

PROUD

To Be

The official publication of the Way-Ahead Process

Volume 10, Fall 2000

CADETS

**RCMP members as
cadet instructor
cadre officers**

**Cadets' music skills
become life skills**

**Administration tiger
team talks tough**

Cadets across Canada

**'Bar coding' cadets
A best practice**



National
Défense

Défense
nationale

Canada



Cap-Chat adventure! Cadet Valerie Barbeau, 2972 Royal Canadian Army Cadet Corps in Mercier, QC, navigates the Cascapedia River in a canoe. She was a staff cadet on the adventure training instructor course at the army cadet summer training centre in Cap-Chat, QC, during the summer. The training centre is committed to charting new courses to promote adventure in the army cadet training program. (Photo by Francis Bourque, a civilian instructor at the training centre)

ON THE COVER:

Tall Ships 2000. Cadet Joseph Ducey, 269 Royal Canadian Sea Cadet Corps in St. Lawrence, NF, aboard the Russian tall ship Kruzenshtern. The cadet was one of 36 sea cadets from across Canada who sailed the Amsterdam to Holland leg of the commemorative transatlantic race to celebrate the millennium. About 100 to 120 Tall Ships took part in the race. The cadets sailed under the Youth Initiatives Program's 'international exchange' for sea cadets in 2000. Four escort officers accompanied them. The cadets and escorts were fully integrated as crew in four of the largest Tall Ships — Mir, Kruzenshtern, Dar Młodzieży and Pogoria. According to Tall Ships 2000 co-ordinator, LCdr Rick Powell, the race reflected an ethos of teamwork, spiritual endeavour and friendly competition for the cadets together at sea under sail and provided an unforgettable experience. The Tall Ships departed from Halifax July 24 and arrived in Amsterdam a month later. The cadets returned to Canada by commercial air.

(Photo by Capt Hope Carr, public affairs officer, Atlantic Region)

Copy

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If you intend to submit articles or photographs, please advise the editor well in advance of these deadlines.



Proud To Be
The official publication
of the Way-Ahead Process

Volume 10 Fall 2000

This publication is produced on behalf of the Canadian Cadet Movement including Cadets, Cadet Instructor Cadre, League members, civilian instructors, parents, sponsors, Regular Force and Reservists, and other interested parties. It is published by the Way-Ahead co-ordination cell under the authority of the strategic team. *Proud To Be* serves all individuals interested in change and renewal in relation to the Canadian Cadet Movement and the Canadian Forces. Views expressed herein do not necessarily reflect official opinion or policy.

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From the Editor

No matter how far ahead planning starts, a publication never turns out quite as expected. Long before an issue is published, stories are planned and worked on. From time to time, promised articles don't arrive. Panic strikes at the possibility that an issue's pages won't be filled. Then unexpected articles arrive.

My greatest pleasure with each *Proud to Be* is seeing each issue come together. It's always a surprise to me when there are too many articles for a 32-page issue. This issue is no exception. No matter how hard I try to live up to my nickname — machete Marsha — I have too much. I edit ruthlessly and cut stories to a fraction of their original size. But, with the exception of my first issue a year and a half ago, each issue

bursts at the seams. There's just so much going on in the cadet movement.

Since our summer issue, I have received stories and photographs from across the country — not just on change and renewal, but on everything cadets are doing. Oh sure, sometimes I have to badger people for articles. But on the whole, articles flow in.

This issue, I've had more submissions from public affairs officers — a result of the excellent work done by the directorate of cadets communication cell in co-operation with the Way-Ahead communication action team. I also received many photos.

We still have a lot of change and renewal news for *Proud to Be*. And the fall and winter promise to bring much more. But recognizing that there is no other national publication for Cadets news, I've included a **Cadets across Canada** section in this issue. It's a tiny snapshot of cadet activities from coast to coast over the past few months. Whether this section continues in each issue depends on your response. Just remember, keep the stories short. And keep those photos coming.

You seem determined to let Canada's best kept secret out of the bag. ❖

Marsha Scott

In this issue...

Feature

RCMP as CIC. RCMP member Terry Kopan becomes a catalyst for change in the cadet movement. 4

Change and renewal news

From the strategic change manager: Way-Ahead stalled? Not! 8
 Music skills become life skills for cadets 10
 Administration tiger team talks tough 14
 From the director: What is GPOC? 18
 Cadet instructor cadre important to future of Canadian military. 26
 Spinning a web — together 32
 Improving army cadet summer training 34
 Need advice? Call 'grandfather' (Prairie Region's provincial cadet advisor) 38
 To be or not to be (ethical)? There shouldn't be any question 39
 Agents of change. 41

Best practices

'Growing' a cadet corps or squadron 28
 Bar coding cadets. 29
 Go big or go home 36
 Creative marketing lets cat out of the bag 37

Cadet stuff

Cadets across Canada. 20
 Sceptical cadets influence change 31
 Cadets Canada...how to build a better kid. 43

League news

From air cadet to league president. 9
 Interactive training for sea cadets. 19

Regular features

Cadet Corner: Cadet sets sights on Olympics. 12
 Letters to the editor. 43

RCMP

A catalyst for change

In an interview with Proud to Be last year, Vice-Chief of the Defence Staff VAdm Gary Garnett spoke of one of the largest challenges facing Cadets Canada — recruiting enough cadet instructor cadre (CIC) officers to support the cadet movement.

A change that has helped the movement face that challenge is the agreement in the fall of 1998 by the Minister of National Defence, the Canadian Forces' Chief of the Defence Staff and the Commissioner of the Royal Canadian Mounted Police to allow RCMP members to serve concurrently as CIC officers. VAdm Garnett said the change would be "especially good in small communities and rural areas in the western provinces."

Today, 36 RCMP members serve in the cadet instructor cadre across Canada — many in areas where CIC officers are most difficult to recruit.

*RCMP member Maj Terry Kopan was the first RCMP officer to be enrolled as a CIC officer in Canada. Actually, he was a CIC officer **before** he joined the RCMP and **before** regulations changed. But Maj Kopan was so committed to the cadet movement that he became a driving force in changing the regulations so that he, and RCMP members like him, could serve as CIC officers.*

The road to change was rocky. But Maj Kopan considers his five-year journey as a catalyst for change as one of his most important accomplishments. It restored his faith that changes can be made from the grassroots level.

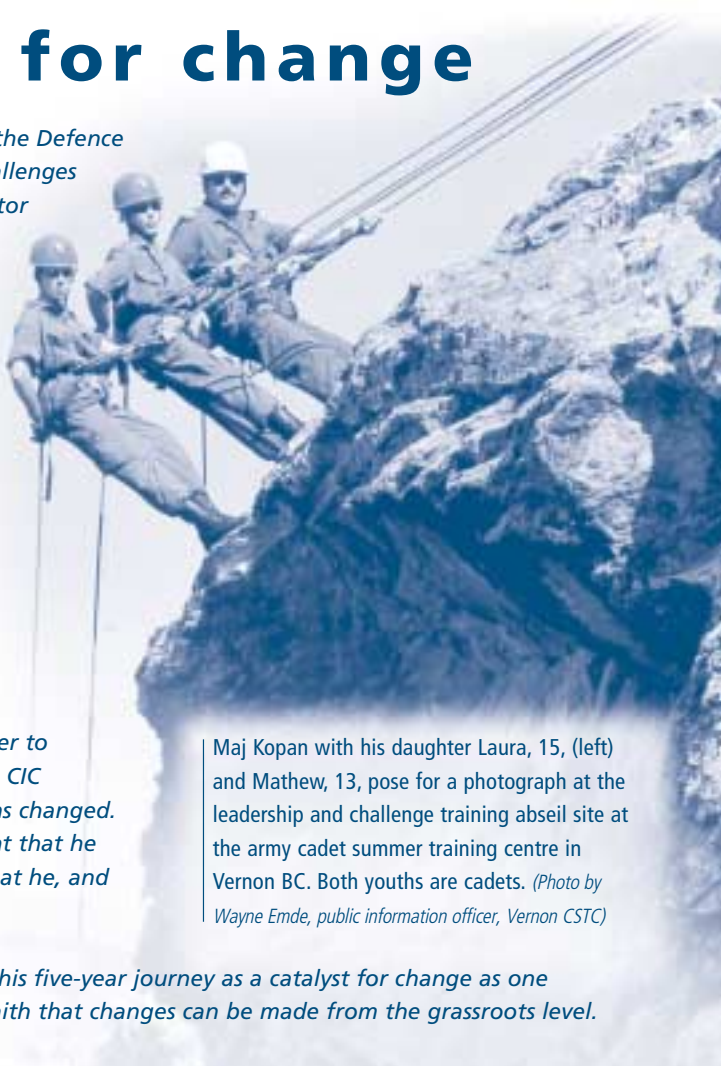
Terry Kopan and friend Allan Dengis laugh at it now, but things weren't so funny in 1993 when the pair were suspended from the cadet instructor cadre because they were RCMP members.

They refer affectionately to the period of "excused drill or training" as their time in the "penalty box".

They were suspended because they were serving concurrently in the RCMP and CIC. Essentially, they were ignoring regulations to do something that was important to them and until 1993, their service was quietly tolerated.

Until then, Terry had worked as a CIC officer in several communities. He first

became an officer in his former sea cadet corps in Yorkton, SK. At the time he was a fire fighter in the community. But in 1981, he joined the RCMP. At first he transferred from the cadet instructor list to the supplementary reserve list, but in 1986, he became active in the cadre again. By 1993, he had been commanding officer of a cadet unit in Fort St. John, BC,



Maj Kopan with his daughter Laura, 15, (left) and Mathew, 13, pose for a photograph at the leadership and challenge training abseil site at the army cadet summer training centre in Vernon BC. Both youths are cadets. (Photo by Wayne Emde, public information officer, Vernon CSTC)

as CIC

and was commanding officer of a unit in Chilliwack, BC.

Terry was devastated. “I was angry that something so important to me was being taken away by what I viewed as an outdated and ridiculous regulation,” he says.

A friend advised him to write a service paper on the problem.

Taking action

Terry and his best friend James Gludo — a fellow officer who started with the CIC in Fort St. John and is now a Canadian Forces lieutenant colonel and commanding officer of 14 Service Battalion in Calgary, AB —

worked together, along with Al Dengis, on the paper. It was published under then Capt Gludo’s name, for obvious reasons. Others supported him in reviewing the paper and giving him political support, including highly placed Air Cadet League of Canada representatives and senior regular force officers.

The service paper argued that RCMP members are encouraged by RCMP management and policy to become involved in community-related activities, especially youth organizations. It said CIC are placed in a position of trust to work with the youth of the community and are seen as role models by cadets and parents. With the shortage of CIC officers, RCMP members — already in positions of public trust — would be highly suitable candidates for the cadre.

The paper pointed out that in small communities especially, the cadet program is one of the few youth organizations available. RCMP are frequently located in these small communities and could provide a valuable resource to assist in the continuing operation of cadet corps. RCMP members are transferred between communities and this has the hidden benefit of rotating experience to cadet units. The paper also argued that having RCMP members work as an integral part of the cadet organization would allow positive contacts between youth and police. It underscored the fact that CIC officers must be able to provide leadership through the use of fair treatment, effective and interesting training and supervision and that RCMP members could gain valuable experience in these areas.

Queen’s Regulations and Orders prohibited RCMP members from serving as CIC officers. The draft replacement for a former RCMP regulation restricted RCMP members from enrolling in the Canadian Forces.

Both the Canadian Forces and the RCMP were most concerned about what would happen in a national emergency. In that event, who would the individual be responsible to — the military, or the RCMP? But the paper rationalized that if the CF could ensure that CIC officers would never be placed on active service, then there would be no conflict.



Maj Kopan, this summer’s deputy commanding officer of the Vernon army cadet summer training centre, observes a rope-bridging exercise near Dee Lake training area. Accompanying him are MWO Brian Anderson, left, and Cadet CWO Madeleine St-Aubin. Rope bridging is an activity on the cadet leader course’s four-day field exercise. (Photo by Wayne Emde, Vernon’s public information officer)

Continued on page 6

The paper went up the league and military chains simultaneously. Directorate of cadets officer LCol Dan McLean obtained written agreement from the RCMP, as well as approval from the chief of the defence staff to amend the Canadian Forces regulation. Both Maj Kopan and Allan Dengis were reinstated as CIC officers by late 1994.

"We were glad to be out of the penalty box," says Maj Kopan.

But the fight was not over.

The CDS directive sat in limbo for two years, awaiting legal action; meanwhile, multiple staff changes took place. By this time, six RCMP were serving as CIC in British Columbia. Then, based on a legal opinion, it looked as though all was lost. "I was told the military was going to release us," says Maj Kopan. "But I was simply not prepared to accept 'no' for an answer."

Based on advice from a senior RCMP officer and with the help of another RCMP colleague, Maj Kopan wrote

a letter of concern to his member of parliament, who delivered it by hand to the Minister of National Defence. "Sometimes, you simply have to risk it all," says Maj Kopan.

Once again, strong league support and influence from a Regular Force officer, were critical. The result? Another legal opinion came back that the Canadian Forces could work things out. And in 1998, the regulations were changed officially to permit RCMP members to serve in the CIC branch of the Canadian Forces.

Looking back, Maj Kopan looks at what happened as positive. It caused him to pursue the issue, develop partnerships and make a change of national benefit to the cadet instructor cadre. "Not many people are fortunate enough to get that opportunity," he says.

Maj Kopan is currently the area CIC officer (Land) for Vancouver south. As of this writing, he was deputy commanding officer of the army cadet summer training centre in Vernon, BC.

In the RCMP, Cpl Kopan is the non-commissioned officer in charge of community policing support in the force's largest detachment, Surrey, BC. His supportive boss, Inspector Bob Jane, authorized extended leave so he could serve in Vernon. A "great partner", Constable Shirley Steele, took over his policing responsibilities in his absence. The officer in charge of Surrey detachment, Chief Superintendent Terry Smith, is highly supportive of RCMP members working in the cadet program. He feels RCMP members bring back to the RCMP a great deal of knowledge, skills and abilities from their work as CIC officers.

Maj Kopan has recruited numerous RCMP members into the CIC.

"Working as a CIC officer is my calling," says Maj Kopan. "I'm proud to be a member of the RCMP, but I was a CIC officer first and I remember how proud I was to be enrolled. I am equally proud today." ❖

RCMP qualities and skills a bonus to Cadets Canada

There must be something in the air in Yorkton, SK.

Not only was it the home of Maj Terry Kopan, but it was also the home for three years of OCdt Don Burt, the first RCMP member enrolled as a CIC officer in Saskatchewan.

With a population of about 17,000, it is difficult to recruit enough officers

for the army, sea and air cadet units in the prairie community. Although there are many smaller towns, particularly in the North, it's the kind of small community that especially benefits from RCMP members serving as CIC.

OCdt Burt volunteered with Yorkton's 2834 Royal Canadian Army Cadet Corps when his 14-year-old son, Evan, joined the corps. There was a real need for

adult volunteers, as well as a shortage of cadet instructor cadre officers. OCdt Burt became a civilian instructor and two months later, policy changed to allow him to become an officer. Believing strongly in the aims of the cadet program and the opportunities it affords young people to become leaders and productive citizens, he didn't think twice about applying. As a former cadet in Stephenville, NF, he appreciated the



RCMP Sgt Don Burt with his son, Evan. Sgt Burt volunteered as a CIC officer when his son joined 2834 RCACC in Yorkton, SK. The pair have since moved to Newfoundland.

discipline and qualities he'd learned through the cadet program. He knew they had helped him succeed as an adult, as well as in his RCMP career.

At the Yorkton corps, OCdt Burt's main job was assistant training officer.

At Yorkton's RCMP detachment, Sgt Burt worked in the forensic identification section. His job was to document crime scenes through videotape and photography and then examine the scene for any physical evidence, such as fingerprints, tire tracks and so on. He reconstructed "what happened" and presented evidence in court.

The real crime is that Yorkton's army cadet corps has lost OCdt Burt as an officer. However, Yorkton's loss is the gain of an army cadet corps in Grand Falls/Windsor, NF. At the time of writing, OCdt Burt relocated with the RCMP to the East — where one more

small community will benefit from his CIC and 16 years of RCMP experience.

"I think it is great that RCMP members can become CIC officers," says OCdt Burt. "The RCMP's community-based policing philosophy expects members to become involved in their communities. Becoming a CIC officer certainly meets this mandate as it gives members a chance to work directly with young people and have a positive influence on their lives."

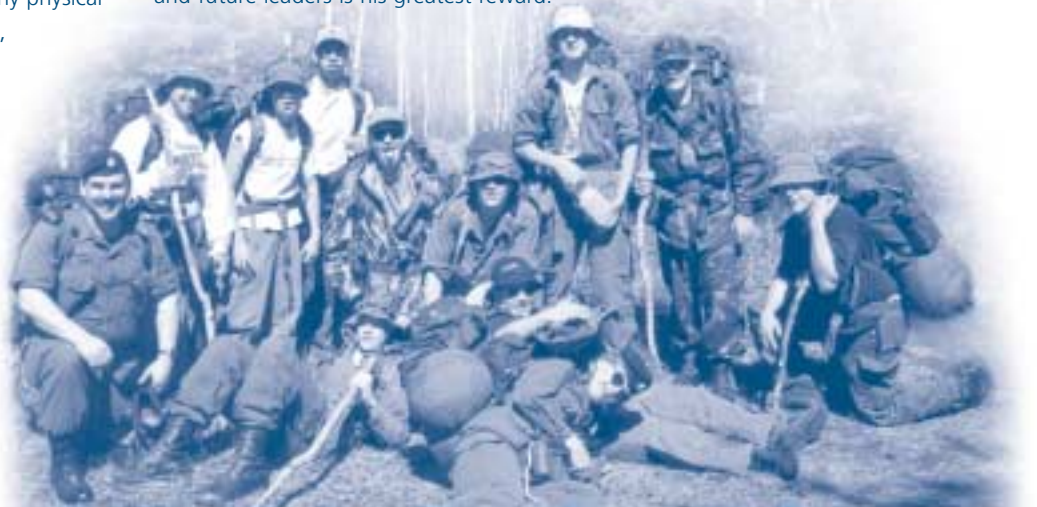
Another benefit is that young people who see him in his CIC uniform develop a different perception and respect for him. "They see me as someone who is willing to help them. They realize that I am just a regular person with a family and interests (outside my job) in contributing to the community as a whole."

In his job in the RCMP, Sgt Burt often deals with "bad apples". "It is easy to become cynical about youth," he says. "But cadets restore my faith in society. They make me realize that, in general, our youth are awesome with lots to contribute, and our future is bright." The opportunity to see young people develop into responsible young adults and future leaders is his greatest reward.

In return for this 'gift' he shares his skills — many of them learned during basic RCMP training as well as ongoing training in his job — with the cadet movement. "That training and the experiences I have had in dealing with all types of people in all types of situations has definitely helped me as a CIC officer," he says. "Many RCMP members have special qualities and skills they have attained through their careers, which they can use as cadet instructors to advance the cadet movement."

Maj Kopan agrees. "RCMP members, in general, possess the required character qualities required of a CIC officer," he says. "We are a resource base of nearly 20,000 members — three-quarters of us posted in western provinces — from which the cadet movement can now recruit CIC officers."

OCdt Burt encourages other RCMP members to become CIC officers. He wants to see the cadet movement thrive because "it offers young people — no matter what their race, gender or status in a community — a chance to travel, meet other young people and develop into the best people they can be." ❖



OCdt Burt, left, on exercise with cadets in Hudson Bay, SK.



From the strategic change manager

Way-Ahead stalled? **Not!**

So what have you changed for me lately? This is something that I am often teased about in my new position. I try to answer, in vain, that change is a process that is not easily measured.

A new study — produced, in part, by the momentum created by the Way-Ahead process — is influencing the direction of the cadet program. It is called the modern management comptrollership review (MMCR) that was completed under the direction of the vice-chief of the defence staff. (For more on this, see page 18.) This document is good news and demonstrates that the Way-Ahead is influencing and forcing the system to examine itself and change.

Sometimes it seems as though the process has stalled. Indeed, it doesn't move as fast as we would like sometimes. However, as the strategic change manager, I am trying to craft a more streamlined process that directly addresses key activities. To this end, we are partnering with full-time staff in the cadet movement and are making progress. In fact, due in large part to work that was done previously in the Way-Ahead and the impetus it created, several major initiatives are underway which address some of the key activities as well as specific MMCR recommendations. For example:

- The administration tiger team, led by Cdr Murray Wylie, regional cadet officer (Atlantic), has been formed. This team is made up of administrative representatives from the regions, representatives from the directorate of cadets, and representatives of the

Way-Ahead administration action team. The team realized how enormous its task is at its first meeting in June. And the process is complicated. How do we take such a large system with literally hundreds of forms and many varied and overlapping requirements and simplify it? The fall meeting will likely last up to one week and be the forum where the real work begins.

How is the Way-Ahead involved?

An administration action team member is also a member of the tiger team. He will attend meetings and then solicit feedback from action team members on the minutes from each meeting.

- The clothing and equipment working group, led by Capt Chris DeMerchant, the directorate of cadets logistics officer, also met in June. (See story on page 31). This group is meeting again this fall to hammer out a model of the cadet movement's supply process and of how the supply system will interact with the directorate of cadets program developers who drive clothing and equipment requirements. Again, this is a large task.

How is the Way-Ahead involved?

Similar to the administration tiger team, full-time staff officers will supply the horsepower to get the job done. But input from the field is crucial. We need to know the difficulties front-end users of the system face so improvements can

be made. So, resources action team representatives will become working group members.

Why is the Way-Ahead involved in these teams and groups?

What I hear some action team leaders saying is, "It is extremely difficult for action teams to tackle many of the key Way-Ahead issues without full-time resources to help." This is precisely why, for example, the administration tiger team was formed — to provide horsepower and subject matter experts.

At the same time, nothing can be resolved without representation of the 'client' or end-user. This is where the action teams come in. Action teams are responsible for getting grassroots input — giving people at every level of the organization an opportunity to influence decision-making. As Director of Cadets Col Rick Hardy continues to say: the Way-Ahead is all about "having a say".

Essentially, the administration tiger team is a model of the new Way-Ahead process. Directorate of cadets and regions are providing and co-ordinating the resources, while soliciting grassroots input through the action teams.

So, has the Way-Ahead process stalled? Not at all. And it won't as long as action teams continue to act as the voice of those who are determined to have a say in the future of the cadet movement. ❖

From air cadet to league president

When Ron Ilko was a teenager in Montreal in 1967, he lived across the street from aircraft manufacturer *Canadair*.

One day he wandered across the street to see what was happening at a hangar, and came upon an air cadet meeting. He liked what he saw so much that 33 years later, he's more involved than ever.

Mr. Ilko, now an Edmonton accountant, has been elected national president of the Air Cadet League of Canada. He was named to the post at the league's annual meeting in June in Saskatoon, SK.

"I've seen so many good things come from air cadets that I wanted to give something back," says Mr. Ilko, who takes over as president as the league celebrates its 60th anniversary.

Getting involved in air cadets proved to be a life-altering decision for Mr. Ilko.

"It has meant everything to me," he says. "It made me who I am and built me as a person. It has given me the confidence and ability to talk to people."



Ron Ilko, new president of the Air Cadet League of Canada

He has made good use of the scholarship opportunities offered to air cadet members, obtaining his private pilot license when he was just 17 through an air cadet flying scholarship.

Nationally, there are 28,000 air cadets in 447 communities.

A very disciplined system is a key element of air cadets, and one of its major selling points.

"A lot of kids, believe it or not, come in for the discipline," says Mr. Ilko.

"We work with them in developing confidence, showing them how to follow and how to lead. What comes out is a confident, mature young person who can take on life challenges quite capably."

Volunteers contribute more than a million hours of time each year to air cadet squadrons. But like any organization, finding volunteers is a continuing challenge. One of Mr. Ilko's priorities for the term is to make sure the volunteer screening process is in place, and that all squadrons are staffed with officers and volunteers.

– Article courtesy of Maurice Tougas, Edmonton Examiner. The article has been edited for the cadet movement audience.

Editors note: Mr. Ilko was a cadet from 1967 to 1972, is a former cadet instructor cadre officer with 588 *Canadair* Royal Canadian Air Cadet Squadron in Montreal, and was commanding officer of 504 Royal Canadian Air Cadet Squadron in Edmonton. He has been a member of the air cadet league since 1984. ❖

The results are!

The Way-Ahead structure action team has finally tabulated the results of a survey soliciting cadet instructor cadre feedback on directorate of cadets, regional headquarters and detachment structures, as well as on the branch advisory council. Of the 1,200 questionnaires distributed, 508 were completed — an excellent response by survey standards. But you'll have to wait until our winter issue to get the low-down on those results and follow-up recommendations for making the cadet movement a better place to live and work in.

Music skills become life skills for cadets

If every cadet musician in the cadet movement played together it would give new meaning to the expression 'big band sound'. Close to 7,000 youths from across Canada take part in the movement's music program as members of service/military bands or pipe and drum bands. That's the big music picture in Cadets Canada.

And it's this national perspective that's being considered as the cadet movement's music program evolves.

With the reorganization of the directorate of cadets, the decision was made to move the National Cadet Pipe and

Drum Co-ordination Centre in London, ON, to Ottawa. The centre has been responsible for national pipe and drum training courses, developing course training plans, and co-ordinating international pipe exchanges for nearly 20 years. Like all new transitions, there has been some natural minor resistance. But the new music program development officer in directorate of cadets, Capt Joe McEachren, assures that the pipe and drum program will not take a back seat because of the move.

"Overall, separate training programs for pipe and drum and service/military bands are no longer needed, except for the specialized discipline and ensemble training," he says.

"Cadet musicians are cadet musicians. The only difference is the discipline they choose, whether it is a flute or pipes.

"I believe a sense of 'superiority' has existed in the past between each of the two ensembles," he continues. "We hope this 'barrier' will be erased and that our goals and objectives foster an environment where the cadets can train, have fun and become musically enriched."

Capt McEachren has considerable experience in this area. His educational background is extensive, including both a music and music education degree. He has been a cadet instructor cadre officer for 12 years and has taught music, among other things. Last year, as officer commanding the music company at Argonaut army cadet summer training centre in Gagetown, NB, he and his staff trained cadet musicians together by platoon rather than by band. No matter what musical instrument they played, the cadets completed all other aspects of their courses as one solid unit. The result? There was some resistance in the beginning, but at the end of six weeks, Capt McEachren had one solid cohesive group that worked and played together.

Until this spring, music coordination was a secondary duty within directorate of cadets. However, when the directorate was re-organized, the full-time position of music program development officer was created with the aim of giving "really good support" to regional cadet music advisors. The goal is to enhance and build upon the movement's existing music program.

"Having someone full-time is great," says Prairie Region cadet music advisor Maj Howard Marr. "In the 20 years I've been involved, many people have worked part-time and done a good job. But there's a lot of staff work, and we really need someone in Ottawa to represent cadet music interests. I expect this position to fill the paper pushing and cheer-leading needs of our music program."



Cadet Sgt Tyler Shaw plays his bagpipes at sunset at air cadet summer training centre in Penhold, AB.

According to Maj Vincent Lima, staff officer (2) music for Eastern Region — equivalent to regional cadet music advisor — the creation of the full-time position can only be a good thing. “Capt McEachren will have more time to give to the program,” he says. “Before, changes to the program and to the cadet administrative training order (CATO) for music were very slow. It could take as long as two years by the time the translation was done. People were just too busy.”

Maj Lima doesn't think the pipe and drum program will suffer from the national pipe and drum co-ordination centre move, even though he worked closely with the centre's former head, Maj John Cairns, to produce Eastern Region's first pipe and drum clinic last February. “Maj Cairns gave me incredible support, but I expect I'll get the support we need from Ottawa when we have the clinic again next year,” he says.

“The real strength of the pipe and drum program is unit and camp commanding officers anyway,” adds Maj Marr. “They recruit the cadets to play music. If they didn't, we wouldn't have anyone to train.”

Over the summer, cadet summer training centres implemented a new training standard for pipes and drums.

The CATO that applies to the music program (14-21 and 14-22) has also been revised. It now includes pipe and drum requirements for the various music levels — not included in the past. The revised CATO also fosters maintaining — at the local headquarters level — the level of musicianship acquired in summer training, as well as advancing that level of musicianship outside summer training for



Cadet WO2 Genvieve Swanson, 170 Royal Canadian Air Cadet Squadron in Winnipeg and Sgt Tyler Shaw, 186 Royal Canadian Air Cadet Squadron in Lloydminster, SK, practise at the air cadet summer training centre in Penhold, AB. WO2 Swanson was a staff cadet in the music training wing and Sgt Shaw was a course cadet.

cadets who wish to do so. The move to combining common material where possible is good, according to Maj Lima and is also reflected in music training manuals. Some of the manuals' chapters are common to both pipe and drum and military bands, while others are specific.

“Everything could never be the same because of the differences in the instruments,” says Maj Lima. “In fact, a pipe and drum band can't even play some music because the instruments don't have all the tones. *Oh Canada* is an example.”

Requirements to pass to different levels can also be different. For instance, a pipe and drum band member may be tested on six musical pieces to reach a certain level, whereas a military band member may be tested on only two musical pieces to reach the same level.

However, the military band member would also have to play scales and rudiments not required of the pipe and drum band member. Once again, it's the difference in the instruments, says Maj Lima.

Looking at the big picture, Capt McEachren's vision for cadet musicians is likely similar to that shared by cadet music instructors across the country. “Like other skills cadets acquire in the movement, musician skills are life skills,” he says. “It is my hope that these young people will go on to foster the arts in their communities.” Capt McEachren hopes that as adults, cadet musicians will bring primary music groups to communities where none exist and help create a sense of cohesiveness in the communities in which they live. ❖

Cadet sets sights on Olympics

Able Cadet Jennie Hevenor of Sweaburg, ON, has set her sights on the 2004 Olympic Games.

She's only 14 years old, but the sea cadet with 153 Royal Canadian Sea Cadet Corps in Woodstock, ON, has been asked to try out for the Ontario junior rifle team next March. And if she makes it... well, who knows.

According to her rifle instructor at the Oxford Fish and Game Club, Brad Gable, Jennie is an "exceptional marksman". "She's got drive. She isn't happy unless she's shooting her absolute best. That's probably going to be her biggest asset — or downfall. Hopefully, she'll stay interested in it. If she keeps at it, we'll be seeing her at the small-bore match rifle event at the 2004 Olympics."

The incredible thing about Jennie is she hasn't had much experience with a rifle — only one year to be exact. But the interest in marksmanship runs in her



Able Cadet Jennie Hevenor

family. Last summer, she started practising with an air rifle at home with her dad. Paul Hevenor is a civilian instructor and coach of the sea cadet corps' air rifle team. Jennie decided to join the corps just last September and sure enough, she was good enough to join the corps' air rifle team. Brother Nathan is also a member of the team. And her oldest brother, Josh, is a former member of the team, having won sea cadet 'best shot' in provincial cadet competition two years ago.

According to her dad, who admits to some bias, Jennie has more natural ability than any young person he's taught in his four or five years of coaching. He admits though that marksmanship is about 30 per cent talent and the rest is mental attitude. But Jennie has a good attitude, says her dad, and doesn't get flustered easily. "She doesn't let one bad shot throw her off."

Jennie competed with her corps' air rifle team in April at the provincial competition in Trenton, ON. Her



AC Hevenor with Cadet Josh Vendemeer and Cadet Laura Gyimesi, fellow members of the Woodstock cadet rifle team.



team placed second overall and Jennie missed first place by one point. She wasn't ruffled though.

She's determined to improve her marksmanship. Every Monday night she practises with her sporting rifle at the Oxford Fish and Game Club. The sights for the air rifle and the sporting rifle are basically the same, but the sporting rifle is a lot heavier, the distance is longer (50 yards as opposed to 10 metres) and shooting is done outside, which is a lot more difficult. But Jennie is perfecting her levels as she goes. She just started in February, but according to Mr. Gable, she can shoot bulls-eyes all day from a prone position. Over the summer she worked on her kneeling and standing positions. She takes part in all sorts of competitions through the club.

Does she feel Cadets can help her attain her goal? She sure does. "I've learned a lot about respect in Cadets,"

she says. "If you don't respect yourself, your property, other people, you pretty much don't go anywhere in life. And Jennie is going somewhere, whether it's the Olympics or not.

"Marksmanship is fun and new," she says. "I'm a gymnast and there are 40 million other gymnasts. But there aren't that many female marksmen. I like the idea of opening up new kinds of 'entertainment' for women. If I make it to the Olympics, that's wonderful. But if I don't, that's okay too."

In fact, Jennie is pretty blasé about all the attention. As she headed off to sea cadet summer training centre HMCS Ontario in Kingston, ON, she seemed more concerned about the fact that her brother is a senior cadet and a leader in her cadet corps next year. "He'll make me clean toilets if I'm bad," she quips. ❖

Another Olympic hopeful?

Cadet Sgt Jarin Lundin, on staff at the air cadet summer training centre in Albert Head, BC, competed in the British Columbia summer games and won gold medals in the Anschutz .22 (three-position) and air rifle (standing) competitions. Sgt Lundin learned marksmanship as an air cadet and is a member of 746 Royal Canadian Air Cadet Squadron in Cloverdale, BC.

– submitted by Lt(N) Julie Hillsden,
public affairs officer, Albert Head
air cadet summer training centre. ❖



Cadet Sgt Jarin Lundin

A grrrrrrreat combination

As *Tony the Tiger* might say, the administration tiger team and the administration action team working together is grrrrrrreat!

With more than 10,000 pages of orders and procedures affecting officers and cadets and 40 per cent of an average officer's time being spent on administrative duties, the administration problem is huge. And it's going to take a huge effort to fix it.

The effort requires input from the grassroots level of the cadet movement (action team), and the horsepower to make things happen (tiger team).

"We are not replacing the Way-Ahead action team; we are implementing the team's recommendations," says tiger team leader Cdr Murray Wylie, region cadet officer, Atlantic Region. "In fact, we can't be successful if we don't continue to engage the Way-Ahead team." Capt Sandy MacDougall, commanding officer of an air cadet squadron in Bedford, NS,

represented the administration action team at the first tiger team meeting.

According to Cdr Wylie, the Way-Ahead team has a sense of the collective issues at the coal-face. "The team has looked at the problems and we're not going to set that aside. It's an important adjunct to what the tiger team is doing."

In addition to identifying problems and making recommendations, the action team will act as a "sounding board" for the tiger team's proposed solutions to the problems.

Cdr Wylie is determined to find solutions. "Every bite-sized piece and small baby step will count," he says. ❖



Cdr Murray Wylie, leader of the administration tiger team

Administration tiger team talks tough!

"The cry is loud and clear — there's far too much administration at the local level. We have to find out what is the absolute minimum for us to supervise and train cadets. If we lose sight of that, then we've lost sight of what we're here for."

With these remarks, Cdr Murray Wylie, the leader of the new administration tiger team, opened the team's first meeting in Ottawa in June. Joining him around the table were administrative experts from every region, as well as representatives of the Way-Ahead administration action team and directorate of cadets.

"If something needs doing and we get the necessary input and feedback, we have the expertise right here to implement things ourselves," he said. "We are not going to produce more studies, we're going to produce results."

In fact, what the tiger team will do is being driven by the administrative issues identified in the modern management comptrollership review (completed last March under the sponsorship of the vice-chief of the defence staff) and the previous work of the Way-Ahead administration action team.

Although the intention of the first meeting was to scope the complicated work that faces the team, the meeting ended with a list of action items. (See page 16.) Most are **recommendations only**, until feedback from all stakeholders is received. Team members are to provide feedback for their next meeting in late September. The fall date gives those responsible for action a reasonable amount of time to prepare for the meeting which is expected to last from four to five days.

Strategic change manager Maj Kevin Cowieson facilitated the team by reviewing the context the team will operate in. He emphasized the cadet movement's objectives of citizenship, leadership, physical fitness and promoting an interest in the Canadian Forces. Everything that is done should reflect those objectives and drive the organization's main function — training cadets. Administration, supply and finance simply support training.

"It is within this framework that the administrative system must be scrutinized," he said. "If the administrative process and forms do not support training at the local headquarters level, then they shouldn't exist." This is key to the tiger team's work.

As well, people must understand why a form or process is being removed. Otherwise, it creates more confusion, said team member CWO Chuck Hannem, Prairie Region's administration officer. Cdr Wylie agreed. As region cadet officer in Atlantic Region, he got rid of routine orders. "Information was dated and of little or no value to local headquarters," he said.

"Two lines of a 17-page document might have been of interest at the local level. But I didn't tell people what I was doing. That was a mistake. We need to keep people informed. And if people are uncomfortable with a change, perhaps we need to look at it again."

Cdr Wylie also got rid of regional orders in Atlantic Region. "If it's important, it should be in cadet administration and training orders," he said. On the other hand, some regions may still see a requirement for regional orders if something is unique to that region."

The tiger team was also concerned about the perception that technology is going to solve all the cadet movement's administration problems. "Technology is just a tool," said Capt Bob Glover, Central Region's information systems officer. "It's not the be-all and the end-all. We have to identify our requirements for a cadet unit information system and we don't want information technology to drive that requirement. We have to figure out what we want it to produce and record."

"If we're just automating our paper process, then we haven't achieved anything," agreed Cdr Wylie. "It's fine to take a function out of a local headquarters and do it at the regional or national level, but at the end of the day, we have to ask if we need to do it at all."

To help the team better understand the impact of technology on administration within the cadet movement, the team listened to a series of briefings.

Continued on page 16



"(The administration) I do as commanding officer of an air cadet squadron in Bedford, NS, should be about the same as what a commanding officer of a sea cadet corps does in Comox, BC,"

– Capt Sandy MacDougall



Administration tiger team... continued from page 15

They included an overview by Capt Anne Leveille, the directorate of cadets (DCdts) administration officer, on ANSTATS — the movement's data base of annual statistics; a briefing by Maj Guy Peterson, DCdts staff officer — information management, on CadetNet — a virtual private network that acts as the cadet movement's intranet and will eventually become the administrative network for CadetsCanada; a presentation by Capt Chris DeMerchant, DCdts logistics officer responsible for clothing and equipping cadets, on how technology is improving the cadet movement's supply process; and a briefing by Capt Glover on Central Region's unit administration project. The unit administration project uses browser-based technology to capture core information on every cadet in Central Region, which can be shared with anyone who needs it. Plans are to extend it across the country.

Some tiger team members expressed concern that all units don't have a computer where they parade. "When we make changes, we need to be sensitive

"Technology is just a tool"

— Capt Bob Glover

to the fact that some people are still keeping CATOs in the trunk of their car or kitchen cabinet," said Lt(N) Colin Grant, Atlantic Region's staff officer cadets.

"There are five per cent we may have to treat differently because of different circumstances," agreed Cdr Wylie. "The 80 per cent solution is what we're looking for," added Maj Cowieson.

The bottom line is that local headquarters administration should be as simple and common as possible. "What I do as commanding officer of an air cadet squadron in Bedford, NS, should be about the same as what a commanding officer of a sea cadet corps does in Comox, BC," said Capt Sandy MacDougall, representing the Way-Ahead administration action team.

"This is just the starting point," Cdr Wylie said as the first tiger team meeting concluded. "Go back and talk to commanding officers and as many others as you can talk to. Get input and feedback. We all want to see results." ❖

Tiger team in action

At the end of its first meeting in June, the administration tiger team identified the following items for action.

- The cadet annual efficiency report (CF 790) is one of the movement's most complicated and cumbersome forms. Feedback from all levels of the organization is needed to make a decision on simplifying it.
- The application for membership in the Canadian Cadet Movement (CF 1158) and the application and approval form — cadet activities (CF 51) need revision in the short term. In the long term, all CF 1158 information will be entered into the cadet unit administration system. A CF 51 with all tombstone data could then be printed off for course selection and signature. Various suggestions were made for deletions and additions. Regional feedback is needed to determine exact requirements.
- An inventory of all forms from regional/national/detachment headquarters to the local headquarters needs to be made to establish best practices.
- Focus groups at local headquarters need to be conducted in the fall to determine local

headquarters requirements and solicit suggestions. This will be done in conjunction with the administration action team.

- Local headquarters units require immediate access to Internet.
- Updated cadet administration and training orders (CATOs) must be placed on-line.
- An updated CATO amendment list must be placed on-line.
- It needs to be determined if there is a requirement for regional orders, or can some CATOs simply be amended?
- Feedback is required on the cadet service information process. A cadet's file should be passed to a cadet when he or she leaves. The record should be copied and passed to the region.
- Certain forms should be eliminated, including the mail log; next of kin/personal emergency notification for cadets (CF 742); Royal Canadian Sea, Army and Air Cadets nominal roll (CF 723); and routine orders.
- Protected A information should be placed on-line.
- Training requests should be rationalized by region. The exercise request and scheduling process needs to be examined.
- Feedback is required to find out why attendance checks in training (such as in the air cadet program) are there.
- Analysis needs to be done on the minimum forms required for local headquarters operations.
- Cadet harassment and abuse prevention training and ethics training should be added to the cadet training information sheet.
- The tiger team will follow the progress of the clothing and equipment working group in creating a national supply booklet.
- The information management committee needs to be provided with the administrative requirements for the development of the cadet unit administration system program.
- Differences between the regions regarding the pay process need to be investigated. ❖

We goofed!

On the front cover of our spring issue, we wrongly identified the skier in the photograph's foreground as Cadet Becky Barton. The skier in the foreground is actually Cadet WO Ashley Justus. And the previously 'unidentified' cadet is Cadet WO Barton. The two belong to 2137 Calgary Highlanders Royal Canadian Army Cadet Corps.





From the director

What is GPOC anyway?

GPOC stands for Group Principal Oversight Committee, but before you can understand what GPOC means, you need to know the meaning of MMCR.

MMCR stands for 'modern management comptroller-ship review'. Late last year, Canadian Forces subject matter experts — from finance and materiel to human resource management — conducted a review to investigate what was perceived (and subsequently verified!) as an excessive administrative burden at local cadet corps and squadrons. They also wanted to ensure that the cadet program was being administered in a modern business-like manner.

The spring 2000 issue of *Proud to Be* talked a bit about the review results. The full report is carried under 'resources' on the Cadet Instructor Cadre web site at www.vcds.dnd.ca/cic. Please look at this report. Once you've reviewed the 41 recommendations that address virtually every challenge the cadet program is facing, the rest of this article will make much more sense to you.

Of primary interest to officers in the field is that we finally have a clear picture of the 'admin' burden and are proactively lightening that burden.

An administrative "tiger team", headed by Cdr Murray Wylie, region cadet officer Atlantic, has been formed and is made up of representatives from every region. It met at the end of June (pages 14 to 17) and is aiming for some quick action. Rest assured that there is much more to come on this subject.

But for me, the review's most important outcome is the fact that the responsibility for implementing many of the review's recommendations rests **outside** the directorate of cadets. In fact, nine recommendations are the responsibilities of the human resources,

materiel or financial organizations of the Department of National Defence (DND). For example, DND's materiel organization will be responsible for carrying out the recommendation that a cadet logistics system be developed and a materiel support committee be formed.

Why is this important? Because, until now, an officer within directorate of cadets would have been given this task, without the proper resources or support mechanisms that belong to the group principal 'experts'. Even better, this means the responsibility and accountability for a successful cadet program is now going to be shared by the Canadian Forces as a whole. This is very good news. It means buy-in from the department's top-level people. And it's not lip service — it's 'walking the talk'. As I've written before and truly believe, the cadet program and the cadet instructor cadre officers who lead it are getting greater visibility and support daily.

Finally, walking the talk is what the Group Principal Oversight Committee is all about. Beginning this fall, the committee — made up of senior officers at the director (colonel) level and representing DND's assistant deputy ministers — will meet regularly to review the status of the MMCR recommendations for which they are responsible.

And best yet? The new director general reserves and cadets, BGen Paul Hussey, is chairman of the committee. He will ensure that the review will not be put on the shelf to gather dust. In fact, he will report on its status and the activity of the GPOC to Armed Forces Council.

If you haven't read the review yet, read it now. It's **not** just another report. It and the GPOC will ensure long-term health and support to Cadets Canada.

What does GPOC stand for? **Great news!** ❖

Interactive training for sea cadets

By Larry Richardson

The Navy League of Canada has taken the initiative in developing, in consultation with the directorate of cadets, a highly interactive and informative set of optional training modules for the Royal Canadian Sea Cadets. Keeping in tune with our partnership with the department of national defence for the cadet program, we are essentially updating our optional training packages for the benefit of corps training officers.

The emphasis is on making this material, first of all, readily available to sea cadet instructors so that they can literally take the entire lesson out of a box, including workbooks, overheads and videos. Secondly, instructors will be able to conduct a lesson that is not only interesting, but also valuable in terms of the knowledge contained.

Workbooks and lessons will have a variety of learning aids including video files, sound, crosswords, word search exercises, word games of various kinds, flash cards, and so on.

A major precept of the material, which consists of 40 30-minute training periods, is that of the Canadian Navy in its newly emerging role as 'custodian of the sea'. Our Navy faces constantly changing duties in the global village of the 2000s. These responsibilities include conservation and marine ecology as well as our more traditional roles in safety and security. Other trends emerging today are those concerning immigration, smuggling and piracy.

All of the above areas are being developed in an informative and exciting way. In fact, the recent

development of the marine coastal defence vessel is the subject of one full lesson and is tied closely to other lessons on Canada's oceans, lakes and rivers, ecology and conservation. Canada has the longest coastline in the world (273,000 kilometres) to patrol.

To round out the learning goals for sea cadets, there are also lessons in naval history, both global and Canadian, the development of naval aviation, sections on customs and traditions (such as the mess dinner), and another on arcane/unusual interesting naval terms.

All in all, your Navy League is committed to offering today's sea cadets an exciting, up-to-date addition to the learning agenda.

Stay tuned!

– *Larry Richardson is a navy league officer and recently retired from teaching in London, ON. He is currently on contract with the national office to develop the maritime affairs training module.* ❖



The Canadian Navy's marine coastal defence vessel is the subject of one training module being developed by the navy league.

Cadets attend RCMP youth academy

Five of 50 cadets selected for the fifth annual Lower Mainland Royal Canadian Mounted Police Youth Academy are cadets with



The cadets join RCMP Cpl Terry Kopan, a member of the 2000 RCMP academy staff, following their graduation in April. They are, from left, Sgt Christine Tebbutt, 2472 RCACC in Vancouver; WO2 Joel McLaughlin, 746 RCACS in Cloverdale, BC; F/Sgt Scott Ross, 746 RCACS Cloverdale; and Sgt Shawna Hanover, 767 RCACS in Whalley, BC. Missing is Sgt Nick Heiler, 746 RCACS Cloverdale.

Cadets Canada. The academy, held in April in Chilliwack, BC, is run by the Burnaby, Surrey, Richmond, North Vancouver and Langley RCMP detachments, in partnership with their respective school districts. Candidates must be interested in a policing career, apply through their schools, be selected by their school district, pass a physical test and finally, be selected following an interview with police officers. The aim of the academy is to expose candidates to police training and police work within a controlled environment. The

goal is to help them make a decision regarding whether or not they wish to pursue a policing career. The intense program includes classroom instruction, practical demonstrations and sessions in which the candidates attend staged police calls with police officers as the actors. Many of the youth are enthusiastic about obtaining the pre-requisites and pursue the RCMP as a career. Others say, "Thanks, but no thanks. Staying up all night and then giving court evidence with little sleep is not for me." Either way, it's a win/win situation for both the RCMP and the youth. Police careers aside, the program sends out 50 tremendous ambassadors for policing annually.

– by Maj Terry Kopan, area cadet instructor cadre officer (Land) for Vancouver South and a member of the RCMP detachment in Surrey, BC. ❖

Cap-Chat — charting new courses in adventure

The Cap-Chat army cadet summer training centre, located in the Gaspé region of Québec, welcomed 430 cadets over the summer. In the heart of the Chic-Chocs mountain range, the centre provides an outdoor environment ideally suited for adventure training. One of the camp's main goals is to vigorously challenge cadets according to their individual ability. The level of difficulty and challenge varies from one cadet to another. Cadets on the basic-training and drill-and-ceremonial instructor courses, for example, climb Mount Logan. Several routes are selected for the ascent to take into account differences in physical fitness, and to allow every cadet a chance to enjoy the success of surpassing his or her usual personal performance limits. Cadets on the adventure-training instructor course navigate the Cascapédia River by



(Photo by civilian instructor Francis Bourque)

canoe, and then scale the cliffs along the St. Lawrence River near the village of Grosses-Roches, located not far upriver from Cap-Chat. The training program for the band-instructor course includes an ascent of Mount Albert as well as instruction on how to use a map and compass. Every effort is made to promote the quality of instruction the cadets receive. Instructors enjoy access to detailed course training plans which not only serve as teaching guides, but also ensure that the course material is relevant

and taught to uniform standards. The training plans are constantly updated by the centre's standards team. Cap-Chat staff is well attuned to the forces of change at play within the army cadet movement and is energetically committed to charting new courses to promote adventure in the cadet movement. Reaching this summit is in itself a challenge!

– by Lt Martine Couillard, public affairs officer,
CSTC Cap-Chat. ❖

Cadets join 84th Nijmegen march

For the first time ever Canadian cadets took part in the Nijmegen March in Holland. Fifty cadets and 13 staff from across Canada attended the four-day international march from July 18 to 21. Cadet teams were selected based on applications and dedication to training. It was the 84th time since 1909 that the march was held in and around the city of Nijmegen. This year's march also marked the 55th anniversary of the liberation of Holland. A 10-person team was selected to represent The Lorne Scots (Peel, Dufferin and Halton Regiment) Royal Canadian Army Cadet Corps in the march. Capt Phil Seaborne-Davis, commanding officer of 2990 Royal Canadian Army Cadet Corps in Milton, ON, led the team. Cadet MWO Kraig Anderssen and myself, representing 676 Royal Canadian Army Cadet Corps in Georgetown, ON, were team members. Before leaving for Holland, our team joined the rest of Central Region's cadet contingent to parade at the National War Museum to commemorate the 55th anniversary of the liberation of Holland. When we arrived in Holland, we discovered how physically demanding the Nijmegen march is. The schedule was to march 40 kilometres a day for four days, followed by a five-kilometre 'victory march' through the centre of Nijmegen. Cadet teams marched under the leadership of cadet instructor cadre officers. British and Canadian Forces supported our teams with medical and administrative staff. The hospitality of the Dutch people and their encouragement upon seeing our Canadian flags was overwhelming. On the third day of the march,

the Canadian cadets and other Canadians paraded at the Canadian War Cemetery in Groesbeek, where we laid a wreath and contemplated the sacrifices made by Canadian servicemen who died there. The march was hard work, but meeting the challenge was well worth the effort. Cadet MWO Anderssen and myself both completed the march and received the Nijmegen March medal from the government of the Netherlands. Canadian cadets have been invited to return to the march again next year. The Department of National Defence sponsored our participation this year as a Millennium 2000 project. Hopefully Canadian cadet participation in the Nijmegen March will become an annual event.

– by Cadet WO Michael Houghton. ❖



TCT relay welcome in NWT

Cadets from coast to coast have helped clear and prepare the Trans Canada Trail (TCT) as part of their citizenship and leadership training. They have also taken part in Trans Canada Trail Relay 2000 events. When the relay finally ended Sept 9, waters from the Arctic, Pacific and Atlantic oceans were poured into a new national fountain in Hull, QC, to officially open the trail. About 60 per cent complete, the Trans Canada Trail will be the world's longest multi-use trail, networking some 800 communities in every province and territory in Canada. The 16,000-kilometre trail — a community-based project run by hundreds of volunteers — will be used for hiking, bicycling, skiing, horse-back riding and snowmobiling. Among the cadets who took part in relay events were 200 cadets from 12 cadet units in Yukon, Northwest and Nunavut Territories. The cadets served as colour party personnel, security staff and relay runners and skiers during opening ceremonies and other relay events in February and early March. From a hole carved in the Arctic Ocean, the water inside an imitation torch was carried by runner or skier, dog sled or snow machine over 2,200 kilometres through Canada's three territories before crossing over into Alberta.

– by Capt Paul McKee, special projects officer, Northern Area. ❖



From left, MCpl Courtney Corrigal, MCpl Mackenzie Pope and Cdt Tyson Bakker, all from 2724 Royal Canadian Army Cadet Corps in Hay River, NT, form an honour guard for Hay River Mayor Jack Rowe who carries the water taken from the Arctic Ocean in Tuktoyaktuk when the relay began. The Hay River cadet corps welcomed the relay, and co-ordinated and served an official dinner for TCT officials, organizers and relay personnel.

These cadets care for Canada!

Cadets from the army cadet unit in Norman Wells, NT, cleaned up a ravine on the outskirts of town as part of this year's national **Cadets Caring for Canada** initiative. Hauling a rusty barrel out of the ravine are, from left, Cadet Julian Malick, Cadet Tyler Arey and Cadet Cpl Lori Hickling. The initial plan called for a local helicopter company to hoist the debris out of the valley, but strong winds prevented that from happening. Plans were to airlift the debris out of the ravine at a later date. Approximately 70,000 cadets took part in about 1,100 environmental projects from coast to coast on June 10 to help protect and preserve our natural environment. ❖



Governor General visits North

Governor General Adrienne Clarkson inspected two cadet squadrons in Whitehorse, YT, during a visit to the territory in May. Here, she inspects, from left, Sgt Curtis Wilson and Cpl Joh Mah, both from 2865 Royal Canadian Army Cadet Corps, and WO1 Amber Ursich, 551 Royal Canadian Air Cadet Squadron. ❖



Cadets meet king of tuba

You can hear the sound from here to Aruba when Roger Bobo plays his tuba. For most people, the name Roger Bobo doesn't mean much. But to tuba and euphonium players, he's the king of tuba. For four Prairie Region cadets, meeting Mr. Bobo was a highlight of the international tuba and euphonium conference in Regina, SK, May 29 to June 3. The cadets were among more than 500 tuba and euphonium players from around the world who congregated for a week of master classes, clinics, world premiere performances of new low brass works and a look at the latest technologies available for brass players. This was the first time the conference was held in Canada. Air cadets Greg Slaa (177 RCACS Winnipeg), Richard Wiens (176 RCACS Winnipeg) and Ryan McIntosh (191 RCACS Winnipeg), as well as sea cadet Ian Morgan (42 RCSCC Vindictive, Thunder Bay, ON) attended the conference based on their performance at Prairie Region's annual cadet honour band. On June 1, the cadets were welcomed to the Saskatchewan Legislature by its members. The climax of the conference was an emotionally

charged performance of the well-known brass quintet 'The Canadian Brass'.

— by Maj Alan Cann, special events co-ordinator,
Prairie Region Cadet Detachment Regina. ❖



Cadets, from left, Ian Morgan, Greg Slaa, Richard Wiens and Ryan McIntosh with Charles Dallenbach, the tuba player with 'The Canadian Brass'.

Winning marksmanship

Twenty-five years ago, the cadet movement's marksmanship national championships began in Winnipeg. This year, the nationals were back in Winnipeg April 27 to May 5. Twenty-two teams from 10 provinces and three territories came together. Cadets competed in two disciplines: small bore .22-calibre with the Lee Enfield number 7 rifle; and .177-calibre air rifle in the prone

position. Teams were comprised of six members — five members from a given unit and the high individual from each of the provincial championships. This year, 131 cadet competitors, 22 coaches and 45 competition staff members took part. The top provincial air rifle team was from Nova Scotia and the top smallbore team was from Quebec.

— by Capt Jennifer Lafreniere,
public affairs officer. ❖



Cadet Melissa Bourque, 3006 Royal Canadian Army Cadet Corps in Dieppe, NB, — top individual uncoached small-bore -with MGen Lloyd Campbell, commander of 1 Canadian Air Division and Canadian NORAD Region.



The gold medal air rifle unit and provincial team — 2610 Royal Canadian Army Cadet Corps in Sheet Harbour, NS, and Team Nova Scotia



The gold medal smallbore provincial team — Team Quebec

Chronicle of an Unknown Soldier

The opening of the new Veterans Affairs Canada display, titled ‘Chronicle of an Unknown Soldier’ had special meaning for CPO2 Ken Pinsent, 209 Royal Canadian Sea Cadet Corps Great Eastern in New Harbour, NF. When the 12-day touring exhibit opened July 31 at HMCS Acadia sea cadet summer training centre in Cornwallis, NS, he was reminded of his experience as the only sea cadet in the official Veterans Affairs Canada pilgrimage to Italy last year. Before the trip, he knew nothing about the Second World War Canadian campaign in Italy. But his visits to 16 Commonwealth War Graves Commission cemeteries and battlefield sites, as well as first-hand accounts from veterans such as Sgt ‘Smoky’ Smith, who won the Victoria Cross at Moro River, Italy, had a profound effect upon him. He

was especially struck by the ages of some of the fallen Canadians. “Many of them who died were 16, 17, 18 years old — around my age,” he says. The Veterans Affairs exhibit recreates five period vignettes, each depicting a unique moment in time during the Korean Conflict, the First and Second World Wars. As they entered the display, small groups of cadets joined Canadian veterans to experience history through a five-site travel game with genuine images, artifacts and moments. “It’s good for us to see what went on during the wars and to become aware that there are many Canadian and other unknown soldiers still abroad,” says CPO2 Pinsent.

– by Lt(N) Peter Magwood,
HMCS Acadia public affairs. ❖



Cadet CPO2 Ken Pinsent shows Cadet CPO2 Anik Marquis of Moncton, NB, photographs of his trip to Italy last fall to observe the 55th anniversary of the Canadian campaign in Italy. CPO2 Pinsent was a small boat coxswain and CPO2 Marquis was chief of the sea operations division at HMCS Acadia this summer.

Pacific cadets remember Battle of the Atlantic

Cadets from 81 (Hampton Gray V.C.) Royal Canadian Sea Cadet Corps in Nelson, BC, commemorated the Battle of the Atlantic May 7 in memory of the 29 Canadian ships and crews lost during the Second World War. Five of the 29 ships were lost Feb. 14, 1945 just before the war ended. The memorial service was held at Nelson City Wharf. Left: The colour party consisted of flagbearers Cadet Felicia Schwabe, left and Cadet Chris Sanders. Cadet C. Schwabe, centre, rang the bell once after each ship was named. Right: After the service,

from left, president of the Legion’s local branch Richard Abfalter, honorary veteran Joe Doyle and corps training officer Lt(N) Edward Robinson, paid tribute with a salute.

(Photos by Mrs. J. Doyle)

– by Capt(ret’d) Barbara Larkin,
administration officer with
the corps ❖.



Air cadets — that's for me!

When more than 190 air cadets met at the Champlain Mall in Brossard, QC, over five days in March, they were doing more than 'hanging out at the mall'. They were taking part in an air cadet exhibition, with the theme 'Air cadets — that's for me'. The exhibition was aimed at informing the public about air cadet programs in the region. It was the second such exhibition and plans are to continue the event in the future. According to Jean Louis Lanthier, a member of the organizing committee, the exhibition is an excellent means of publicizing and promoting the cadet movement. More than 128,000 people passed through the mall, speaking to cadets about flying, flight crew survival,



Cadet WO2 B. Wills, 725 (Massey Vanier) Royal Canadian Air Cadet Squadron, with a youth at the aerospace display.

aeronautics, sports, music and marksmanship. The cadets impressed the public with their impeccable uniforms, ability to express themselves and perfect discipline. More than 150 volunteers, officers, civilian instructors and committee members from local squadrons also took part, offering guidance as needed. Organizers believe the exhibition reinforced the partic-

ipants' sense of belonging to the movement, helped gain business support and promoted relations between the public and the cadet movement. Involving every element of the squadrons — cadets, officers and civilians — proved to be a winning combination.

— by Lucien Poirier, public relations, air cadet exhibition, Air Cadet League of Canada (Quebec). ❖



A family congregates around Cadet Sgt Adam Hughues, 643 (St-Hubert) Royal Canadian Air Cadet Squadron, at the aeromodelling display.

Rocky Mountain high!

The Rocky Mountain national army cadet summer training centre — the cadet movement's newest summer training centre — completed its second year of operation this summer. The new centre, located in Cochrane, AB, replaced the Banff national army cadet camp that served for 50 years as a national training centre. Rocky Mountain is the home of two summer courses — the leadership and challenge course for national star certification cadets, and the pipes and drums for cadet leader instructor cadets. Staff and cadets at the bilingual training centre totalled 341 this year. Among them were French-speaking cadets and staff from Quebec, Manitoba and New Brunswick, as well as cadets and youth from the United Kingdom and Germany.

— article and photographs by Capt Kel Smith, the centre's public information officer. ❖



Staff members Cadet Pipe Sgt Michel Tetreault, left, and Canadian Forces WO (ret'd) Joe McLoughlin.



Cadet S. Martin attended the cadet leader instructor pipes and drums course at Rocky Mountain, which offers Canada's most up-to-date band facility - just metres from the parade square.

CIC important to future of Canadian military

Establishing a military occupation structure (MOS) framework for the cadet instructor cadre (CIC) will make the cadre and the cadet movement stronger.

“It can only be a good thing,” assures LCol Bill Amirault, the directorate of military human resource requirements officer responsible for making it happen.

He will oversee the process as head of the directorate’s military occupation structure change management section at national defence headquarters in Ottawa. The team working on the project is led by another Regular Force officer, Maj Claude Guenard, but will include a CIC officer from directorate of cadets, CIC subject matter experts and lots of CIC input.

LCol Amirault is already sensitive to CIC concerns. “If I were CIC at the moment, I’d ask why are they doing this and how is it going to upset my apple cart? he says. “I’d ask, ‘Does this mean I’ll need more training, more qualifications or what?’

“The answer is, we are going to look at what the job of a CIC requires, look at the skill sets (including experience) that people bring to the CIC, and ensure that both personnel management and training bridge that delta,” he says. “The goal is to make people comfortable doing the jobs they obviously want to do by ensuring they are adequately prepared, supported and remunerated.”



CIC officers have been viewed primarily as youth leaders. Living up to that reputation is Capt Edison McLean, the officer in charge of the 2000 leadership and challenge course at the army cadet summer training centre in Vernon, BC. Here, he guides Cadet Curtis Shaw, 2517 RCACC in Melville, SK, through a rappelling exercise. Capt McLean is also the training officer with 2294 RCACC (18 Service Battalion) in Thunder Bay, ON.

In the past, the lack of a military occupation structure for the CIC has been seen as one reason for excluding CIC officers from various reserve force benefits. Only primary reserve members, for instance, receive the reserve force retirement gratuity because of the higher expectation of mobilization in the event of an emergency. CIC officers, on the other hand, have been viewed primarily as youth leaders and promoters of good citizenship.

“The principle that governs the military occupation structure is operational effectiveness,” says LCol Amirault. “We need structures that support operational effectiveness. If there is a national emergency,

we call upon people in uniform to do the jobs that need to be done. In mobilization, Regular Force and Primary Reserve members fill positions in a special force to fight the good fight. The tricky thing about CIC officers is there are no plans to mobilize them.”

Yet, the cadre is important.

“With all of the downsizing that has happened, we recognize that this pool of 5,000 officers in uniform is an important part of the military establishment,” says LCol Amirault. “We can’t afford to overlook them as we have in the past. Given the fact that CIC officers are influencing cadets and others, we must acknowledge the really important roles they play in the overall future of the Canadian military and in their communities.”

The key outcome of the current CIC MOS project will be job-based specifications that will accurately describe the work that CIC officers are required to do.

Through consultation, the project team will create as accurate an inventory as it can of CIC officer tasks and knowledge. Both local headquarters and summer camp contexts will be looked at.

Regions will distribute surveys to a sample population of the cadre to identify tasks people are actually doing, or tasks that have been done. Those surveyed will also be asked to identify the kinds of knowledge they need to do their jobs. “It will be important to survey job incumbents at all rank levels and in all jobs,” says LCol Amirault. “We need to find out exactly what is happening out there.” The results will then be analyzed to

determine where the different jobs are and to collect the information needed to build the job-based specification.

“We’re hoping to have the survey analysis complete, a report drafted and draft specifications by the end of March of 2001,” says LCol Amirault.

The specification can be used for a range of human resource activities, including determining pay, selection criteria, and first and foremost, appropriate training to prepare CIC officers for their jobs. Other results will be standardization of job descriptions across regions and ultimately a standardized training system.

“We have a lot of human resources initiatives underway right now that apply to the regular and reserve force, but they’re difficult to apply to the CIC because it doesn’t have a similar framework,” says LCol Amirault. “If the CIC has a similar framework, then it can be considered in the appropriate ways when policies are being formulated. It will be determined at a much earlier stage if CIC officers are players or not.”

LCol Amirault says a complete review of officer general specifications in the Canadian Forces has been completed in the past 18 months. “There are skills in that specification — in terms of negotiation and mediation — that CIC officers need in abundance,” he adds. The work that’s being done could result in them receiving that training.

Overall, establishing an MOS framework for the CIC will provide the foundation for better human resources management for the cadet instructor cadre, from recruitment to retirement. ❖

New web address

According to Ken Stephens, the administrative assistant and Webmaster with the Army Cadet League of Canada national office, the league has a new web address. The new address is:

www.armycadetleague.ca

You can also link to the site through the national cadet website at www.cadetscanada.com



'Growing' a cadet corps or squadron

By Lt Gordon Cousins

If you are the new commanding officer (CO) of a corps or squadron, you've probably asked yourself: "How can I begin to build the unit to a new level, or simply rebuild?" I know I did. In fact, my mind raced from one thought to another, trying to decide on my priorities.

I decided I needed some reference points to ensure a strong corps, capture the interest of the cadets, meet star-level training requirements and ensure the best use of my staff. I've since been told that some of my reference points might be considered 'best practices'. So I share them here with you, whether you're a new CO, or just trying to 'grow' your cadet corps/squadron.

- Set personal goals for the corps/squadron, staff, cadets and other stakeholders. I did this at Lake Louise while my family skied. I called my goals 'CO's intent'. I have 15 goals. Some of them reflect personal values and values I would like to foster in cadets and staff; others relate to programs and resources; and still others relate to strategies for building a successful cadet corps.
- Create a vision statement of about 25 words or less that reflects your intent.
- Define your 'stakeholders'. Who are the people who have to buy in to your goals and philosophy? When they have been identified, communicate your intent and vision to them. My staff joined me in creating a chart that outlines the main external factors we have to take into account for our corps' stability and growth. We've used the chart in a dozen oral briefings to explain where the 'stakeholder' fits into the picture.
- Decide how to communicate. Traditional means like standing and routine orders, commanding officer's instruction for operations and so on can be used. But in the year 2000, we should also be looking at new ways of communicating. Consider newsletters to cadets and parents, electronic mail, fax broadcast and communicating on the Web.
- Reduce staff changes as much as you can. Meet privately with each staff member as soon as possible. And review each staff member's terms of reference. I took over my corps in January. All staff had been 'juggled' the previous September. Everyone had hardly climbed the learning curve for their respective responsibilities.
- Consider how to leverage your strengths as a unit. Here are some ideas:
 - Find out if your sponsor(s) know(s) anything about you, or the corps' activities.
 - Try doing some corps-level press releases, a radio interview, or a television interview for community cable.
 - Ensure you have and recognize 'patrons' of your corps or squadron. In my vision, a patron is different from a sponsor.
 - Computerize your corps/squadron. Get 'networked'. I feel like a techno-peasant, so I started using two 13-year-old cadets for this. Then I added four parents to sustain Web initiatives such as Web recruiting, bar code support for attendance, inventory for public and non-public funds and ordering through the cadet supply system and so on.
 - If you train well and often with cadets, you can't fundraise often, or strategically. Sustainability of funding requires patrons and parents. Many officers do not like the idea of a parents' advisory council (PAC), but a former corps commanding officer, Capt Neville Head (assistant area cadet officer, Edmonton detachment), successfully organized a PAC and developed terms of reference that paid dividends for our highland band and adventure training program.

Best Practices

Bar coding... continued from page 29

he had developed a relationship with a technology company in Edmonton — *Aurora bar code technologies Ltd.* — that supplies tracking systems to industry. He thought the equipment might be useful at the cadet corps.

He tested the system in supply. The equipment tracks each item of clothing through a discreet bar code. It can also be used to order uniform items through the cadet supply system on the Internet. "We just swipe the card, instead of typing in eight letters of the code and it's much faster and more accurate," says Lt Cousins.

Then the corps started using the equipment for attendance in June.

What was the cost to the unit?

"We purchased some equipment and I was also fortunate to get a donation of equipment... because I asked," says Lt Cousins. The basic bar coding equip-

ment can cost \$800, but that cost includes both a laser card scanner and a wand. Since the card scanner and the wand do basically the same thing, only one is needed and the cost goes down to about half that.

The bar code technology has even more benefits. Lt Cousins and his staff created a flow chart as the basis for report software. The report software is capable of interacting with cadet administration software. It can identify a cadet who's been absent for a number of parades and provides such useful information as a phone number, the platoon the cadet belongs to and so on.

"After we use this for a few more months, I'm sure we'll find even more things we can do with it," says the corps commanding officer.

– Lt Cousins would like to correspond with anyone who is starting to use similar equipment in their cadet corps/squadron. He can be reached by e-mail at gcousins@home.com. ❖

Resources

- Bar coding. Ian Bowden. Aurora bar code technologies Ltd., Edmonton, AB. Visit www.aurorabarcode.com or e-mail Mr. Bowden at ian.bowden@aurorabarcode.com
- Parents and patrons. Capt Neville Head. Assistant area cadet officer, Prairie Region Cadet Detachment, Edmonton. **1-800-656-2769**
- Web site development. Webmaster. www.calgaryhighlanderscadets.com
- Marketing to 'stakeholders'. Lt Gord Cousins at gcousins@home.com or phone: **403-285-5220**; or fax at: **403-285-9245**.

Sceptical cadets influence change

By Capt Christopher DeMerchant

The cadet clothing and equipment working group met for the second time at the end of June in Toronto to discuss ways to improve the process of clothing and equipping cadets at all 1,100 cadet corps and squadrons and 27 summer training centres across the country.

The working group is composed of representatives of regional headquarters and three different organizations at national defence headquarters, including directorate of soldier systems program management (the technical experts on clothing), directorate of materiel management and distribution (the supply people) and the directorate of cadets. Our job is to ensure training is conducted with the proper clothing and equipment. We also need to ensure that the cost of getting clothing and equipment to cadets does not drain training dollars out of the budget. Our goal is to provide quality, timely and efficient materiel acquisition and support to the cadet program.

Over the summer, working group members gathered input from cadets and officers, as well as training and supply personnel at cadet summer training centres. In the next couple of months we will gather input from personnel at corps and squadrons, as well as detachments and regional headquarters.

I spoke to many cadets and staff at most of Atlantic Region's cadet summer training centres during the summer. When it comes to clothing and equipment people are not afraid to voice their opinions! I learned a lot. For example, at HMCS



Cadet CP01 Krista Noonan, 295 RCSCC Baccalieu, NF, and Cadet PO Samson Scott, 235 RCSCC Arrow, NS, model the new all-season coat. The two were staff cadets at Acadia over the summer. One cadet wears the jacket's fleece liner; the other wears the wind/rain-resistant shell.

Acadia sea cadet summer training centre in Cornwallis, NS, I spoke to about 32 cadets. We discussed recent improvements to clothing cadet and during the discussion, I introduced the new cadet all-season coat. When the cadets asked how warm the jacket would keep them in places like Gander, NF, I mentioned that the new jacket had a hood that would cover their 'white top'. The cadets were sceptical and wanted me to prove it to them.

In the end the hood did not fit well enough to cover the hat. I returned to Ottawa and spoke to the clothing experts in the directorate of soldier systems programs. We have now made this correction.

I told cadets at Argonaut army cadet summer training centre in Gagetown, NB, that the next step is to develop a cadet environmental uniform. The army will soon replace its current green combat clothing with new Canadian pattern combat clothing. This clothing will not be issued to cadets, however. It is very expensive and beyond the needs of cadets. The development of cadet field clothing will take a few years but the result will be worth the effort. Cadets and officers will be consulted throughout the process. If you feel your voice is not being heard through the chain of command, forward your suggestions directly to the working group through me (D Cdts 5-5) by visiting the national cadet website at www.cadetscanada.com.

The clothe the cadet project is only one of 18 tasks our working group is tackling.

Be assured as we face each task, your voice will be heard and together, we will make change happen.

A cadet in Halifax recently told me, "We are dragging cadet clothing into the 1980s!"

Hopefully with a little extra work from all of us, we can pull it into the 1990s and 2000 a little quicker. ❖

Spinning a web — together

By Maj Guy Peterson

A few weeks ago, my cat Pam befriended three spiders spinning three webs of different shapes and sizes outside my apartment window. She was more intrigued than friendly — perhaps appreciating the mastery of these little creatures creating their webs, most beautiful following a rainfall when the sun reflects on hanging droplets.

A friend recently remarked on Pam's buddies. "Do you think spiders compete to determine which has the prettiest and most efficient web? Do you think they instinctively find the perfect spot and spin their web strategically so they benefit from the presence of other spiders? Did you know that spiders communicate through the vibration on their own web?" my friend asked. And then came my favourite: "Imagine the size, efficiency and beauty of a web produced by 10 spiders!"

Cadets Canada has also embraced the web as its favourite means of communication. For many years, like spiders, we have been building our own small corners on the World Wide Web in the hope of communicating with others. Now, hundreds of small Cadets Canada spots exist on the web — some strong and some fragile. For years, well-intentioned individuals have worked in isolation, without really considering the advantages of building something larger and stronger — together.

Most times, they have not looked at the national point of view and asked what should be posted on the web, who is authorized to post it, what technologies should be used, or how the web can improve Cadets' way of doing business.

A **lot** of Cadets Canada information is on the web now. Many people are posting information daily. Some of it is correct

and some, frankly, leaves a lot to be desired. Judging from the hundreds of cadet web sites — everything from unit sites to headquarters and unofficial sites — one might think we are the most connected youth organization in the world. But reading some of the information posted leaves a person with the uneasy feeling that we lack co-ordination and vision. We are reaching a point where it is important and advantageous to connect our smaller webs together and produce something bigger, stronger, less redundant and better co-ordinated.

We are making huge leaps forward in the information management/information technology area.

Many of you are already using CadetNet — a virtual private network that acts as the cadet movement's Intranet, connecting cadet units through the Internet and allowing us to communicate more efficiently. CadetNet is designed primarily to help unit-level officers. An important event also occurred in June when CadetNet was linked to the department of national defence Intranet, allowing headquarters staff to share information with corps and squadrons using the World Wide Web from their workstations. **All** regions should be on CadetNet this fall when new computers are delivered and installed. That is a major breakthrough! We are getting closer to ideal connectivity where people will have access to each other and various documents instantaneously.



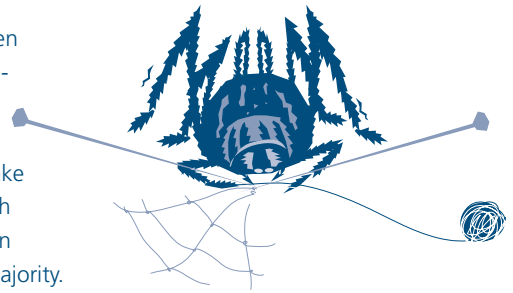
I am also happy to report that a national information management committee has been created and has already met. This committee's mandate is to:

- Provide short- and long-term strategic direction and manage the information management (IM) program;
- Develop, approve and implement IM policy, including issuing directives for common services;
- Ensure integration of common and functional IM services;
- Advise the vice chief of the defence staff (VCDS) and director of cadets on IM matters pertaining to the cadet organization and cadet instructor cadre; and
- Address IM concerns identified in the modern management and comptrollership review.

The national IM committee is made up of qualified representatives from all regional headquarters and directorate of cadets and is co-chaired by myself and the VCDS chief information officer. This committee is exciting because for the first time, IM/IT partners from headquarters across the country are committed to creating and implementing a common vision for the future of IM/IT in our organization. We are going to meet regularly and keep in touch to improve the way we — from cadet units to headquarters — use technology to perform our duties.

Already, many decisions have been made to help steer IM/IT developments in a common direction. The plan is not to make everything the same, but rather to make sure that we all benefit from each other's expertise and put things in common where it benefits the majority. That's what I call good management and good sense. Some of the items we are already working on are:

- Producing a national information management strategy;
- Revising CATO 11-07 — acceptable Internet use policy for the cadet organization and cadet instructor cadre;
- Negotiating a national service agreement for the hardware provided to cadet units;
- Moving all regional and national cadet web sites under the uniform resource locator www.cadets.ca;
- Publishing regional and national orders electronically instead of on paper;
- Making all cadet movement web sites (national, regional, regional cadet instructor schools, cadet summer training centres, regional gliding schools and so on) bilingual where the general public is the audience, with the exception of cadet unit web sites where current language policy will apply.



Cadets Canada is a large organization, numerically and geographically. We still have a lot of work to do, but we should rejoice in the knowledge that our youth movement is finally catching up with the times. We can now use tools that will allow us to spend less time pushing paper and more time taking care of what is most important — the cadet.

After a windy night, I noticed that two smaller webs were gone and the spiders were rebuilding them. To them — and maybe for us too — having a well-designed and strong net is a matter of survival. We are making our collective web even stronger and more efficient so it can serve us better. In the years ahead, I'm sure our web will bring us even closer, from Newfoundland to Quebec to British Columbia.

By the way, Pam is still trying to figure out how spiders can walk upside down on 10 legs and how they can survive hanging from a thread... gosh, I have to find Pam a boyfriend.

— *Maj Peterson is staff officer — information management with directorate of cadets.* ❖

Improving army cadet summer training

By Capt Linda Hildebrandt

Last year, I initiated a research project involving army cadets attending the cadet leader (CL) and cadet leader instructor (CLI) courses at the army cadet summer training centre in Vernon, BC. A number of staff cadets and cadet instructor cadre officers employed at the camp were also surveyed. My goal was to discover their views of their summer training experience.

The surveys were conducted as part of a project to complete requirements for graduate study at Royal Roads University. They gave me an opportunity to view our army cadet summer training program with a critical eye.

In recent years, there had been indicators that army cadet summer training would likely benefit from a careful review of its objectives and course delivery. Cadet and officer observations indicated a need for an in-depth inquiry. There seemed to be a general sense that the program was lacking in some areas.

In all 251 cadets attending the cadet leader course and 184 cadets attending the CLI — drill and ceremonial, rifle coach, physical education and recreation or expedition storeman — courses were included in the survey. Some of the findings were as follows:

CL cadets:

- Many cadets and cadet instructor cadre officers found that training contained repetitive elements. (A review of course content discovered that one-third of the course is already taught in the green and red star programs.)



Cadet John Nekon, 2016 RCACC in Airdrie, AB, tackles the commando crawl on the cadet leaders' course in Vernon this summer.

- The physical training portion of the course lacked challenge, and many cadets wanted to see more physical training and a higher level of intensity.
- Just over half of the cadets (50.2 per cent) wanted the CL course shortened to either two, three or four weeks. Most preferred four weeks.
- Many course cadets wanted more challenging activities such as field training, patrolling, adventure and military-oriented activities.
- 80 per cent of the respondents wanted a more advanced course made available to cadets who have completed CLI, but are too young for staff cadet and did not qualify for advanced training
- Cadets on the storeman course were most dissatisfied. As many as 50 per cent did not want to recommend the course to other cadets.

In general, army cadets want adventure, challenge and activities that will test their abilities. It is a sad fact that some comparable summer courses for sea cadets in the gunnery trade actually provide sea cadets with more time in the field and more intense training in subjects such as land navigation and orienteering than army cadets on the CL and CLI courses (with the exception of the CLI adventure course).

The survey results and list of recommendations have been submitted to the

CLI cadets:

- Most wanted more field training. For example, two days in the field on the drill and ceremonial course was considered too short to help develop their leadership experience in this area.
- They also wanted more challenging physical training.

cadet training action team and the newly created training development cell for army cadet training at directorate of cadets. They are now under review.

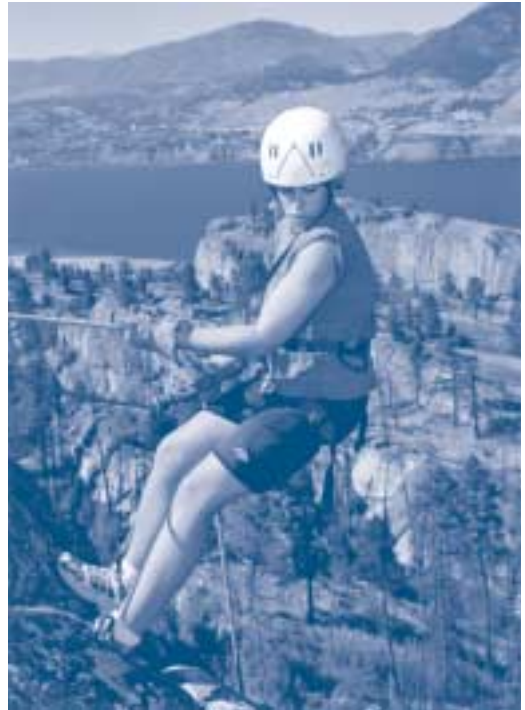
Recommendations include:

- Expanding the field training portion of all courses to include more outdoor adventure activities such as patrolling, canoeing and orienteering
- Creating a special adventure training cadre at Vernon army cadet summer training centre to support the implementation of such activities
- Shortening and reshaping the CL course to become a higher intensity course filled with only new material for cadets. (Resource savings could be re-allocated to support adventure activities)
- Creating a six-week advanced leadership course for army cadets who have finished CLI, but don't qualify for staff cadet or advanced training. This course would include adventure activities aimed at developing leadership and on-job-training to

help train future staff cadets.

Summer training is likely the highlight of many army cadets' experience. Those of us in leadership positions must help design a summer training experience that provides army cadets with a worthy experience. Challenging activities for cadets will maximize potential for personal growth.

– *Capt Hildebrandt is a cadet instructor cadre officer with many years of experience in implementing summer courses for army cadets. She completed the study along with other requirements to receive a graduate degree in leadership and training at Royal Roads University. Photos for this story were taken by Wayne Emde, public information officer at Vernon ACSTC.* ❖



Army cadets want adventure, challenge and activities that will test their abilities. The challenge of climbing and rappelling Skaha bluffs was open to cadets on the cadet leader instructor and cadet leader courses at the Vernon army cadet summer training centre this summer. Only 27 of 50 applicants were chosen. Here, Cadet Kim Jones, 903 (British Columbia Dragoons) RCACC in Kelowna, BC, accepts the challenge.



Cadet Sgt Kelli-Jo Sutton, 2757 RCACC in Fernie, BC, (left) and Cadet Sgt Jocelyn Jackson, 2981 RCACC in Edmonton, were among staff cadets who took scuba diving instruction during adventure training at Vernon this summer. The successful cadets can now complete dives up to 100 feet.

Go big or go home!

By Cadet FSgt Rebecca Evans

"Go big or go home" has been the motto of 330 (DT Vipers) Royal Canadian Air Cadet Squadron in Toronto for the last few years. Whether or not it has been one that our squadron has stuck to is debatable. This year, however, the officers set a 'big' tone for the upcoming year with an impressive gadget.

Early in September, we took part in our annual seminar/discussion weekend, designed for instructor-level cadets. We established standards for conduct, performance of assignments, dress, drill and deportment, as we do every year. But this year we didn't hit the books beforehand. We hit our CD-ROMs.

In preparation for our weekend, we received a compact disk (CD) in June consisting of all of the information that would be discussed over the weekend.

The popular CD contained a slide show with our squadron's new mission statement: "To be a leader within an inspired squadron that embodies enthusiasm, spirit and power, through a fully developed training program". The CD also contained a status report on how many instructing-level cadets we had, as well as a message from our commanding officer, Capt Shelley Sinkia-Cox. "The focus is not on motivation, but inspiration," she said in her message. In previous years, the officers wanted to motivate us. Now they want us to motivate ourselves, using their inspiration.

Inspiring, is what this training aid was. The CD contained our operations order for the weekend, a promotion application form and assignment information, along with the training syllabus, level handbooks and lesson plan to make lesson planning more efficient.

After seeing the CD, FSgt Simone Ince, a senior cadet with 330 Squadron, stated, "The availability of course training plans will mean a higher quality of teaching by the instructing cadets. Everyone will have full access to all level requirements and standards. And substitute instructors will have the opportunity to prepare a lesson with the proper information without having to search for the course outline."

Previously, instructing staff had access to course training plans, but they were kept at the cadet unit office and had to be copied and distributed. Now the plans are more accessible so no one has an excuse for not being prepared.

With the availability of computers, the cadet program has come a long way.



Cadet FSgt Rebecca Evans and Cadet Sgt Jonathan Evans, her brother and a fellow instructor-level cadet with 330 Squadron, expect lesson planning to be easier and more efficient with the use of information contained on an innovative CD prepared by their squadron officers.

Summer courses now include Internet training where cadets are encouraged to interact with other cadets across the country. And although some may deem this training irrelevant, cadets always appreciate it.

The availability of computers at home squadrons makes training preparation more efficient and easier. But it will never replace the energy and work that needs to go into lesson planning, or the hands-on training cadets and instructors receive. It is hoped that 330 squadron's instructing cadets and officers will continue to develop their instructing skills with the use of this new tool. It will help keep us a strong air cadet squadron. ❖

Creative marketing lets cat out of the bag

By Pat Robinson

If the cadet program is considered Canada's best-kept secret, 151 Chadburn Royal Canadian Air Cadet Squadron in Oshawa, ON, may be accused of letting the cat out of the bag.

The squadron has long partnered with groups in the community to promote the cadet movement and play an active part in Durham Region. This year's Cadets Caring for Canada initiative offered the perfect chance to partner with the regional government for the first time and contribute to the community in a way that promoted the cadet program and attracted a lot of media attention. The Oshawa-based squadron draws cadets from all parts of Durham Region — a large urban and rural area immediately east of Toronto, where it is difficult to compete against Toronto news.

Our squadron approached the region with an idea for a beautification program at Fairview Lodge, a regional home for the aged in Whitby, ON. The regional government accepted enthusiastically, and plans began. The project was announced at a regional council meeting before the event, and media releases were sent to local news outlets. What began as a chance for the cadets to lend a hand to seniors ended with almost 100 air cadets and officers spending a combined 500 hours beautifying the home. The cadets painted all the outdoor handrails and benches on the property, weeded and edged all the gardens, and washed all the ground-floor windows.

Fairview staff told the squadron that their activity was the talk of the lodge for weeks beforehand, and that the

seniors were eagerly anticipating their arrival. The seniors asked if the benches that were to be painted could be moved to the front lawn so they could sit in the day room and watch the cadets. Some seniors and visiting relatives

sat on their patios and chatted with the cadets as they worked. At the end of the day, the seniors hosted a reception of thanks. Local councillors and Regional Chairman Roger Anderson joined the cadets and seniors at a cake-cutting ceremony, to which the media was invited. Coincidentally, the event also tied in with National Seniors Month and National Multigenerational Week, which also drew attention.

The event was front-page news in the local papers, and the regional chairman thanked the squadron at length at the following regional council meeting. He then asked that the news articles be submitted to the local member of the Ontario Legislature, Attorney General Jim Flaherty.

By partnering with Durham Region, our squadron was able to reach several groups that day — Fairview Lodge staff, seniors and their families, regional councillors and staff, and finally, the community at large through media coverage. For most, it was their first contact with the squadron and they were impressed. Through this single event, we raised awareness of the cadet program considerably. It also generated further interest in the squadron, with inquiries from media members who wish to do feature articles on various aspects of the cadet program.

— Pat Robinson is a civilian instructor with the squadron. ❖



Seniors at Fairview Lodge and Durham Region thank Oshawa's 151 Chadburn air cadet squadron for its Cadets Caring for Canada contribution. From left, are, Durham Region councillor Larry O'Connor; lodge residents Tom Lennox and Ileen Chute; Cadets WO2 Jeff Hicks and FSgt Johanna Wagstaffe; squadron commanding officer Maj Robert Forbes; and Regional Chairman Roger Anderson.

Need advice? Call 'grandfather'

By Maj David Mills

One day last fall, I was reading the detachment routine orders. It must have been one of those rare quiet times at the corps, when I had a chance to really sit down and read the entire contents. I came across an item that said the detachment was looking for applicants for the position of area cadet instructor cadre officer.

I wondered what the job entailed. I looked up the job description and was pleasantly surprised. It was a position I wished had been available when I first became the commanding officer of an army cadet corps.

The position has been active in Central, Eastern and Pacific regions for quite a while. Now it's active in Prairie Region — in Alberta at least. The only difference is the name. Here it is called provincial cadet advisor. I think this title better expresses what is involved in the job.

Most people have absolutely no concept of the work of a provincial cadet advisor, or area cadet instructor cadre officer. So, I'll explain it here.

Have you ever wanted to ask someone with some experience how to handle a certain situation? Have you ever just wanted to pick someone's brains on how to work through a problem? I know that when I first became a commanding officer I had a million questions to ask and no one to answer them. I didn't want to keep phoning the detachment in case people started to think that they had put the wrong person into the post. And I didn't want them to start searching for a replacement for me.

If you are from one of the more remote corps or squadrons, the only time you see anyone you can ask for advice is during the semi-annual visit from the area cadet officer or someone from his department. With the constraints being put upon the system, the visits

are going to be cut back to just once a year. For some corps and squadrons, this could mean that a little problem could grow to something completely insurmountable before anyone at detachment knows about it.

The provincial cadet advisor can help in these situations. In layman's terms, this position is really a 'grandfather' position. The person who holds it is someone you can turn to for advice on any subject to do with Cadets. You may have questions on training, staff, parents, league, sponsors, the cadet harassment and abuse prevention program, summary investigations. You may even want a reviewing officer for annual parades.

Four officers have been selected to serve a three-year term in this position in Alberta. Two are army, one is air and one is sea. Although the idea is to have two for northern Alberta and two for southern Alberta, the provincial advisor who is closest and most available is the most likely to respond to a situation as it arises.

We are on the strength of the cadet detachment in Edmonton and although we liaise through the area cadet officers, we report to and come under the direction of the detachment commander.

At the moment, I know that some corps and squadron commanding officers view the position as a means of spying on the unit and reporting back to the detachment. This could not be further from the truth. The position has been created to assist and guide, wherever possible, every cadet instructor cadre officer in the province.



Maj David Mills, provincial cadet advisor, Prairie Region

I urge all of you who read this article to make sure that this message is passed on to your brother and sister officers within the province. If we don't make the most of this position, the initiative will fail. And this position, which I think is really needed, will be cancelled. This will certainly be to the detriment of all within the cadet movement.

If you've always wished you had someone to talk to, now is the time to pick up the phone and call. I look forward to hearing from each and every one of you. ❖

To be or not to be... There shouldn't be any question

The *Concise Oxford Dictionary* defines 'ethics' as: the science of morals; moral principles; rules of conduct. And moral is defined as: concerned with goodness or badness of character or disposition, or with the distinction between right and wrong.

We all know the rules of conduct in the cadet movement. We all know the difference between right and wrong. Right?

So when it comes to ethics, there isn't any question. Right?

Well... Sometimes being ethical isn't quite so straightforward. Sometimes, we might not even be aware that an ethical dilemma is staring us in the face.

- You're a senior cadet and you're asked to recommend cadets for a specific course. Of course, you recommend the most deserving cadets. But there is one less deserving cadet you want to recommend because she's the sister of your best friend.
- You're a cadet instructor cadre officer on temporary duty for the cadet movement. At the airport, you're asked to give up your seat because the flight is overbooked. You can take the next flight an hour and a half later. And the airline will give you a voucher to fly anywhere in North America.

Do you recognize these ethical dilemmas?

These kinds of situations were discussed in June, when the cadet movement's regional ethics coordinators working group met for a day-long Introduction to Defence Ethics course. The group then spent a second day discussing ethics training in Cadets and preparing an action plan.

The Department of National Defence mandated the ethics training to raise awareness of ethical issues within the movement and bring the ethical element into decision-making.

"Yeah, it's another program coming down the tubes," admits LCdr Wayne Currie, deputy regional cadet officer, Atlantic region. "But it's important. It's not going to change personalities, but it's going to make us more aware of the ethical dilemmas we face every day. Most of the time, we don't even recognize them. So I leave 15 minutes early one day, instead of phoning someone back. Then when the person calls me the next day, I tell him I didn't get his call. So I choose a friend for a job, just because she's a friend. Those are wrong ethical decisions."

LCdr Currie volunteered to represent Atlantic region on the working group. "Don't get me wrong. I'm not

Continued on page 40

'born again' on this stuff," he says. "But I do think it's important to be aware of ethical issues when we make our decisions."

The target audience for the ethics training includes regular and reserve force members, including the cadet instructor cadre; civilian instructors; public service members and finally, cadets. The goal is one hour of training per person per year.

LCdr Currie acknowledges that the training is one more program that will tax cadet movement resources and give staffs a little more work, but in the end, he feels it's worth it. "I'm keen to kick it off because I think everyone will be enthusiastic about it," he says. "Once you're aware of it, it just becomes a natural part of decision-making."

The working group is especially wary of overtaxing trainers at local headquarters. The group talked about launching the training at cadet summer training centres this year, but decided there would be no formal training for officers this summer to avoid burdening the camps. "We'll be giving a lot of thought to how this can be delivered at the local headquarters level," says LCdr Currie, "because we want it to have the least impact possible on them in terms of workload."

Training at the local levels may be as simple as having people sign off reading material, a video or compact disk.

Full-time staff at regional headquarters, detachments and regional cadet instructor schools will be trained this fiscal year. Part-time local headquarters staff will be trained the following year. And ethics training will be incorporated into regional cadet instructor schools. Cadets will be trained last. ❖



"I'm not 'born again' on this stuff. But I do think it's important to be aware of ethical issues when we make our decisions."

—LCdr Wayne Currie,
deputy region cadet officer,
Atlantic region.



Recycle Me! When you're done reading me, pass me along to someone else. **Thanks!**

Agents of Change

By *Stéphane Ippersiel*

“Quick to judge, quick to anger, slow to understand
Ignorance and prejudice and fear go hand in hand”

– (Neil Peart, “Witch Hunt”)

What has more than 400,000 arms and legs and more than 100,000 different ideas on how to do one thing? If you answered the federal public service, you’re right! A dynamic new forum held in early May looked at diversity within the public service with a view to making the federal government a more inclusive workplace. It brought to mind diversity or inclusion within the cadet movement.

The ‘Agent of Change’ seminar was a series of three national electronic townhalls, each lasting two days and involving approximately 150 people located in roughly 20 conference centres across Canada. A Treasury Board of Canada Secretariat initiative, these townhalls took advantage of the latest communications technologies to link a varied and disparate group of individuals to share their ideas and views on the subject of diversity, equity and equality in the workplace. The format of the seminar

looked and felt like a cross between talk-show goddess Oprah Winfrey and management guru Steven Covey, with a dash of Martin Luther King thrown in.

A hostess who introduced each new subject by interviewing subject matter experts guided participants through the process. After the experts had their say, participants were asked to share their ideas, first at the local level, followed by a national live phone-in segment where local views were shared with the other groups.

Technology aside, this seminar was a unique opportunity for enlightened discussion on inclusion, an ideal that is as elusive to define as it is difficult to attain. Simply put, inclusion is achieved when a person is accepted for who he/she is, regardless of culture, ethnicity, sex, gender or any other point that can be used to categorize someone. Sounds simple enough, until you understand

that we all judge people by what we have experienced during our lifetime.

Our life experience has shaped what we think and feel about everything and everyone we encounter. Whether we like it or not, we carry a substantial baggage of preconceptions and prejudices. That in itself is not a bad thing because our experiences give us the data to judge whether a situation is safe or dangerous. For example, if we had never experienced physical pain, we would not understand that fire burns, that a kitchen knife blade cuts or that running in front of an oncoming bus could bring a premature end to our time on earth. The problem with preconceptions and prejudices is when we rely on them exclusively to categorize people. In order to appreciate diversity and the many rewards that inclusion can reap, we must be able to listen and understand.

Continued on page 42



“Inclusion is achieved when a person is accepted for who he/she is, regardless of culture, ethnicity, gender or any other point that can be used to categorize someone.”

– *Stéphane Ippersiel.*



Understanding where someone has been is key to appreciating an individual's potential.

Is being an agent for change difficult? No. All it requires is an honest desire to effect change in your own circle of influence.

How can I go about it?

Talking is a good start. Suggestions brought forward went from discussions over coffee or lunch to full-blown office-wide seminars on inclusion. The direction taken to set the inclusion ball in motion really doesn't matter as long as inclusion is discussed in a manner that is respectful, open and honest. Remember that whatever you do is a good start.

How does this affect me as an individual?

The idea here is not to change your past. Your life experience is your own, and no one can ask you to deny what you have lived and felt in the past. What is being asked though is that we all make an effort to identify how we react to a situation or an individual, and to understand why it is we react this way or that way. There is no wrong way of feeling to a given situation; however judgment is passed on the actions we take after the initial shock.

“We must take a leadership role in understanding the benefits of being an inclusive organization.”

“We in the cadet world are not alone in facing challenging issues stemming from the evolving make-up of Canadian society.”

How does this affect the cadet movement?

To most of us, the points brought up here are nothing new. After all, we are in the third year of a renewal process, we have all been exposed to the cadet harassment and abuse prevention (CHAP) program and the notions of respect and equality are at the very core of the cadet program. Furthermore, there is a Way-Ahead action team dedicated to the issues of diversity, whose work will provide us all with key recommendations to address our weak points in this area. What we do gain from the Agents of Change forum is a fresh perspective on the issue of inclusion, one that confirms that we in the cadet world are not alone in facing challenging issues stemming from the evolving make-up of

Canadian society. Indeed many of the more common inclusion issues I had heard about within the cadet movement came out in this seminar; only the people involved were different.

There is no question that as a national institution, we must take a leadership role in understanding the benefits of being an inclusive organization. We must also realize that this particular national institution comprises more than 100,000 individuals, and that change begins with each and every one of us.

By accepting diversity we all benefit: our workplace becomes more enjoyable, our workload seems less of a chore, our productivity increases and our clients—the cadets—are better served. Can anyone ask for more?

– Mr. Ippersiel is national communication manager for the directorate of cadets. ❖

– Mr. Ippersiel is national communication manager for the directorate of cadets. ❖



Cadet Iris Lo, 692 (Air Canada) Royal Canadian Air Cadet Squadron in Richmond, BC, enjoys 'Christmas in July' at Albert Head air cadet summer training centre in Victoria, BC. Inclusion is more important than ever, as the cadet movement becomes more diverse.

(Photo by Julie Hillsden, Albert Head public affairs officer)

Cadets Canada... how to build a better kid

According to *MoneySense*, Cadets Canada is a good investment for youth and their parents. The Canadian magazine is published eight times a year by Rogers Media and has a circulation of about 100,000.

2Lt Kevin Tutthill, training officer with 2528 (Manitoba Dragoons) Royal Canadian Army Cadet Corps, spotted an article, written by Donna Green, entitled "How to Build a Better Kid" in the May 2000 issue of the publication. Under a sub-heading called "Cheap ways to smart kids", involving youth in Cadets headed a list of suggestions which ranged from youth involvement

in community recreation programs to the YMCA. The excerpt follows:

"Even if your child doesn't strike you as the military sort, it pays to check out the air, sea and army cadet programs set up by the Canadian Forces. There is no registration fee. Uniforms are supplied free and most activities are free or of nominal cost. Participants receive instruction in survival skills, camping, navigating, leadership, presentation skills, drill formation, first aid and many other areas. Community service, self-discipline and respect

for authority are stressed. Summer camp is conducted on military bases and is also free. Camp attendees may receive a small cash training bonus from the Department of National Defence. Programs are open to both boys and girls aged 12 to 18. Scholarships and international exchanges are also available. Some fund raising activities are required from cadets. To find out more, visit the national web site at www.cadetscanada.com."

We couldn't have paid for a better advertisement. ❖

Letters to the editor

Religious debate

1

I am a proud cadet instructor cadre officer with more than 10 years of service to the youth of the Hamilton Wentworth area. I have enjoyed tenures as commanding officer of two very fine cadet squadrons — 713 RCACS (1992-1996) and 715 RCACS (1996-1999) and have, as well, given two summers to the summer training program.

I look forward to receiving my copy of *Proud to Be* and read it with great interest as I follow the changes which are occurring within this organization.

I am inspired to write in reply to the article by Capt Tony Keene, titled "Unthinking religious practices". Capt Keene has long been an advocate of the abolition of prayer in the Canadian Cadet Movement. I have been present at the annual meeting of the air cadet league — Ontario provincial committee,

as he made his pitch and suffered while it was overwhelmingly rejected.

At first I wanted to debate Capt Keene on the issue put forward in the third paragraph of his submission. Instead, I hope Capt Keene will do as I did: read a Canadian Forces commission scroll.

How can Capt Keene conduct his military duties when the document conferring his status as an officer begins with "Elizabeth the Second, by the Grace of God of the United Kingdom of Canada and Her other realms and territories Queen, Head of the Commonwealth, Defender of the Faith...?"

This is Canada. We are what we are... and we are always changing. One day we may even

Continued on page 44

Letters to the editor

Letters... continued from page 43

completely abolish our traditional religions and might even be forced to practise those that Capt Keene strives to defend today. I wonder, will he find other religious leaders as tolerant as ours?

Capt Keene, it is commendable that you show such concern on this subject. But truly sir, shouldn't you be furthering your quest as a member of an organization other than the one whose leader is proclaimed as "Defender of the Faith" — the very faith that you seem dedicated to abolishing among our children in the cadet movement?

Sir, you have, by your own admission, been rebuked on several occasions when you have attempted to have your views implemented. If you are not successful this time, and if this is your only cause, will you please take the honourable course and resign your commission. Or can you still serve the "Defender of the Faith" who asks that she be empowered by "The Grace of God"?

– Maj Michael MacNamara
Caledonia, ON ❖

Personally, I see this article as yet another 'swipe' at the Canadian Cadet Movement by our 'fellow' components and nothing less. For, if truly this writer was concerned with Canada being a Christian country, founded on Christianity... which indeed it is and was, then he would "tilt at bigger windmills". For example, why doesn't this person:

- Attack the Governor General for putting the word "God" on his commission scroll?
- Attack the Prime Minister for leaving the word "God" in Oh Canada? And,
- Attack the Chief of the Defence Staff for leaving the word "God" in the attestation this person took when joining Her Majesty's Canadian Forces.

I don't think the cadet movement needs this type of dissension in its publications when we have bigger things to concern ourselves with such as the ever-faltering Way-Ahead program.

We are allowing persons to promote their personal agendas with the publication of this letter. Canadians who are offended by Christian practices and profess this offence are no less offensive to we Canadians who are Christian, and who are forced to bow to the vocal minority to placate or silence them. This, indeed, I find offensive.

– Lt Myles Penny
Thunder Bay, ON

Editor's note: *Capt Keene did not send the photos for inclusion in the story. He sent his article as a letter to the editor, but it was too long to run as a letter.* ❖

2

I have just read the spring issue and felt compelled to write. On page 17, there is a small article on R-E-S-P-E-C-T, in particular the regular force and primary reserve attitude toward the cadet instructor cadre and the job we do. And I agree with the comments. Too quickly these two fellow components of our forces forget where the majority of their recruits come from each year.

Then on pages 28/29, you have 'One parent's view of diversity'. If indeed this person wanted to project himself as only a parent, then his rank and pictures of him in uniform would have been redundant.