Class of 65 Newsletter **Bulletin d'Information**—Classe de 65

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Disclaimer: This Newsletter is produced for members of the RMC Class of 1965 and is based primarily on inputs from members of the Class of 65. It is not an official publication of the Royal Military College nor does it purport to represent the views or opinions of all members of the Class. Unfortunately, the Editorial staff lacks the linguistic skills to produce a bilingual version. Items are published in the official language in which they are received.

Editor's Corner/Coin du rédacteur

A very full issue this month including a trip report from **Roger Chiasson**; a justifiably proud input from **Jim Cale**; an update on the Alumni Association response to the Arbour Report; news on the selection of the second Class sponsored Professor in Leadership; a response to **Jack Flanagan's** thoughts on climate change from **Gord Forbes**; and, some thought provoking letters in response to items in the last issue.

Specific to those letters mentioned above are objections to the inclusion of political opinions and non-class related articles in a publication that, in the opinion of the writers, should be restricted to class-related topics. Personally, I agree that politicking should be excluded from future Newsletters and I will strive to make that so. I am less agreeable to the exclusion of discussion on important topics such as climate change, the state of the Canadian Forces, etc. I would be grateful for other thoughts on these two points.

A Cyclist's Dream Trip by 6606 Roger Chiasson

As an enthusiastic cyclist, early in 2022, I began thinking about boating and cycling tours in Europe - in which you cycle during the day and overnight on a canal boat. Back in the late 1980's a Naval colleague had gone on such a tour and raved about it, so I surfed the web to see what was available and landed on www.boatbiketours.com. Over several weeks, I kept "sniffing" at the site, and at some point I was asked if I wanted to subscribe to a six-week "course" whereby I would receive one email a week containing information and answering typical questions that the company anticipated (a form of FAQs). I also filled out a question-naire asking me what type of tour I might be interested in. At the end of the "course", in which I had been exchanging emails with Petra, I sent her what I thought would be my last email, stating that as much as I was tempted, I had decided not to book a boat/bike trip. I explained that the cost was a bit of a stretch, and that in any event I was planning a week-long trip in PEI (the 280km tip-to-tip Confederation Trail), which was close by and scenic.

I completely forgot about the boat/bike tour until a few months later when I received an email from www.boatbiketours.com to tell me I had won a tour of my choice! My reaction was that the message was a phishing expedition, since I did not recall filling out any contest entry. I sent the company an email asking for confirmation that I had won and was told that I really *had* won. Still skeptical, I called the company and who should answer but Petra! Indeed, by filling out the questionnaire I had been selected as the winner! I was



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Dream Trip (Continued)

asked to select a tour from several hundred tours that the company has to offer.

The deal was consummated when Bonnie and I flew to Amsterdam at the end of April for the Netherlands Tulip tour aboard the good ship Fleur. Bonnie is not a cyclist, but she was included in the deal. She thoroughly enjoyed lounging aboard the ship as it wandered through the canals and rivers while we cyclists toured the Dutch countryside under the guidance of two professional guides.

Full disclosure: I rented an e-bike. As I approach my 80th birthday, I think I deserve some degree of privilege. I have my own e-bike at home, which has made it possible to rack up 3000 kms in the last two years.

There are not enough superlatives to describe this amazing opportunity! The Dutch cycling infrastructure is truly unique. Holland is a country built for cyclists! One would think that urban areas are challenging and dangerous, but there are dedicated bike paths everywhere. Most roads are avoided by underpasses. At major intersections there are traffic lights for vehicles, pedestrians, *and* cyclists. We saw countless mothers and dads cycling with as many as four kids in a wheelbarrow-type arrangement built in between the frame and the front wheel of their bikes. The Dutch countryside is picturesque, with windmills, canals, old forests, sand dunes, quaint towns *and tulip farms!* The amazing guides kept us safe and made sure we made frequent stops – some serendipitous and some pre-planned. An example of the former was a stop near a stork nest atop a tall pole, with the parents busy collecting material nearby to build their nest. The latter included a stop at a Gouda cheese factory run by a couple on a 300-yr old farm, and two major flower attractions: the Keukenhof garden (https://keukenhof.nl/en) near Lisse and the Royal Flora Flower Auction (www.royalfloraholland.com) in Aalsmeer.

The SS Fleur is a comfortable and happy mobile floating hotel. The daily routine started with an ample breakfast at 0800, after which cyclists packed their own lunch before setting off at 0900. Lunch happened wherever and whenever the right venue presented itself, such as a charming town, a windmill, or on the beach at Egmond, among the sand dunes on the North Sea Coast. Cycling usually ended late afternoon, occasionally preceded by a call at a nearby watering hole or café (with famous Dutch apple pie). At 1800 everyone sat down for a fabulous dinner prepared by chef Timo. After a brief on the next day's program, our guides took us ashore on a tour of the local town. Lights out was usually before 2200 – to rest up for the next day.

The ship's crew was extremely professional and very accommodating. Martin, the deck hand treated Bonnie to trips to the bridge and to her selection of music on the ship's Spotify channel. The ship was captained by a husband and wife team, who spelled each other off depending on the day. Their delightful 13-year old daughter, Ayria, was a welcome addition – a fledgling teenager, but still "just a kid". We were particularly impressed with how the entire crew, from the Captain(s) to the deck hand, went to "all hands on deck" when coming alongside and loading and off-loading our bikes.

An added plus was that all the (20) passengers were extremely compatible – and diverse: 4 from Canada, 4 from Denmark, 4 from Michigan and 8 from California (whose political leanings were - let's just say: "reasonable"). I was by far the eldest of the pack. The next oldest was a 73-yr old Californian (an avid cyclist



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Dream Trip (Concluded)

(an avid cyclist who wants to explore the trails in the Atlantic provinces) and the next oldest was a very fit 65 -yr old Californian grandmother.

In case you're thinking that I wouldn't dare trash a company that had given me a free trip, these comments would still apply if I had not won the contest. If I had not won the trip I would have made the wrong decision. This was the trip of a lifetime! If you like to cycle and plan to be on the right side of the sod for a few more years, this trip is *highly* recommended.

Post Script

Following the boat/bike tour we took the train to Brussels to visit George (GAS) Brown and his wife Bea. They were extremely generous and took us on a 3-day excursion to Ghent, Bruges and Flanders Fields. In the margins George and I relived many memories from our cadet days — which have not faded but might have been embellished! And there might have been beer involved!

Before our return home we spent a few days with a nephew and his wife, who are stationed in Geilenkirchen Germany in an admin unit supporting all Canadian military personnel serving in Europe. They were equally generous and took us on a cruise on the Rhine River (past the Lorelei), the quaint town on Monschau, and Aachen (the day after Volodymyr Zelensky was there to accept the Charlemagne Prize). We watched his plane land and take off from the NATO AWACS airbase near Geilenkirchen, from where he traveled to Aachen by motorcade.

RMC Graduation 2023 by 6602 Jim Cale



Hello Classmates

I had the great pleasure of attending the graduation and commissioning of my grandson 29274 O Cdt Zachary Cale, now 2^{nd} Lt. Cale, RCA at RMC on May 18 and 19 respectively.

Pill boxes are still worn but even my grandson couldn't fully explain when and by whom, or more likely, I just couldn't hoist it in. I did see more of them being worn properly than in previous visits. Also notable this time was the various hair do's – quite different than even a couple of years ago – anything goes on that front! At the Commissioning Parade, the graduating class wore pith helmets and carried swords while the others on parade wore pill boxes and carried rifles. At the end of the parade just before the March to the Arch it was announced that one of their classmates who had tragically died was voted an honourary graduating member of the class by her classmates and her mother was invited to carry her pith helmet and take her daughter's place in



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Graduation 2023 (Concluded)

the final march off – quite touching I thought.

I also attended the sunset ceremony on Thursday evening which was quite enjoyable. Just prior to the start of the ceremony, the Sky Hawks entertained us with their parachute demonstration which was an excellent show. The next morning I saw an article that a Kingston resident on observing the low flying plane and seeing the smoke from the parachutists reported a downed aircraft which set off a search by all of the agencies involved – WHOOPS!

I just want to add a few words on the challenges faced by the class of 2023, the most significant being COVID. The pandemic hit during their first year and all cadets were sent home at Easter to complete their studies remotely, and most did not return to campus until well into second year. This had a tremendous impact on their academic studies as remote learning is far different from being in class. In addition they missed a summer of training and will be playing catch up for some time. Indeed Zach departed for Gagetown the morning after the Grad Ball and began Artillery training on Tuesday the 23rd. Zach, unlike me, is quite athletic so during COVID missed a lot of the sports oriented and other activities normally available to interested cadets. The class also missed the social and bonding aspects of RMC life for most of 2 years. Through it all they persevered and graduated having completed all four pillars. In the end he made many close friends and I get the impression that the class as a whole has formed the bond that will see them through in future. It was a well executed two days of ceremonies and for me a very proud occasion. After attending these ceremonies I look forward even more to our next reunion.

TDV

Jim Cale

4th Update to the Alumni Association Activities In Response to the Arbour Report

Since our last update in February (https://www.rmcalumni.ca/en/third-update-on-royal-military-colleges-of-canada-alumni-association-activities-in-response-to-the-arbour-report/), the Association has been taking steps to prepare to make a professional and credible submission to the Canadian Military Colleges Review Board.

We are pleased to note that the CMC Review Board's reporting relationship, terms of reference and competency profiles have now been made public and that the selection process for the external members is underway with a publicly posted job opportunity which can be found here (https://www.linkedin.com/jobs/view/canadian-military-colleges-review-board-at-department-of-national-defence-3586570077/?originalSubdomain=ca) . We see this selection process as a critical step in this in preparing for the review.



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Response to Arbour Report (Continued)

As an organization committed to the advancement of the Canadian Military Colleges, the RMC Alumni Association recognizes that systemic and cultural factors have contributed to the problems described in the Arbour Report and in earlier reports. We see the CMC Review as a crucial opportunity to make the Colleges safer and more effective in their vocation of producing future leaders for the Canadian Armed Forces and for Canada.

Key points to note from the poster include:

- The Canadian Military Colleges Review Board will focus on the quality of education, socialization, and military training at military colleges. The CMCs Review Board will report to the Deputy Minister and the Chief of the Defence Staff and will consist of five members hired from outside National Defence and the Public Service, and two members from the Defence Team. These roles are compensated, full-time and 12 months in duration.
- The 5 external appointments will focus primarily on seasoned executives with a depth of governance experience and a specific area of expertise:
- o **Chairperson** (bilingual), Masters (ideally PhD) degree in a field related to education, Recognized expert in adult education, minimum five years' experience within the past 10 years in leading teams at the institutional level
- o **External academic** (bilingual), Masters (ideally PhD) degree in a field related to education, Five years' experience within the past ten years as a practitioner in the field of adult education
- o **External executive** (unilingual), Executive level position in another sector (private, public, not-for-profit, or foreign military), Five years' experience within the past 10 years as an executive in their field of expertise
- o **External Cultural Evolution and Organizational Change** (unilingual), Bachelor's degree (ideally Masters) in related field, five years' experience within the last ten years as a practitioner or educator in the field of Cultural Evolution
- External expert in young adult development and socialization (unilingual), Bachelor's degree (ideally Masters) in a related field, Five years' experience as a practitioner or educator in the field of young adult socialization

We must also highlight that:

- The perceived and real impartiality of the Board is of central importance in order to ensure the credibility of its report and, in turn, the cultural evolution and the future of the CMCs within, the Canadian Armed Forces (CAF). Any individual in a position of conflict of interest (including current/former CMC students), such as having expressed a strong public opinion regarding the future of CMCs, cannot be a candidate for the CMC Review Board.
- Board representation will take into consideration gender, first official language, and, ideally, at least one representative who has familiarity with the Ontario and Quebec post-secondary education systems.

We continue to welcome your feedback and your perspectives. You can reach our Arbour response team at: rmcaa.aacmr.iecr.response@gmail.com

J Scott Stevenson, 16598 Chair – Advocacy & Promotion Committee Lead – RMCAA Response to Arbour Report Royal Military Colleges of Canada Alumni Association



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Arbour Report Response (Continued)

Quatrième compte rendu sur les activités de l'Association des ancien(ne)s des CMR du Canada en réponse au rapport Arbour

Depuis notre dernier compte rendu (https://www.rmcalumni.ca/fr/third-update-on-royal-military-colleges-of-canada-alumni-association-activities-in-response-to-the-arbour-report/) publié en février, l'Association a pris des mesures afin de préparer une soumission professionnelle et crédible pour le comité d'examen des Collèges militaires du Canada (CMC).

Nous sommes heureux de constater que la relation hiérarchique, le mandat et les profils de compétences du comité d'examen des CMC sont maintenant publics et que la sélection pour les membres externes est en cours. Une offre d'emploi a d'ailleurs été publiée (Le comité d'examen des CMC | Department of National Defence | LinkedIn). Nous voyons ce processus de sélection comme une étape essentielle à la préparation de cet examen.

En tant qu'organisation déterminée à favoriser l'avancement des CMC, l'Association des ancien(ne)s des CMR reconnaît que des facteurs systémiques et culturels ont contribué aux problèmes décrits dans le rapport Arbour et les rapports antérieurs. Nous considérons l'examen des CMC comme l'occasion idéale de rendre les collèges plus sécuritaires et plus efficaces dans leur vocation de former les futurs dirigeants des Forces armées canadiennes et du Canada.

Principaux points à retenir de l'affiche :

- Le comité d'examen des CMC misera sur la qualité de l'éducation, la socialisation et la formation militaire dans les collèges militaires. Relevant du sous-ministre et du chef d'état-major de la défense, il sera composé de cinq personnes embauchées en dehors de la Défense nationale et de la fonction publique, et de deux membres de l'équipe de défense. Ce mandat de 12 mois à temps plein est rémunéré.
- Pour les cinq nominations externes, nous mettrons principalement l'accent sur des cadres chevronnés ayant une grande expérience de la gouvernance et un domaine d'expertise précis :
- Président (bilingue): Maîtrise (idéalement un doctorat) dans un domaine lié à l'éducation, expertise reconnue dans l'éducation aux adultes, au moins cinq ans d'expérience au cours des dix dernières années à diriger des équipes dans un établissement d'enseignement
- o **Théoricien externe** (bilingue) : Maîtrise (idéalement un doctorat) dans un domaine lié à l'éducation, cinq ans d'expérience au cours des dix dernières années en tant que professionnel dans le domaine de l'éducation des adultes
- o **Cadre externe** (unilingue) : Poste de cadre dans un autre secteur (privé, public, sans but lucratif ou militaire étranger), cinq ans d'expérience au cours des dix dernières années en tant que cadre dans son domaine d'expertise
- o Responsable externe de l'évolution culturelle et des changements organisationnels (unilingue) : Baccalauréat (idéalement une maîtrise) dans un domaine connexe, cinq ans d'expérience au cours des dix dernières années en tant que professionnel ou éducateur dans le domaine de l'évolution culturelle
- o **Expert externe dans le développement et la socialisation des jeunes adultes** (unilingue) : Baccalauréat (idéalement une maîtrise) dans un domaine connexe, cinq ans d'expérience en tant que professionnel ou éducateur dans le domaine de la socialisation des jeunes adultes

Autres points importants:

L'impartialité perçue et réelle du comité est d'une importance capitale pour garantir la crédibilité de son



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Arbour Report Response (Concluded)

rapport et, par conséquent, l'évolution culturelle et l'avenir des CMC au sein des Forces armées canadiennes. Toute personne en situation de conflit d'intérêts (y compris les étudiants actuels ou anciens des CMC), ayant par exemple exprimé publiquement une forte opinion sur l'avenir des CMC, ne peut pas être candidate au comité d'examen des CMC.

La représentation du comité tiendra compte du genre, de la première langue officielle et, idéalement, de la connaissance des systèmes d'enseignement postsecondaires de l'Ontario et du Québec.

Vos commentaires et votre avis sont toujours les bienvenus. Vous pouvez les envoyer à l'équipe de réponse au rapport Arbour à rmcaa.aacmr.iecr.response@gmail.com

J. Scott Stevenson, 16598
Président, comité de défense des intérêts et de promotion
Responsable, réponse de l'Association des ancien(ne)s des CMR au rapport Arbour
Association des ancien(ne)s des Collèges militaires royaux du Canada

Selection of New Class of 65

Professor in Leadership

At the RMC Spring Convocation on May 18it was announced that Dr. Holly Ann Garnett is the next recipient of the *Class of 1965 professorship in Leadership Award*. She will succeed Dr. Christian Leuprecht. The following is an extract from Dr Garnett's Nomination Letter:

"I am writing to nominate myself for the Class of 1965 Professorship in Leadership. I joined the faculty at RMC as Assistant Professor of Political Science in January 2018, and was promoted to Associate Professor in July, 2021.

My research focuses on empowering current and future civic leaders to build better democratic processes and to encourage citizens to fully participate in public life. I use empirical methods to evaluate concrete interventions to improve the quality Canadian democracy. This has included research on inclusive voting and registration procedures, election technology and cyber-security, civic literacy, and campaign finance regulations.

I have an outstanding publishing record, with three edited volumes (including the recent volume *Cyber-Threats to Canadian Democracy* published by McGill-Queen's University Press (Garnett & Pal, 2022)) which was listed in *The Hill Times'* top 100 books of 2022), five special issues of international peer-reviewed journals, and 25 solo or co-authored articles in peer-reviewed journals.

My work as co-director of the Electoral Integrity Project, which has an office at RMC, empowers



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New Class of 65 Professor in Leadership (Concluded)

scholars and practitioners around the world working on issues relating to election quality and citizen participation. This work includes publicly accessible datasets on elections (available on Harvard Dataverse, which have received over 3000 downloads), an internationally recognised fellowship programme to support emerging scholars, and an annual conference that attracts about 500 academic and practitioner delegates each year. I receive no course-release for this work, and its entire budget is funded by research grants which I have been awarded as Principal Investigator.

Project Proposal: Building Civic Literacy

As Class of 1965 Professor of Leadership, my project will study the role of citizen leaders in building resilient democratic societies. My international work on electoral integrity has underscored for me the role that civic literacy, commonly defined as "having the knowledge and skills you need to participate in making change in your community" (ABC Life Literacy Canada), plays in the development of democratic leaders, in both the formal institutions of government and the military, as well as grassroots organizations and community networks.

Current challenges in this field include the threats of dis- and misinformation, foreign influence and manipulation, growing apathy and dis-interest in politics, and the continuing participation divide (Litchfield, Shukla & Greenfield, 2021). These issues present crucial challenges to democratic life in Canada, notably contributing to the widespread decline in public confidence in traditional media, government agencies, and political leaders. For example, disinformation about the integrity of the electoral process can lead voters to opt out of the system or resort to non-democratic means to make their voices heard (Cheeseman & Klaas, 2018; Bennet & Livingston, 2018). Additionally, civic information viewed through hyper-personalized social media feeds has been demonstrated to polarize citizens (Guess et al., 2019; McKay & Tenove, 2020; Neylan, 2021). The lack of participation among equity- seeking groups also threatens the democratic ideals of equality of voice and opportunity in the political process (James & Garnett, 2020). Altogether, this hollowing of civic literacy in Canada makes our communities susceptible to national security threats, as information manipulation and subsequent democratic disenchantment is used to secure foreign political goals and erode our democracy (Levin, 2020; Schia and Gjesvik, 2020).



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Letters

From 6533 Gord Forbes: "Jack (Flanagan), it is good to hear from you, and to read your comments on my blog. Thanks for taking the time to write them.

I guess the difference in our opinions is how we read and interpret the science of climate change. It is true that temperatures have risen (and fallen) in the long history of the earth. But climate changes in the past have taken hundreds (for minor fluctuations) or thousands of years. The statement that the world has been warming for a long time with the melting of the ice packs ignores the fact that the world had significantly cooled and allowed the ice pack to form in the first place. But again, these happened over thousands of years each. But we are now seeing noticeable climate change within the span of a lifetime. Climate models have been found wrong, but only in a matter of degree, but not the overall trend upward. That is why I believe in the current climate change reality, and why I am concerned by it. I'm trying to do my bit in the challenge by investing in a new heat pump and hybrid car.

My use of the analogies of Hamilton and Pittsburgh were not meant to refer to climate change, but only to illustrate where challenges in the past could be used as examples of what could be achieved if enough effort were put forth to accomplish them.

From 6580 Roger Wright: We've seen two positions on "climate change" in the last newsletters, representing widely differing perspectives. Personally, I find a little reading outside the mainstream leaves me in a more balanced position. Has the weather changed recently? - seems like it, but weather has changed in the past for no apparent reason. Whole civilizations have collapsed as a result – and no fossil fuel burning was available to blame in those times. Is our burning of hydrocarbons contributing? - probably, but there are other factors such as orbital anomalies, volcanism, sun cycles, and likely "unknown unknowns". Does reducing hydrocarbon consumption make sense? - Yes, in a managed way, for a multitude of reasons, not all climate related. BUT a total short term cut off as promoted by extremists is unworkable – unless of course you are willing to accept a dramatic collapse in your standard of living overnight. I could go on, but you get the drift – climate change and fossil fuel burning may be, even probably are linked, but don't bet the ranch on cutting off hydrocarbons overnight because your assumptions might just be off.

To me the real issue is how much and how quickly each of us is willing to reduce our energy consumption to meet a "climate change" agenda, some of which appears driven by special interests. Hydrocarbons are easy to use densely packaged energy. There are no equivalent competitors. Sure, nuclear, solar, wind, hydro, even tides, all produce energy, but not in a convenient, dense, transportable, on demand form in the quantities currently required to support the current worldwide standard of living. I'd like to see burning of hydrocarbons for energy reduced, as hydrocarbons have long term uses which cannot be easily substituted - think pharmaceuticals, plastics, and specialty chemicals.

Unfortunately substitution is a massive undertaking. Progress requires rational thought, a plan, lots of capi-



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Letters (Continued)

Unfortunately substitution is a massive undertaking. Progress requires rational thought, a plan, lots of capital, and TIME, rather than knee jerk political grandstanding such as a "sort of rebatable" carbon tax. Any immediate meaningful reduction in hydrocarbon consumption at this time would require measurable and unpopular sacrifice in the general population – increased costs, less travel, smaller houses, fewer clothes, etc, etc. These are all political hot buttons. I don't see it being discussed, see little happening other than a tax grab, and suspect it will never happen 'till hydrocarbons become rare enough that a change in living standards is forced on us.

Until the shortages manifest themselves, ask yourself how deeply you personally believe "climate change" is solely a fossil fuel burning problem, and what you are willing to do about it? Give up the annual Florida vacation? Stop using plane travel? Get rid of your personal vehicle? Scrap the boat and the ATV? Turn the thermostat down another 5 degrees? Sell the house and move into shared accommodation?

I thought so – but until I see these sort of actions, you'll not be making an impact. Alternately, a wayward asteroid may solve all our problems overnight.

Turning to a philosophical issue which may be – or not - easier to deal with. I and Jane enjoy and appreciate your ongoing efforts to keep a diverse band of ex-cadets up to date on class activities, people, military issues of interest, and regrettably more frequent losses. Though the current topic drove me to actually write something, given the current wave of "woke" intolerance and "cancellation" of people with differing points of view, I have to ask if non-class issues such as climate change and similar polarizing issues belong in the newsletter? I can advise that my wife already disagrees with me, so feel free to chime in.

6632 Don Hansen: I fully endorse Jack Flanagan's letter. As a farm boy my thought is more frost-free days! The reason is that truth itself has always lacked respect in public discourse. Those of us that find climate change alarmists idiotic are speaking a language of reality. The climate change alarmists are pushing agendas! They are not even interested in the reality.

I share Gord Forbes's wish for more traditional times when political leaders were seen to be under an honour system and at minimum would wish to appear to respect the rules and traditions.

When the parties in power by their actions and statements appear uninterested in even the appearance of probity what is the opposition to do?

Could it be that we have added from our population and our new population numbers without transmitting our traditions and culture so that the public is no longer as interested in even seeming to be honest and respectful as would be desirable?

It seems to me that the profession of arms is a very important part of a nation with its values of respect, leadership by example and attention to reality. I just got my new Support Our Troops license plates for both my vehicles.



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Closing Notes

Lots of tidbits to chew on this month that I hope might stimulate some discussion. I would like to hear if you wish the Newsletter to be restricted purely to Class matters or to let it wander a bit. That said, I will try to refrain from any future reference to partisan politics.

I am sure you will all join me in wishing Professor Garnett welcome to her new position as our Professor in Leadership and in thanking Christian Luprecht for his outstanding representation as the initial holder of this prestigious professorship.

Thank you for the letters. I try to print them all regardless of my own personal opinions on some of the topics and hope that they might stir up additional commentary.

Special thanks to **Jim Cale** for sharing his special day. He must be a very proud grandfather. The first of my three grandchildren is off to university in September—not RMC, but nonetheless, a source of great pride and satisfaction.



1961 Air Force Summer Training