO	GISCOMBE,	M	4 Dec 15	JDF/24755	Cpl	WAUCHOPE,	C	26 Mar 15
JDF/25488	Sgt	SHAKESPEARE,	A	16 Mar 16	JDF/23318	Cpl	MANTACK,	R	23 Apr 15
JDF/25505	Sgt	BARNETT,	P	16 Mar 16	JDF/26615	Cpl	ARNOLD,	T	23 Jul 15

To the Rank of Sergeant

PROMOTIONS CONTINUED

JDF/25126	Cpl	BRAHAM,	D	23 Jul 15	JDF/27458	LCpl	BROWN,	B	17 Jul 14
JDF/26543	Cpl	BROOKS,	D	23 Jul 15	JDF/27761	LCpl	BROWN,	P	17 Jul 14
JDF/25395	Cpl	BROWN,	R	23 Jul 15	JDF/50282	LCpl	BROWN,	T	17 Jul 14
JDF/25266	Cpl	DALEY,	G	23 Jul 15	JDF/28340	LCpl	CAMPBELL,	D	17 Jul 14
JDF/26263	Cpl	DILLION,	D	23 Jul 15	JDF/28821	LCpl	CHAMBERS,	L	17 Jul 14
JDF/25741	Cpl	FARQUHARSON,	F	23 Jul 15	JDF/26369	AB	DALEY,	A	17 Jul 14
JDF/27946	Cpl	HINDS,	O	23 Jul 15	JDF/26936	LCpl	EDWARDS,	D	17 Jul 14
JDF/23699	Cpl	HOWE,	D	23 Jul 15	JDF/27614	LCpl	FOSTER,	A	17 Jul 14
JDF/26663	Cpl	JACKSON,	M	23 Jul 15	JDF/29052	LCpl	JOHNSON,	J	17 Jul 14
JDF/24301	Cpl	JOHNSON,	R	23 Jul 15	JDF/25148	LCpl	KING,	M	17 Jul 14
JDF/26321	Cpl	MALCOLM,	A	23 Jul 15	JDF/25048	LCpl	LEVY,	M	17 Jul 14
JDF/27528	Cpl	MILLER,	K	23 Jul 15	JDF/27966	LCpl	McLARTHY,	T	17 Jul 14
JDF/27278	LS	NICHOLSON,	R	23 Jul 15	JDF/27546	LCpl	RICHARDS,	D	17 Jul 14
JDF/25910	Cpl	NUGENT,	B	23 Jul 15	JDF/26376	LCpl	ROSS,	L	17 Jul 14
JDF/23622	Cpl	SCOTT,	C	23 Jul 15	JDF/27880	LCpl	SIMPSON,	J	17 Jul 14
JDF/25088	Cpl	SMITH,	D	23 Jul 15	JDF/27190	LCpl	SMIKLE,	K	17 Jul 14
JDF/26723	LS	WALLACE,	W	23 Jul 15	JDF/27431	LCpl	TAYLOR,	A	17 Jul 14
JDF/26538	LS	WALTERS,	K	23 Jul 15	JDF/26551	AB	WRIGHT,	R	17 Jul 14
JDF/27735	Cpl	JENKINS,	P	24 Jul 15	JDF/27937	LCpl	GORDON,	O	23 Jul 14
JDF/25886	Cpl	DONALDSON,	O	04 Aug 15	JDF/28168	LCpl	ADAMS,	O	20 Nov 14
JDF/26802	Cpl	MORRIS,	J	12 Aug 15	JDF/27358	LCpl	BECKFORD,	M	20 Nov 14
JDF/26764	Cpl	FRANCIS,	B	23 Aug 15	JDF/27454	LCpl	BENNETT,	B	20 Nov 14
JDF/50332	Cpl	BARNES,	T	19 Nov 15	JDF/26482	LCpl	BONNER,	G	20 Nov 14
JDF/26445	Cpl	BARRETT,	K	19 Nov 15	JDF/26410	LCpl	BROWN,	A	20 Nov 14
JDF/24683	Cpl	CAMPBELL,	P	19 Nov 15	JDF/26790	LCpl	BROWN,	D	20 Nov 14
JDF/26762	LS	CHAMBERS,	R	19 Nov 15	JDF/27047	LCpl	EDWARDS,	R	20 Nov 14
JDF/24253	Cpl	GENTLES,	M	19 Nov 15	JDF/26795	LCpl	FINLAYSON,	S	20 Nov 14
JDF/27255	Cpl	HENRY,	H	19 Nov 15	JDF/27052	LCpl	HUNT,	D	20 Nov 14
JDF/26742	Cpl	MARTIN,	J	19 Nov 15	JDF/26224	LCpl	HUNTER,	K	20 Nov 14
JDF/26743	Cpl	MARTIN,	M	19 Nov 15	JDF/27948	LCpl	HURD,	U	20 Nov 14
JDF/27277	Cpl	MUSCHETTE,	K	19 Nov 15	JDF/26961	LCpl	JENNINGS,	C	20 Nov 14
JDF/28033	Cpl	PRICE,	A	19 Nov 15	JDF/26966	LCpl	LAWRENCE,	K	20 Nov 14
JDF/24142	Cpl	RODGERS,	A	19 Nov 15	JDF/27141	LCpl	LEE,	K	20 Nov 14
JDF/50285	Cpl	SOUDEN,	K	19 Nov 15	JDF/27656	LCpl	McFARLANE,	G	20 Nov 14
JDF/27891	Cpl	SPENCER,	R	19 Nov 15	JDF/26231	LCpl	McKENZIE,	O	20 Nov 14
JDF/26722	Cpl	STERLING,	C	19 Nov 15	JDF/27159	LCpl	MILLER,	E	20 Nov 14
JDF/27061	Cpl	STEWART,	S	19 Nov 15	JDF/27534	LCpl	MURRAY,	J	20 Nov 14
JDF/27428	LS	SULLIVAN,	P	19 Nov 15	JDF/26843	LCpl	REID,	S	20 Nov 14
JDF/50240	Cpl	JOHNSON,	S	7 Dec 15	JDF/28444	LCpl	SIMON,	D	20 Nov 14
JDF/24973	Cpl	WARD,	A	16 Mar 16	JDF/27693	LCpl	TOMLIN,	M	20 Nov 14
JDF/25337	Cpl	ELLIS,	C	16 Mar 16	JDF/27559	LCpl	TOWNSEND,	L	20 Nov 14
JDF/26886	Cpl	LYONS,	K	16 Mar 16	JDF/25809	LCpl	TULLOCH,	D	20 Nov 14
JDF/50346	Cpl	CLARKE,	J	16 Mar 16	JDF/28432	LCpl	WILSON,	S	20 Nov 14
JDF/27203	Cpl	WHITE,	O	16 Mar 16	JDF/50368	LCpl	DAWES,	M	28 Nov 14
JDF/50308	Cpl	NICHOLSON,	L	16 Mar 16	JDF/27549	LCpl	SMITH,	B	1 Dec 14
JDF/26108	Cpl	KENNEDY,	K	16 Mar 16	JDF/27870	LCpl	WALKER,	Y	3 Jan 15
JDF/27011	Cpl	THOMAS,	H	16 Mar 16	JDF/28048	LCpl	BROWN,	N	19 Jan 15
JDF/25801	Cpl	WILLIAMSON,	J	16 Mar 16	JDF/27450	LCpl	ALLEN,	M	26 Mar 15
JDF/25828	Cpl	GREY,	D	16 Mar 16	JDF/26387	LCpl	BENNETT,	K	26 Mar 15
JDF/25841	Cpl	BROWN,	D	16 Mar 16	JDF/26580	LCpl	BLAKE,	A	26 Mar 15
					JDF/28578	LCpl	BLEARY,	A	26 Mar 15
					JDF/28169	LCpl	BURROWES,	J	26 Mar 15
					JDF/28300	LCpl	DRYDEN,	O	26 Mar 15
					JDF/27483	LCpl	ELLISON,	D	26 Mar 15
					JDF/28602	LCpl	FERGUSON,	H	26 Mar 15

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JDF/25924	LCpl	BALMER,	H	17 Jul 14
JDF/27230	LCpl	BROOKS,	O	17 Jul 14

JDF/26326	LCpl	GOLDSON,	O	26 Mar 15	JDF/50476	LCpl	WILLIAMS,	D	23 Jul 15
JDF/24375	LCpl	GRAHAM,	D	26 Mar 15	JDF/27779	LCpl	ARIS,	A	24 Jul 15
JDF/27328	LCpl	GRAY,	E	26 Mar 15	JDF/27037	LCpl	CHUNG,	M	01 Aug 15
JDF/27384	LCpl	HANSON,	W	26 Mar 15	JDF/27447	LCpl	PHILLIPS,	N	12 Aug 15
JDF/26480	LCpl	HENRY,	P	26 Mar 15	JDF/29066	LCpl	ANDERSON,	D	19 Nov 15
JDF/24920	LCpl	LEE,	P	26 Mar 15	JDF/27584	LCpl	ANDERSON,	S	19 Nov 15
JDF/26463	LCpl	McKENZIE,	C	26 Mar 15	JDF/27877	LCpl	AQUART,	M	19 Nov 15
JDF/27762	LCpl	MONCRIEFFE,	C	26 Mar 15	JDF/27780	LCpl	BARRANT,	D	19 Nov 15
JDF/27166	LCpl	OSBOURNE,	D	26 Mar 15	JDF/26898	LCpl	BARRETT,	R	19 Nov 15
JDF/27685	LCpl	SMART,	T	26 Mar 15	JDF/28146	LCpl	BROWN,	H	19 Nov 15
JDF/24230	LCpl	THOMPSON,	D	26 Mar 15	JDF/28338	AB	CHRISTIE,	H	19 Nov 15
JDF/50382	LCpl	THOMPSON,	P	26 Mar 15	JDF/28829	LCpl	CORNWALL,	S	19 Nov 15
JDF/25822	LCpl	WALTERS,	R	26 Mar 15	JDF/25496	LCpl	GAYLE,	G	19 Nov 15
JDF/26630	LCpl	WILLIAMSON,	A	26 Mar 15	JDF/27639	LCpl	HODGSON,	M	19 Nov 15
JDF/27604	LCpl	DARIEN,	O	19 Apr 15	JDF/27642	LCpl	HUTTON,	K	19 Nov 15
JDF/27743	LCpl	VALENTINE,	M	23 Apr 15	JDF/26740	LCpl	JAMES,	K	19 Nov 15
JDF/27776	LCpl	AIKMAN,	K	23 Jul 15	JDF/26582	LCpl	LEWIS,	R	19 Nov 15
JDF/28175	LCpl	ANDERSON,	D	23 Jul 15	JDF/26481	LCpl	McCATTY,	R	19 Nov 15
JDF/25429	LCpl	BARCLAY,	D	23 Jul 15	JDF/50465	LCpl	NEEDHAM-CAMPBELL,	L	19 Nov 15
JDF/28803	LCpl	BARNES,	D	23 Jul 15	JDF/27279	LCpl	PATRICK,	D	19 Nov 15
JDF/28806	LCpl	BELL,	D	23 Jul 15	JDF/26983	LCpl	PENCLE,	T	19 Nov 15
JDF/27907	LCpl	BYLES,	J	23 Jul 15	JDF/28029	LCpl	POWELL,	H	19 Nov 15
JDF/27087	LCpl	CARNAGIE,	A	23 Jul 15	JDF/29699	LCpl	POWELL,	C	19 Nov 15
JDF/27792	LCpl	CARROLL,	R	23 Jul 15	JDF/28255	LCpl	SAUNDERS,	R	19 Nov 15
JDF/28962	LCpl	COLLINS,	C	23 Jul 15	JDF/27308	LCpl	THOMAS,	U	19 Nov 15
JDF/28343	LCpl	CROSDALE,	D	23 Jul 15	JDF/28269	LCpl	THOMPSON,	G	19 Nov 15
JDF/27375	LCpl	DAVIS,	M	23 Jul 15	JDF/27198	AB	THOMPSON,	K	19 Nov 15
JDF/25965	LCpl	DAVIS,	D	23 Jul 15	JDF/27323	LCpl	WILSON,	R	19 Nov 15
JDF/25964	LCpl	FORBES,	K	23 Jul 15	JDF/25872	LCpl	WISHART,	D	19 Nov 15
JDF/50347	LCpl	FRANCIS,	S	23 Jul 15	JDF/26248	LCpl	JARRETT,	T	7 Dec 15
JDF/26586	L/LS	GORDON,	K	23 Jul 15	JDF/28162	LCpl	INGLETON,	C	8 Dec 15
JDF/27033	LCpl	GORDON,	C	23 Jul 15	JDF/26308	LCpl	ALLISON,	N	20 Dec 15
JDF/25663	LCpl	HENRY,	C	23 Jul 15	JDF/25750	LCpl	SMITH,	L	16 Mar 16
JDF/25592	LCpl	HYATT,	R	23 Jul 15	JDF/26030	LCpl	McLEAN,	G	16 Mar 16
JDF/27039	LCpl	JOHNSON,	D	23 Jul 15	JDF/26305	LCpl	THOMAS,	H	16 Mar 16
JDF/25440	LCpl	KELLY,	L	23 Jul 15	JDF/27966	LCpl	McLARTY,	T	16 Mar 16
JDF/26581	LCpl	KIDD,	B	23 Jul 15	JDF/27462	LCpl	BROWN,	O	16 Mar 16
JDF/28378	LCpl	LAMPART,	J	23 Jul 15	JDF/28046	LCpl	BRIDGETT	W	16 Mar 16
JDF/28292	LCpl	LEDGISTER,	L	23 Jul 15	JDF/28192	LCpl	CHIN,	M	16 Mar 16
JDF/28097	LCpl	LISCOMBE,	K	23 Jul 15	JDF/28971	LCpl	DOUGLAS,	A	16 Mar 16
JDF/29059	LCpl	LOTHIAN,	J	23 Jul 15	JDF/28079	LCpl	GOWANS,	C	16 Mar 16
JDF/26834	LCpl	McGREGOR,	M	23 Jul 15	JDF/28056	LCpl	CRAIG,	J	16 Mar 16
JDF/26528	LCpl	McINTOSH,	W	23 Jul 15	JDF/26703	LCpl	VASSELL,	M	16 Mar 16
JDF/30037	LCpl	NORMAN,	H	23 Jul 15	JDF/28072	LCpl	FINDLAY,	N	16 Mar 16
JDF/28244	LCpl	PALMER,	O	23 Jul 15	JDF/50444	LCpl	FRANCIS,	N	16 Mar 16
JDF/50262	LCpl	ROBERTSON,	O	23 Jul 15	JDF/28780	LCpl	BERNARD,	L	16 Mar 16
JDF/27184	LCpl	SEYMOUR,	J	23 Jul 15					
JDF/27553	LCpl	STEPHENS,	D	23 Jul 15					
JDF/28262	AB	SWABY,	D	23 Jul 15					
JDF/26399	AB	TAYLOR,	J	23 Jul 15	JDF/27997	Pte	THOMAS,	C	31 Apr 14
JDF/27730	LCpl	THOMAS,	A	23 Jul 15	JDF/28280	Pte	WILLIAMS,	GA	17 Jul 14
JDF/28538	AB	TOMLINSON,	E	23 Jul 15	JDF/25645	Pte	RANKINE,	D C	17 Jul 14
JDF/30045	LCpl	WALKER,	R	23 Jul 15	JDF/27556	Pte	THOMPSON,	D K	17 Jul 14
JDF/28009	LCpl	WHITELY,	K	23 Jul 15	JDF/27122	Pte	GRIFFITHS,	K	17 Jul 14
JDF/27027	LCpl	WILLIAMS,	M	23 Jul 15	JDF/28165	Pte	ROSE,	N T	17 Jul 14

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PROMOTIONS CONTINUED

JDF/27763	Pte	NEWELL,	L J	17 Jul 14	JDF/29113	Ord	THAXTER,	K	20 Nov 14
JDF/50433	Pte	BARRETT-MASSIAS,	L N	17 Jul 14	JDF/28224	Pte	KIDNAL,	C P	26 Nov 14
JDF/29362	Pte	McLEAN,	M D	17 Jul 14	JDF/26528	Pte	McINTOSH,	W C	26 Nov 14
JDF/27435	Pte	WATSON,	A	17 Jul 14	JDF/27863	Pte	CAMPBELL,	K G	26 Nov 14
JDF/28155	Pte	ANDERSON,	A G	17 Jul 14	JDF/28612	Pte	HALL,	A A	26 Nov 14
JDF/27502	Pte	HILLOCKS,	M A	17 Jul 14	JDF/28185	Pte	BLACKWOOD,	D A	26 Nov 14
JDF/50472	Pte	TAYLOR-McCARTHY,	J J	17 Jul 14	JDF/25862	Pte	CHRISTIE,	O	1 Dec 14
JDF/25267	Pte	LEVY,	D O	17 Jul 14	JDF/27469	Pte	CUNNINGHAM,	F	1 Dec 14
JDF/27883	Pte	WILLIAMS,	L A	17 Jul 14	JDF/29070	Pte	BRYAN,	D B	9 Dec 14
JDF/29075	Pte	TURNER,	S O	17 Jul 14	JDF/27791	Pte	CAMPBELL,	R D	9 Dec 14
JDF/27251	Pte	GOLDING,	R C	17 Jul 14	JDF/29350	Pte	FRANCIS,	C J	9 Dec 14
JDF/27377	Pte	DIXON,	O D	17 Jul 14	JDF/27407	Pte	PENROSE,	A C	9 Dec 14
JDF/27819	Pte	HENRY,	C G	17 Jul 14	JDF/28261	Pte	STUPART,	D J	9 Dec 14
JDF/28537	Pte	THOMPSON,	B A	17 Jul 14	JDF/29065	Pte	ALLEN,	A O	9 Dec 14
JDF/28543	Pte	WALTERS,	C A	17 Jul 14	JDF/26675	Pte	MILLER,	H H	9 Dec 14
JDF/28763	Pte	PAISLEY,	L L	17 Jul 14	JDF/28877	Pte	MORGAN,	F O	9 Dec 14
JDF/28768	Pte	ROWE,	D G	17 Jul 14	JDF/28684	Pte	THORPE,	A A	9 Dec 14
JDF/28836	Pte	ELLIS,	K R	17 Jul 14	JDF/26749	Pte	WALKER,	G V	9 Dec 14
JDF/29221	Pte	BEAUMONT,	D F	17 Jul 14	JDF/28434	Pte	WILLIAMSON,	D R	9 Dec 14
JDF/29190	Pte	RENNICKS,	K J	17 Jul 14	JDF/28953	Pte	BURNETT,	A A	18 Dec 14
JDF/29367	Pte	LOPEZ,	N S	17 Jul 14	JDF/27855	Pte	WALLACE,	P	19 Jan 15
JDF/29860	Pte	CARTY,	S J	17 Jul 14	JDF/26927	Pte	COLEY,	J	22 Jan 15
JDF/28983	Pte	GREENWOOD,	A C	17 Jul 14	JDF/29137	Pte	BROWN,	C	23 Jan 15
JDF/28960	Pte	CLAYTON,	M R	17 Jul 14	JDF/27654	Pte	LOGAN,	J	26 Mar 15
JDF/28319	Pte	DONALDSON,	H G	17 Jul 14	JDF/29333	Pte	HINDS,	R	26 Mar 15
JDF/28869	Pte	MARTIN,	D H	17 Jul 14	JDF/29420	Pte	McKENZIE,	A	26 Mar 15
JDF/27098	Pte	DAVIS,	F D	17 Jul 14	JDF/29452	Pte	WALLACE,	G	26 Mar 15
JDF/26985	Pte	POLLOCK,	M G	17 Jul 14	JDF/29482	Pte	BARRETT,	R	26 Mar 15
JDF/27815	Pte	GROVES,	P A	17 Jul 14	JDF/28086	Pte	HENRY,	O	26 Mar 15
JDF/29068	Pte	BECKFORD,	M M	17 Jul 14	JDF/28802	Pte	BAKER,	E	26 Mar 15
JDF/28571	Pte	BAKER,	P	17 Jul 14	JDF/28334	Pte	BRYAN,	D	26 Mar 15
JDF/28682	Pte	THOMAS,	C	17 Jul 14	JDF/28840	Pte	FISHER,	G	26 Mar 15
JDF/28824	Pte	CHRISTIE,	O	17 Jul 14	JDF/30063	Pte	BENNETT,	R	26 Mar 15
JDF/28264	Pte	SWEARING,	O P	25 Jul 14	JDF/28233	Pte	JOHNSON,	R R	26 Mar 15
JDF//29073	Pte	DOWNER,	I R	30 Jul 14	JDF/28858	Pte	HOLT,	R G	26 Mar 15
JDF/27146	Pte	LYDNER,	O P	30 Jul 14	JDF/29000	Pte	McCORMACK,	M M	26 Mar 15
JDF/27655	Pte	MARSHALL,	S A	30 Jul 14	JDF/27904	Pte	BUCHANAN,	F G	26 Mar 15
JDF/27288	Pte	ROWE,	J O	30 Jul 14	JDF/28673	Pte	ROBINSON,	M L	26 Mar 15
JDF/27782	Pte	BECKFORD,	E G	30 Jul 14	JDF/29288	Pte	WRIGHT,	V E	26 Mar 15
JDF/28589	Pte	COLLEY,	D D	30 Jul 14	JDF/50401	Pte	PARCHMENT,	J S	26 Mar 15
JDF/26668	Pte	LEACH,	C L	30 Jul 14	JDF/26786	Pte	TAYLOR,	O J	26 Mar 15
JDF/25632	Pte	DENNIS,	S	20 Nov 14	JDF/27538	Pte	PALMER,	I L	26 Mar 15
JDF/27143	Pte	LEVERIDGE,	S	20 Nov 14	JDF/27658	Pte	McKENZIE,	H A	26 Mar 15
JDF/27391	Pte	HINES,	R	20 Nov 14	JDF/25742	Pte	MORGAN,	K A	26 Mar 15
JDF/27688	Pte	STURRIDGE,	C	20 Nov 14	JDF/28517	Pte	NOLAN,	M R	26 Mar 15
JDF/50503	Pte	BENNETT,	S	20 Nov 14	JDF/26918	Pte	CAMERON,	R F	26 Mar 15
JDF/29180	Pte	FRANCIS,	J	20 Nov 14	JDF/26486	Pte	JACKMAN,	T A	26 Mar 15
JDF/28964	Pte	CORNWALL,	D	20 Nov 14	JDF/27249	Pte	GARWOOD,	C G	26 Mar 15
JDF/30062	Pte	EDWARDS,	J	20 Nov 14	JDF/29280	Pte	PEARSON,	A K	26 Mar 15
JDF/26547	Pte	NICHOLAS,	D	20 Nov 14	JDF/29366	Pte	BARRETT,	P L	26 Mar 15
JDF/50468	Ord	POWIS-ROSE,	D	20 Nov 14	JDF/28342	Pte	CREARY,	D A	26 Mar 15
JDF/28956	Pte	CHAMBERS,	A	20 Nov 14	JDF/26412	Pte	SAMUELS,	E O	26 Mar 15
JDF/26553	Pte	WRIGHT,	S	20 Nov 14	JDF/28482	Pte	FULLER,	S A	26 Mar 15
JDF/28653	Pte	PALMER,	R	20 Nov 14	JDF/27867	Pte	TYRELL,	R L	26 Mar 15
JDF/28279	Pte	WILKINS,	M	20 Nov 14	JDF/27269	Pte	MAY,	R O	26 Mar 15

JDF/27610	Pte	EDWARDS,	A K	26 Mar 15	JDF/28760	Pte	McCATTY,	R L	25 Jul 15
JDF/27217	Pte	ANCKLE,	D	26 Mar 15	JDF/28634	Pte	JOHNSON,	D D	25 Jul 15
JDF/24457	Pte	ADAMS,	M	26 Mar 15	JDF/27830	Pte	MEREDITH,	S H	25 Jul 15
JDF/28135	Pte	WALTON,	D	26 Mar 15	JDF/28689	Pte	WHITELY,	J A	25 Jul 15
JDF/27978	Pte	PATTERSON,	J	26 Mar 15	JDF/50430	Pte	ADAMS,	S H	23 Jul 15
JDF/28000	Pte	THOMAS,	D	26 Mar 15	JDF/29183	Ord	GRANT,	A	31 Jul 15
JDF/27399	Pte	MAXWELL,	S	10 Apr 15	JDF/28616	Ord	HEWITT,	C	31 Jul 15
JDF/28646	Pte	MITCHELL,	F	27 Apr 15	JDF/28601	Ord	FAGAN,	O	31 Jul 15
JDF/28888	Pte	RILEY,	J	27 Apr 15	JDF/50459	Ord	WALTERS,	S	31 Jul 15
JDF/28639	Pte	LORRAINE,	K	05 Jun 15	JDF/27142	Ord	LENNON,	A	31 Jul 15
JDF/27401	Pte	MENDEZ,	L	06 Jul 15	JDF/28065	Ord	DOUGLAS,	D	31 Jul 15
JDF/28138	Pte	WILLIAMS,	C	06 Jul 15	JDF/27822	Ord	ISAACS,	M	31 Jul 15
JDF/27465	Pte	CATWELL,	K	06 Jul 15	JDF/50578	Pte	FOSTER,	T C	7 Aug 15
JDF/27837	Pte	REID,	A	06 Jul 15	JDF/29166	Pte	McDONALD,	R M	15 Aug 15
JDF/28940	Pte	AYTON,	T	23 Jul 15	JDF/27451	Pte	BARNABY,	D	17 Aug 15
JDF/28494	Pte	HELPS,	R	23 Jul 15	JDF/26690	Pte	WILLIAMSON,	N	17 Aug 15
JDF/28219	Pte	HENRY,	L	23 Jul 15	JDF/27689	Pte	THOMAS,	J	17 Aug 15
JDF/27096	Pte	DAVIDSON,	M	23 Jul 15	JDF/27847	Pte	SINCLAIR,	M	17 Aug 15
JDF/27488	Pte	FRASER,	N	23 Jul 15	JDF/27145	Pte	LOVELACE,	K	17 Aug 15
JDF/28159	Pte	HENRY,	R	23 Jul 15	JDF/28090	Pte	JARRETT,	P	24 Aug 15
JDF/28680	Pte	SUTHERLAND,	S	23 Jul 15	JDF/27652	Pte	LEWIS,	S D	2 Dec 15
JDF/28081	Pte	GRANT,	O	23 Jul 15	JDF/28190	Pte	BROWN,	J J	2 Dec 15
JDF/28458	Pte	BROWN,	O	23 Jul 15	JDF/30226	Pte	STEPHENSON,	C R	2 Dec 15
JDF/28265	Pte	TENNANT,	R	23 Jul 15	JDF/50477	Pte	WISDOM,	N S	2 Dec 15
JDF/28675	Pte	SMITH,	L	23 Jul 15	JDF/28988	Pte	HUNTER,	M S	2 Dec 15
JDF/28642	Pte	McKENZIE,	C	23 Jul 15	JDF/30041	Pte	WALDRON,	J S	2 Dec 15
JDF/28266	Pte	SMITH,	R	25 Jul 15					

RETIREMENTS

01 APRIL 2014 TO 31 MARCH 2016

JCA/1310	Lt Col	G A	ROPER	31 Mar 14	Over 29 Years	
JCA/1298	Lt Col	G S	PRENDERGAST	25 Feb 15	Over 32 Years	
JCA/1312	Lt Col	M H	NEATH	17 Jul 15	Over 30 Years	
JCA/1333	Lt Col	G A	ROWE	29 Sep 15	Over 28 Years	
JCA/1347	Lt Col	T	LECKIE	6 May 15	Over 26 Years	
JCA/1367	Lt Col	D	LOBAN	20 Feb 16	Over 26 Years	
JCA/1428	Lt Col	O	POWELL	23 Aug 16	Over 22 Years	
JCA/1376	Maj	M R	EDWARDS	30 Jul 16	Over 40 Years	
JCA/5039	Maj	M L	BARNES	24 May 14	Over 15 Years	
JCA/1490	Maj	T D	LEWIS	20 Nov 14	Over 12 Years	
JCA/5040	Maj	T A	SPENCE-GREENWICH	24 Oct 15	Over 17 Years	
JCA/1470	Maj	L C	CHEVERRIA	26 Dec 14	Over 17 Years	
JCA/1519	Maj	O D	HINES	27 Mar 16	Over 12 Years	
JCA/1633	Maj	A D	NELSON	28 Jul 15	Over 2 Years	
JCA/1483	Maj	A C	SPENCE	8 Oct 15	Over 15 years	
JCA/1433	Maj	M	STEPHENS	9 Jun 15	Over 21 Years	
JCA/1434	Capt	M	POWELL	25 Aug 14	Over 20 Years	
JCA/1465	Capt	S G	LINTON	5 Sep 14	Over 16 Years	
JCA/1612	Capt	R	CAMPBELL	29 Apr 14	Over 3 Years	
JCA/1551	Capt	C	CROOKS	21 Jun 14	Over 7 Years	
JCA/1536	Capt	R N	JAGGON	19 Aug 16	Over 11 years	
JCA/5082	Capt	D	NEWNHAM	13 Jun 15	Over 4 years	
JCA/5049	Capt	M	WHILBY-DENTON	3 Nov 03	Over 13 Years	
JCA/5063	Lt	B A	HUNTER-KNAUFF	8 Aug 14	Over 7 Years	
JCA/1573	Lt	J	SIMPSON	14 Jan 16	Over 9 years	
JCA/5067	Lt(jg)	S	MOORE	13 Jun 15	Over 9 Years	
JCA/1586	Lt	N	NEIL	15 Nov 12	Over 4 Years	
JDF/20740	WO1	E	McKENZIE	15 Jul 16	Over 41 Years	
JDF/22481	WO1	V	COLEY,	26 Jul 15	Over 34 Years	
JDF/23787	WO1	G	BELL	10 Feb 88	Over 28 years	
JDF/21617	WO1	L	SMITH	3 Apr 15	Over 37 Years	
JDF/22114	WO2		HOWELL,	L	3 Jan 15	Over 35 Years
JDF/24198	WO2		BURRELL,	D	19 Sep 14	Over 25 Years
JDF/22131	WO2		DIXON,	L	21 Aug 14	Over 24 years
JDF/24648	WO2		CLARKE,	H	21 May 15	Over 24 Years
JDF/23545	WO2		WEBB,	S	2 Dec 14	Over 27 Years
JDF/21853	WO2		REDLEY,	W	25 Jun 14	Over 35 Years
JDF/22669	WO2		GREENLAND,	T	30 Nov 14	Over 33 Years
JDF/25122	WO2		ROBINSON,	T	10 Jan 16	Over 22 years
JDF/22888	WO2		SIMPSON,	E	9 Apr 14	Over 31 Years
JDF/22103	WO2		HAY,	E	13 Mar 15	Over 35 Years
JDF/21640	WO2		WICKHAM,	J	16 Dec 14	Over 37 Years
JDF/22146	WO2		MORGAN,	V	3 Mar 16	Over 35 Years
JDF/22952	WO2		DEHANEY,	D	21 Apr 16	Over 32 Years
JDF/24014	WO2		RICHARDS,	D	22 Mar 15	Over 27 Years
JDF/23735	WO2		HENRY,	R	29 Mar 15	Over 27 Years
JDF/21839	WO2		RUSSELL,	E	9 Oct 15	Over 36 Years
JDF/23407	WO2		GORDON,	P	28 Dec 14	Over 28 Years
JDF/23414	MCPO2		BROOKS,	R	3 Jan 16	Over 29 Years
JDF/23153	WO2		JAMES,	H	12 Aug 15	Over 31 Years
JDF/22923	WO2		YOUNG,	G	5 Dec 15	Over 31 Years

JDF/22997	WO2	YATES	A	26 Nov 15	Over 32 Years
JDF/25054	SSgt	PHILLIPS,	R	4 Dec 14	Over 22 Years
JDF/24297	SSgt	McFARLANE,	E	22 Dec 14	Over 21 Years
JDF/22609	SSgt	VASSEL,	A	20 Mar 15	Over 33 Years
JDF/23230	SSgt	KIDD,	M	21 Oct 14	Over 29 Years
JDF/24440	SSgt	BLAKE,	C	6 Sep 15	Over 25 Years
JDF/24152	SSgt	THOMPSON,	O	3 Dec 14	Over 25 Years
JDF/24325	SSgt	GREENFIELD,	I	12 Oct 15	Over 26 Years
JDF/21794	SSgt	HUNTER,	B	16 Jun 15	Over 36 Years
JDF/24969	SSgt	LAMONTH,	M	25 Jun 15	Over 23 Years
JDF/24947	SSgt	SIMPSON,	O	31 Oct 15	Over 23 years
JDF/26438	SSgt	CARRIDICE,	A	27 Jan 16	Over 18 Years
JDF/25036	SSgt	FRANCIS,	A	4 Dec 15	Over 23 Years
JDF/23907	SSgt	JACKSON,	D	28 Jan 16	Over 27 years
JDF/24598	Sgt	GIVANS,	A	28 Nov 14	Over 24 Years
JDF/50191	Sgt	SMITH,	C	20 Sep 14	Over 24 Years
JDF/50164	Sgt	FRANCIS-SHIRLEY,	J	18 Jun 14	Over 24 Years
JDF/22434	Sgt	SIMPSON,	A	17 Oct 14	Over 33 Years
JDF/24486	Sgt	ELLIOTT,	D	17 Jan 15	Over 24 Years
JDF/22223	Sgt	BAILEY,	C	18 Jun 15	Over 34 Years
JDF/22101	Sgt	SALMON,	E	23 Apr 15	Over 34 Years
JDF/24546	Sgt	BROWN,	D	20 Sep 15	Over 25 years
JDF/23072	Sgt	PHILLIPS,	M	19 Nov 15	Over 31 Years
JDF/25714	Sgt	ANDERSON,	D	15 Jan 15	Over 19 Years
JDF/26013	Sgt	NEWLAND,	D	26 Jan 15	18 Years
JDF/26106	Sgt	COOKHORNE,	K	31 Jul 15	Over 18 Years
JDF/26062	Sgt	ANDERSON,	F	30 Jan 15	Over 18 Years
JDF/24244	Sgt	GOODWIN	E	27 Jan 16	Over 26 Years
JDF/24582	Sgt	ROBINSON,	A	7 Dec 15	Over 26 Years
JDF/25612	Sgt	BENNETT,	R	10 Dec 15	Over 20 Years
JDF/25516	Sgt	BURROWES,	J	13 Nov 15	Over 20 Years
JDF/24252	Sgt	MILLER,	C	28 Apr 15	Over 27 Years
JDF/24522	Sgt	MULLINGS,	O	22 Oct 15	Over 25 Years
JDF/25261	Sgt	McKENZIE	C	24 Jul 15	Over 22 Years
JDF/24919	Sgt	SMITH,	C	27 Sep 15	Over 23 Years
JDF/22559	Sgt	FARQUHARSON	H	7 Dec 15	Over 34 Years
JDF/50312	Sgt	BEDWARD	C	16 Mar 16	Over 18 Years
JDF/23200	Sgt	ROBERTS,	F	23 Aug 15	Over 30 Years
JDF/24858	Sgt	HINES,	R	7 Jan 16	Over 24 Years
JDF/27060	Sgt	SMITH,	C	31 Jan 16	Over 23 Years
JDF/25329	Sgt	SPENCE,	D	24 Jan 16	Over 22 Years
JDF/24061	Sgt	CRUMP	S	28 Feb 16	Over 27 Years
JDF/50300	Sgt	JOHNSON-BROWN,	S	6 Feb 98	Over 18 Years
JDF/24856	Sgt	MOORE,	A	6 Aug 91	Over 24 Years
JDF/24765	Sgt	SMART,	P	15 Jan 16	Over 24 Years
JDF/25204	PO	NEWELL,	E	31 Mar 16	Over 23 Years
JDF/50144	Cpl	PEARSON-MILLER,	L	15 Aug 14	Over 27 Years
JDF/25960	Cpl	RICHARDS,	K	22 Jul 14	28 Years
JDF/25120	Cpl	HENRY,	S	29 Apr 14	Over 21 Years
JDF/24660	Cpl	PRINCE,	W	6 Jun 14	Over 23 Years
JDF/25085	Cpl	BURRELL,	C	23 Jan 15	22 Years
JDF/21998	Cpl	HIBBERT,	V	2 Oct 14	Over 34 Years
JDF/24860	Cpl	BROWN,	J	5 Aug 14	Over 22 years
JDF/24530	Cpl	HEADLEY,	D	5 Jan 15	Over 24 Years
JDF/25079	Cpl	SUTHERLAND,	K	23 Jan 15	Over 21 Years
JDF/25802	Cpl	SPENCE,	R	30 Sep 14	Over 18 Years

RETIREMENTS CONTINUED

JDF/25407	Cpl	LEVERMORE,	C	21 Dec 15	Over 25 Years
JDF/25855	Cpl	BECKFORD,	N	20 Jan 15	Over 18 Years
JDF/23832	Cpl	RAYMOND,	N	16 May 15	Over 26 Years
JDF/24903	Cpl	GIDDEN,	S	23 Sep 15	Over 23 Years
JDF/24396	Cpl	CAMPBELL,	M	19 Mar 15	Over 24 Years
JDF/25063	Cpl	THOMPSON,	R	4 Sep 15	Over 23 Years
JDF/25230	Cpl	GREEN,	M	24 Jul 15	22 Years
JDF/26320	Cpl	SINCLAIR,	O	14 Aug 15	Over 18 Years
JDF/23552	Cpl	PATTEN,	O	10 Dec 14	Over 27 Years
JDF/25921	Cpl	STEPHENSON,	K	20 Dec 16	Over 20 years
JDF/24685	Cpl	GOLDING,	H	2 Mar 15	Over 24 Years
JDF/24392	Cpl	REID,	E	24 Jan 16	Over 26 Years
JDF/24844	Cpl	THOMAS,	M	19 Aug 15	Over 24 Years
JDF/26232	Cpl	McLENNON,	M	17 Jan 16	Over 19 Years
JDF/26319	Cpl	PERRY,	R	16 Jul 15	Over 18 Years
JDF/22046	Cpl	BROWN,	D	6 Jul 15	Over 36 Years
JDF/26028	Cpl	HENRY,	A	26 Jan 16	Over 19 Years
JDF/25159	Cpl	DALLAS,	V	09 Mar 16	Over 23 Years
JDF/24621	Cpl	LINTON,	A	25 Aug 15	Over 24 Years
JDF/24211	Cpl	MCFARQUHAR,	R	1 Oct 15	Over 26 Years
JDF/23753	Cpl	ALLISON,	C	19 Jun 15	Over 27 Years
JDF/24988	Cpl	GIBBS,	C	6 Jul 15	Over 23 Years
JDF/25018	Cpl	ABRAHAMS,	L	5 Dec 92	Over 24 Years
JDF/24626	Cpl	DYER,	C	8 Dec 15	Over 24 Years
JDF/25907	Cpl	RAMSAY,	M	20 Jun 16	Over 20 Years
JDF/24871	Cpl	SMITH,	O	22 Dec 15	Over 24 Years
JDF/24121	Cpl	BERONI,	A	14 Oct 15	Over 26 Years
JDF/25762	Cpl	PINNOCK,	E	26 Sep 15	Over 19 Years
JDF/24266	Cpl	FRANKLYN,	D	15 Dec 15	Over 26 Years
JDF/24572	Cpl	DIXON,	E	6 Sep 16	Over 26 Years
JDF/25956	Cpl	WATSON,	O	11 Apr 16	Over 19 Years
JDF/24529	LCpl	HAMILTON,	C	17 Aug 14	Over 24 Years
JDF/24958	LCpl	GRAY,	E	4 Mar 15	Over 23 Years
JDF/25609	LCpl	MAIS,	C	20 Oct 14	Over 19 Years
JDF/25019	LCpl	BALDIE,	V	4 Dec 14	22 Years
JDF/25873	LCpl	FRANCIS,	G	20 Jan 15	Over 18 Years
JDF/50232	LCpl	GOODEN,	C	24 Jan 15	21 Years
JDF/26205	LCpl	BURRELL,	C	21 Sep 15	Over 18 Years
JDF/25972	LCpl	COLTUS,	E	22 Jan 15	Over 19 Years
JDF/25276	LCpl	PERKINS,	T	30 Nov 15	Over 22 Years
JDF/25690	LCpl	McPHERSON,	N	31 Aug 15	Over 20 years
JDF/26033	LCpl	BRYAN,	T	26 Jan 15	Over 18 Years
JDF/24125	LCpl	FACEY,	A	8 Nov 15	Over 26 Years
JDF/26182	LCpl	TOMLINSON,	O	17 Jul 15	Over 18 Years
JDF/25981	LCpl	THOMAS,	G	22 Jul 16	Over 20 Years
JDF/24983	LCpl	BROWN,	E	26 Oct 15	Over 23 Years
JDF/24520	LCpl	McLEAN,	C	8 Jul 15	Over 25 Years
JDF/26221	LCpl	EWART,	R	15 Jul 16	Over 19 Years
JDF/27118	Pte	GRAHAM,	F	14 Apr 14	22 Years
JDF/25084	Pte	WALKER,	D	23 Jan 15	Over 21 Years
JDF/25207	Pte	HENRY,	H	29 Aug 14	Over 21 Years
JDF/24535	Pte	HENRY,	F	8 Mar 14	Over 23 Years
JDF/25985	Pte	ROPER	R	21 Nov 14	Over 18 years
JDF/25815	Pte	DUNKLEY,	J	20 Jan 15	Over 19 Years
JDF/25247	Pte	RUSSELL,	L	19 Feb 16	Over 22 Years
JDF/24787	Pte	BARNABY,	A	06 Aug 91	Over 25 Years

LAST POST

Persons who died while serving with the Jamaica Defence Force
01 April 2014 – 31 March 2016

MILITARY

JCA/1596	Lt (sg)	G A PEART	
JDF/26149	Cpl	KING,	J
JDF/22051	Sgt	HYMAN,	O
JDF/25052	WO2	PARRIS,	L
JDF/28917	Pte	WHITE,	H
JDF/27113	Cpl	GOLDSON,	B
JDF/29249	Pte	ATKINSON,	D
JDF/19265	Pte	MOORE ,	Z
JDF/28065	AB	DOUGLAS,	D
JDF/27696	LCpl	WALLACE,	J
JDF/28725	Ord	ALLEN,	D
JDF/28653	LCpl	PALMER,	R
JDF25252	Sgt	WILLIAMS,	J

JDF CG	16 Jun 14
Sp and Svcs Bn	04 Jul 14
1 Engr Regt (JDF)	29 Oct 14
HQ JDF Unit	14 Nov 14
2 JR	21 Jan 15
JDF AW	28 Jan 15
Sp and Svcs Bn	14 May 15
3JR (NR)	20 May 15
JDF CG	16 Dec 15
2 JR	23 Jan 16
JDF CG	01 Feb 16
JDF CG	11 Feb 16
Sp and Svcs Bn	31 Mar 16

CIVILIAN

Natasha BENJAMIN	17 Oct 14
Roger HAMILTON	14 Jul 15
Salome DaSILVA	09 Oct 15
Noel THOMPSON	07 Feb 16



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