

# PROUD

The official publication of the Way-Ahead Process

Volume 6, Fall 1999

# To Be

# CADETS

**Diversity...  
even BIGGER  
than we thought**

**Having a say—  
It's what the  
Way-Ahead  
is all about**

**One step forward  
for partnership**



National  
Défense

Défense  
nationale

Canada



Lt Tanya Labreche, 588 Canadair Royal Canadian Air Cadet Squadron in St.-Laurent, Que. (rear seat) and Cadet Sylvio Ban of 182 Royal Canadian Air Cadet Squadron in Winnipeg, MB, prepare for take-off on a glider instruction flight at Central Region Gliding School in Mountainview, ON. (Photo by Capt Mark David)

**ON THE COVER:** More than 600 cadets from 10 provinces took part in the first-ever Canadian Cadet Tattoo in Edmonton, AB, in August. After only five days of practice together, the cadets performed before a crowd of 5,500 in the city's Skyreach Centre. The event is believed to be the largest tri-service cadet exercise in the history of the Canadian Cadet Movement and was funded under the government Youth Initiative Program. It is hoped the tattoo will become an annual national event.

(Photos by Yvon Marier)

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

**Volume 6** Fall 1999

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When I received the story "Proud to be... a volunteer" (page 33), written by Penny Atkinson, President of the Quispamsis Branch of the Navy League of Canada, I almost didn't use it because it wasn't about change and renewal.

But then it occurred to me that as the Canadian Cadet Movement evolves through the Way-Ahead, some things will stay the same. As change and renewal take place, the movement will retain its very best parts. And some of its very best parts are volunteers like Penny, who form the backbone of this movement. Every league member, every cadet instructor cadre officer (CIC), every civilian officer and parent who helps out is, for the most part, a volunteer who makes enormous contributions to the movement. Technically, of course, CICs are paid. But the reality is that they spend countless hours with cadets that go well beyond the call of duty — or their paycheques.

So we bring Penny's story to you because we think it epitomizes a lot of what is good in the cadet movement and what should be kept: volunteers who join the movement to give a little bit of help, but stay for years; and volunteers who are proud to be part of an organization that gives so much to young Canadians.

When I asked Penny about change and renewal in the navy league, she was quick to respond that there wasn't much. "We're pretty much doing things the way we've always done them," she says.

She acknowledges that fund-raising is more of a challenge every year. But she chalks that up to the fact that her branch is the only branch in New Brunswick that supports both a navy league corps and a sea cadet corps.

"You know, when you're a volunteer, it grows around you and you don't realize change is happening," she says. But as we chatted, some elements of change did occur to her. The navy league cadet corps in her area has doubled in size in the last 12 months. "Why?" I asked. "It has a 21-year-old commanding officer who has a different approach with the kids. He's not a 'fuddy-duddy'," she said.

As younger people become leaders, she says, the dynamic of cadets is changing. "The younger leaders don't take 'no' for an answer. They question things, like how valid some of the rules are." "They question the system and the old way of doing things."

Isn't that what the Way-Ahead is partly about? ❖

*Marsha Scott*

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# Diversity... even

## Getting it right



Brenda Parris

Brenda Parris has been spat on in the street because she is black.

She has been treated as an “immigrant” and asked, “What do you know about Canada?” — even though she was born in Nova Scotia and raised in Toronto.

She has faced “outright hostility and discrimination”, in spite of the fact that she has a professional background, multiple degrees (soon to include a law degree), and has held two political positions.

Still, Brenda Parris is an optimist.

“People’s capacity for growth is amazing,” she says. And it’s this thought she holds as she approaches the issues of values, ethics and diversity in the Canadian Cadet Movement. Although she is often discouraged with change, she feels that working with the values, ethics and diversity action team in the Way-Ahead is different. “The difference is we’re dealing with young people,” she says. “We have an opportunity to get it right and I feel confident about it.”

That’s something from a woman who’s had a lifetime where “diversity is a given”. Her multi-faceted experience — in everything from social work to her position as a judge/adjudicator for Canada’s immigration and refugee board — has given her great insight into diversity issues. And she doesn’t mince words when speaking of them.

“Diversity often becomes the catch-all for everything that doesn’t fit,” she told the Way-Ahead strategic team in May. “We’ve made strides with language and gender. But we’re still not comfortable with the language of diversity — it eats at our notion of ourselves as Canadians. We feel we are fair and just and it’s unnerving when that is challenged.” But she assured that the strategic team would reach a place of comfort in deciding how to deal with diversity issues.

“By looking at and examining your values and ethics, you will find that one of your strengths is that you are a value-driven organization,” she said. “Youth, leadership and development is what you’re all about. Coming to an understanding of how important that is will drive what you do on diversity.”

She said the fact that some values are imposed through laws and regulations is okay. “Laws can change things, and we shouldn’t fight them,” she said. “They make us unique as a nation. Few places in the world support human rights like Canada.” This “legislative grounding” for what the cadet movement is doing in the area of diversity is important, she says, and education (that is age- and culture-sensitive) is the key.

She said people worry that diversity will mean watering down Canadian values. “But people have an enormous capacity to take what’s good and keep what’s good,” she says. “Whatever values we (the cadet movement) have don’t have to be watered down. People will come because they know it represents something. Many parents will take great comfort in that.”

# BIGGER than we thought

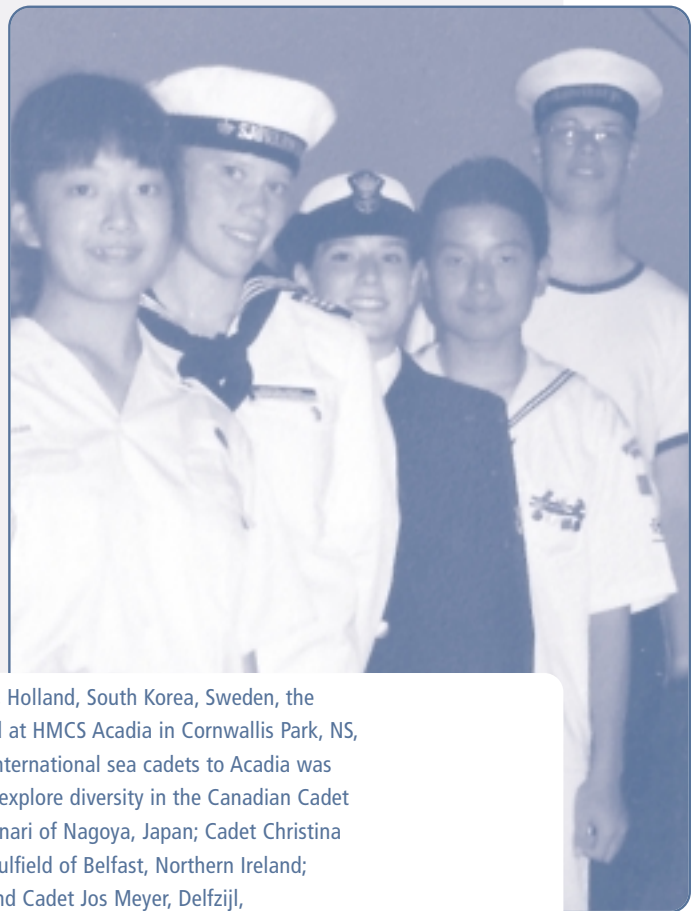
Why should the Canadian Cadet Movement open its arms to diversity? Because, like business, diversity affects the movement's bottom line. In business, diversity pays off because it expands the labour market and the pool of people it can choose from. This also applies to the cadet movement. The movement depends on volunteers, who are harder and harder to find. Embracing diversity will broaden the pool, allowing the greatest possible access to recruits and supporters and ultimately, providing the volunteers to give direction and leadership.

"Diversity is inclusiveness out of rightness," she said. "The world has changed."

Ms Parris said that as a parent, she looks for programs that reflect diversity because she wants her child to be comfortable. "If I walk into a program where there is little diversity, then I'll make a choice based on that. If my perception is that my child won't fit in, I will feel more comfortable sending my child to a program that does represent diversity."

She added, by being able to discuss diversity, morals and values, we can avoid things like the 'white power movement', for example, getting a toe-hold in the cadet movement.

The strategic team felt that being comfortable with diversity would hit home with young people in the cadet movement and would help prepare them for the changing world. ❖



Forty sea cadets and their officers from Japan, Holland, South Korea, Sweden, the United Kingdom and the United States trained at HMCS Acadia in Cornwallis Park, NS, this summer. The visit of a record number of international sea cadets to Acadia was especially timely as the Way-Ahead begins to explore diversity in the Canadian Cadet Movement. Among the visitors were Marie Kanari of Nagoya, Japan; Cadet Christina Lundahl of Gothenburg, Sweden; PO Nicky Caulfield of Belfast, Northern Ireland; Cadet Tae Hong Park of Seoul, South Korea; and Cadet Jos Meyer, Delfzijl, the Netherlands. (HMCS Acadia photo)

# Diverse opinions on diversity

- *What does diversity mean to you?*
- *Do you believe we are (or are not) managing diversity well in the Canadian Cadet Movement?*
- *What evidence do you have of this?*

If you spend just a couple of minutes thinking about these questions, you'll realize diversity is not a simple subject.

Opinions on diversity are diverse and this was never more evident than at the last strategic team meeting.

Many strategic team members thought the cadet movement is managing diversity well, while others believed it is not managed well. Still others were split on managing well in some areas, but not so well in others.

"We are diverse in age, language, religion and sex," said director of cadets Col Rick Hardy. "But we don't accept cadets in wheelchairs very well."

Aubrey Halfyard, an army league representative from Newfoundland and Labrador, noted that there is a cadet corps of deaf children in Newfoundland.

"When I think diverse, I think unconventional; when I think CCM, I think conventional," said Doug Thomas, executive director of the Navy League of Canada. "But we may be as diverse as we're ever going to get. Within the boundaries of orders, we do okay. But the military is not very diverse, compared to the rest of Canada."

"We're doing just as well as society's doing," countered LCdr David Kirby, regional cadet officer for Northern Region Headquarters.

"I think we're doing a better job than the Canadian Forces," said LCol Roger Guilbault, who heads the plans and requirements section of directorate of cadets.

Although Lionel Bourgeois, representing the air cadet league, said he wasn't sure that managing diversity is "our job", it was pointed out that as a government-sponsored agency, with partners, we must manage diversity.

How well we deal with diversity "can differ from region to region," according to LCol Pat Sloane, regional cadet officer for Prairie Region Headquarters, who added that long hair is treated differently from region to region. And it was suggested that the movement isn't as diverse as it could be at some local levels.

"Acceptance can be hard sometimes," admitted Cdr Barry Saladana, regional cadet officer for Pacific Region Headquarters, noting things like hair dyed a shocking red, or pierced body parts.

"We need to understand diversity, before we talk about tolerance and acceptance," said Lt(N) Norm Peters, a cadet instructor cadre representative for Prairie Region.

Not only do we need to recognize things like race, age and handicaps, but we also have to be able to accommodate the different cultural practices within the CCM framework, commented one strategic team member.



Diversity can mean a lot of things. It can be something as simple as embracing the different elements of the Canadian Cadet Movement — sea, land and air.

## A Future Founded in Renewal

Are there things we have to consider, or are we somehow (knowingly or not), putting up barriers, asked Leo Kelly, facilitator with the Way-Ahead co-ordination cell? What are we doing to open doors to diversity? Are we missing something because of our homogenous backgrounds?

Mr. Kelly reminded strategic team members that although the cadet movement has come a long

way and will make further improvements as it goes, perhaps it should become a lead agency on the issue of diversity.

“We are automatically a lead agency by the very fact that we are a youth movement,” responded a strategic team member. “Youth equals future. We don’t have a choice.” ❖

# Values, ethics and diversity

By Capt Marguerite ‘Sam’ Ronholm



Capt Ronholm, values and diversity action team member

Finally, it appears good things are going to happen — and in fact, are happening — in the Canadian Cadet Movement (CCM). I’m excited because I, and many others like me, am going to have a **real** opportunity to change the way we train the youth of today for the challenges of tomorrow.

I have been involved in the CCM for the past 20 years in three separate regions and a lot of people I know at my level of training and expertise had admittedly become pessimistic about the direction the cadet movement was taking. The traditional values of honour and integrity seemed to be disappearing. This is why I volunteered for the values and diversity action team. I am totally committed to changing the ‘status quo’ to a system that guarantees the value statement that the Way-Ahead process has established. Mutual respect, loyalty, integrity and professionalism are the keys to developing a youth movement representative of our present and future society.

In May, our team met face-to-face for the first time in my present home base, Ottawa. At the risk of sounding presumptuous, I believe our team has been extremely fortunate in attracting individuals from across the country that had no problems becoming a close-knit group by the end of our weekend meeting. I left that meeting feeling renewed and energized because I know a group of people who are just as concerned as I am about the future of the CCM.

We defined the meanings, scope and issues surrounding values, ethics and diversity. We talked, argued points, shared anecdotes and bonded. We filled pages and pages of flip charts with points raised. We dissected these topics and put them to paper.

*Continued on page 8.*



Cadet PO1 Amy St-Jules, Royal Canadian Sea Cadet Corps Royal Sovereign in Sault Ste. Marie, ON, instructs cadets at HMCS Ontario — the sea cadet summer training centre in Kingston, ON. From left, Cadet PO2 Christy of RCSCC Woodstock; Able Cadet Bronson-Fernandez, RCSCC Scarborough; and Cadet PO2 Holling, RCSCC Wallaceburg. (Photo by Capt Mark David)

*Values, Ethics and Diversity... continued from page 7.*

The most awesome realization we came to grips with was scope. Values, ethics, and diversity will not be applied to personnel only; they will also encompass every facet of the CCM. Every action team listed so far has some fragment of our team to consider, but we are building specific liaisons with the more obvious ones like the image and recruiting components of the communications team.

When our weekend ended, we created our action plan to deploy the resources and personnel we had acquired and finalized our plan for presentation to the strategic team a few days later. The 'test for strategic thinking' model, developed by the strategic team, helped us a lot. It gave us clear direction and didn't leave us wondering about what the strategic team would want to know.

With our mandate clear, team leaders Maj Lance Kozchzeck, Capt Alison MacRae-Miller and Maj 'Frank'(Ken) Fells and myself presented our action plan to the strategic team. We gave a powerful presentation including some personal anecdotes to emphasize some specific points we wanted to express. I believe the

presentation was well received. Strategic team members agreed with us on the enormous scope of the work ahead of us.

We do not find this observation a deterrent; in fact, we find it a challenge that we're confident and ready to meet.

We received approval to modify the key activities given to us. We are combining a couple of activities to give a clearer picture of our focus. We left the meeting in high spirits, feeling optimistic and relieved that nothing had been changed, or compromised in what we feel is the direction we have to proceed in.

What direction are we headed in? Ahead, way...ahead. Our team is committed to this renewal process and we have confirmed we have the drive to do it. It is an awesome task and yes, we are still looking for like-minded people to join us. So if you are interested in changing the future of the CCM, contact an action team you think you would be an asset to. And if you're interested in values, ethics, or diversity, contact us through the Way-Ahead co-ordination cell. ❖

## Cadet exchange — a lesson in diversity

*By Capt Beverley Deck*

Cadet exchanges help cadets understand the cultural diversity that exists in Canada and the Canadian Cadet Movement.

No one believes that more than 2Lt Rick Ciccone, a Primary Reserve officer in



Cadets from 72<sup>nd</sup> Seaforth RCACC in Vancouver and 3055 RCACC Naujaat in Repulse Bay, Nunavut, got a real taste of diversity during exchange visits in May. Here, both groups pose for a photo in Vancouver.



## A Future Founded in Renewal

Vancouver, and Leonie Assaioui, commanding officer of a new army cadet corps in Repulse Bay, Nunavut. The two dared to dream and the result was an inter-provincial cadet exchange in May that gave 20 cadets a taste of cultural diversity that they'll never forget.

The cadets were from 72<sup>nd</sup> (Seaforth) Royal Canadian Army Cadet Corps in Vancouver and 3055 Royal Canadian Army Cadet Corps (Naujaat) in Repulse Bay.

"It took a couple of days for the cadets to adjust to one another," says 2Lt Ciccone. "But as diverse as the two cultures are, these young people were willing to accept each other's differences and learn something about another part of Canada and its people."

Tasked with assisting training in the Vancouver cadet corps, 2Lt Ciccone wrote up the proposal for the exchange. His commanding officer, Maj Terry Kopan, told him that in his 20 years of working with cadets, he had never seen anything as "far-fetched" as this proposal, but he signed it anyway and passed it along to regional headquarters. Through months of the approval process, 2Lt Ciccone and Leonie Assaioui, also the principal of the only school in Repulse Bay, never lost hope.

The rest is history as they say. And 20 cadets are far richer for it.

Believed to be the first organized youth visit to Nunavut — Canada's newest territory — and the first time cadets from 'southern' Canada had visited such a northern community, the visit was an awesome lesson in diversity.

The cadets' differences were more than skin-deep.

The group of Inuit cadets had never been outside their small northern community of 559 people — the only North American community on the Arctic Circle.

They live 750 kilometres above the treeline and had never seen a tree, mountains, or beaches. They had never seen a bus, let alone taken a ride on one. Imagine these cadets visiting another group of cadets in one of the largest cities of Canada!

Imagine too the Vancouver cadet group — 'city slickers' eating caribou soup and raw arctic char with Arctic friends. Imagine them sleeping on the Tundra in daylight that lasted 24 hours each day; learning to set fishnets under ice; and scouting for seal breathing holes on Hudson's Bay — its ice still frozen almost two metres thick even in May.

The lesson in diversity took the cadets from high-rise buildings to igloos, from the killer whale show at the Vancouver Public Aquarium to polar bears and caribou in their natural habitat on the Arctic Tundra. It also took them from Nikes to mukluks, and from the automated light rapid transit sky train in Vancouver to Kamotiks (sleighs pulled by snowmobiles) in the Arctic.

Each Vancouver cadet took home an Inuktitut-language nickname. Even 2Lt Ciccone took one home. Because of his gray hair, he was named "Apootie Igloo Kaangaali"—which translates roughly to "snow on the roof of the igloo."

Like other cadets in the Vancouver group, Cadet Cpl Alex Halpert acquired quite a taste for caribou soup. He also watched two elders building an igloo, a traditional skill still essential for survival in the Arctic and held by all of his Repulse Bay cadet friends. "It was fascinating to watch them build it. I knew I would probably never see it done again," he says.

The Inuit cadets will long remember writing their names in the sand of Long Beach, near Tofino on Vancouver Island, as if to proclaim their arrival on this western coast of their own country. Their shyness dissolved as they took off their shoes and socks to run in and out of waves. In the words of

*Continued on page 10.*



Repulse Bay cadets with their commanding officer Leoni Assaioui in Vancouver.

*Cadet exchange..., continued from page 9.*

2Lt Ciccone, "Friendships started to blossom over discoveries of seashells, seaweed and sunfish and while building sandcastles."

As different as the cadets were, however, their cultures sometimes met. A Repulse Bay cadet will especially remember her visit to an Inuit art gallery in downtown Vancouver. There, along with the carvings of other artists, was a carving her grandfather had made.

Did the exchange help the cadets understand each other's diversity? Oh yes! Cpl Halpert got so used to the quietness of Repulse Bay that when he returned home to the hubbub of school friends asking about his trip, he could understand why his new friends found Vancouver noisy, with too many people and too much traffic. He could understand his newfound friends' happiness at returning to the peacefulness of their northern home. ❖

## Having a say...

# It's what the Way-Ahead is all about!

*By Col Rick Hardy*

*"Everyone has the right and the duty to influence decision making and to understand the results. Participative management guarantees that decisions will not be arbitrary, secret, or closed to questioning. Participative management is not democratic. Having a say differs from having a vote."*

*– Max De Pree, chief executive officer, Herman Miller*

What does this quote mean and how does it apply to the Way-Ahead? In my opinion — and my opinion is pretty important considering who I am — this statement, by one of the most successful change leaders of our time, is the essence of what the Way-Ahead is all about.

When I first came to the Canadian Cadet Movement (CCM) last year, the Way-Ahead process was wallowing. 'Action' teams had taken little action, the co-ordination cell was unsure of its mandate, and the strategic team had been unable to define its 'strategic' mandate. All-in-all, there was some cause for pessimism.

Even so, I considered the Way-Ahead successful. Why? Because the program was giving everyone in the movement a chance to influence future policy and decisions.

Prior to the Way-Ahead, decisions were made and policies were put into place without a process that allowed the rank and file to have a say.

We've come a long way in this past year. Action teams are beginning to understand how to do their work. The co-ordination team is better educated and understands its mandate to teach, mentor and liaise between action teams and headquarters' staffs. And the strategic team has finally defined its role and responsibilities.

Things are moving along smoothly. Everyone now understands that the action teams exist to make recommendations on their behalf and keep them informed of what's going on. More importantly, everyone **understands** that the action teams do not replace headquarters staffs. Right? Wrong!



## A Future Founded in Renewal

Everyone does not understand. And I find the negativism enthusiastically embraced by so many particularly frustrating. This is not, and **never has been**, the Way-Behind program.

Please read Max De Pree's quote again. Applied to the Way-Ahead, this philosophy gives everyone in the cadet movement a right — and a duty — to have a say. It gives everyone the right to **influence** decisions and policy. It does not give everyone — even action teams or the strategic team — the right to **make** policy.

Directorate of cadets (DCdts) will continue to make policy, and the vice-chief of the defence staff will continue to authorize policy.

The difference now is that DCdts will make policy only after it **listens** to the action teams who speak on behalf of cadet movement members.

As far as I am concerned, the Way-Ahead has always been a success. Its very existence is recognition of the importance of...well... what Max De Pree says.

The Way-Ahead has always been doing the *right thing*. It just hasn't always done the *thing right*. But it has gotten better this year, it will get better next year and it will get even better the year after that...and the year after that.... Are you getting the picture? Continuous change is an important part of our future. And it's not stalled. We just haven't told you very well about everything that is happening.

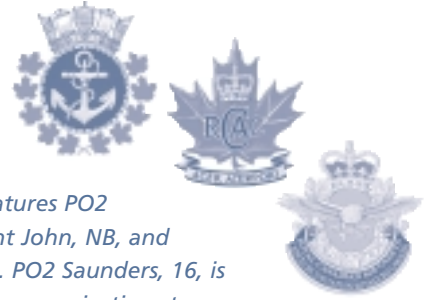
The Deputy Minister has stated in our Defence Planning Guidance that continuous change must be ingrained into our organization. And so it will be. In fact, the co-ordination team will be integrated into the new DCdts organization being developed here at national defence headquarters. Further, there will always be a strategic team and hopefully, action teams that are more or less active depending upon the urgency of issues to be brought forward by CCM members.

And you pessimists? Please make sure that you understand what you are being pessimistic about. Perhaps your expectations go beyond what the Way-Ahead process was created to do. Please try to understand that what the Way-Ahead is all about is **having a say**. ❖



The Way-Ahead gives everyone a chance to influence future policy and decisions. (Photo by Capt Mark David)

# Cadet corner



**C**adet Corner features cadets who are interested in change and renewal in the Canadian Cadet Movement (CCM). This issue features PO2 Chelsie Saunders, 9 Rodney Royal Canadian Sea Cadet Corps in Saint John, NB, and FSgt Mark Masongsong, 819 Skyhawk Squadron in North Delta, BC. PO2 Saunders, 16, is an action team leader with the recruiting component of the new communications team. FSgt Masongsong, 18, has volunteered for the image component of the communications team.

**PTB: What does the Canadian Cadet Movement (CCM) mean to you?**

**Chelsie:** The cadet movement is everything I want as a youth — it's fun, friends, opportunities, travel and challenges.

**Mark:** I've learned a lot about myself personally and a lot about people in general. To me, the CCM means lots of supportive friendships and a chance to take on a challenge and see it through. I've learned that I can be successful at anything I put my mind to, if I'm willing to make the commitment.

**PTB: Why do you want to be on an action team?**

**Chelsie:** Because I like cadets, I want others to enjoy it too. I want to promote the CCM any way I can. I think my points of view as a cadet and as a young person are important to an action team.

**Mark:** I read about the Way-Ahead on the internet. Right away, I wanted to be on the image team. Most people don't understand the experience we can get in cadets and how much we can accomplish. I feel the Way-Ahead is taking steps to change that and I want to help.

**PTB: What does taking part in the Way-Ahead process mean to you?**

**Chelsie:** I think the most important thing as a cadet is getting involved in the Way-Ahead. Everyone who takes part in it is making a huge contribution to the cadet movement and I want to be part of that.

**Mark:** The Way-Ahead is an excellent initiative and what cadets need. By taking part in the Way-Ahead, I can help the cadet movement move forward in spreading the word about us and helping improve our image. I wrote a mystery novel based in an air cadet camp.



Cadet FSgt Masongsong, in the cockpit of a glider at the regional gliding school (Pacific) in CFB Comox, BC.

## A Future Founded in Renewal

The mystery part just makes it more interesting, but what the story really does is open up a window into the world of cadets. It shows the wide range of cadet training available to us, the goals we can work towards, things like that. Now, with the help of my fellow cadets and friends, I have drawn up a plan for a new book (an illustrated documentary on the cadet history, contemporary programs and life). Getting involved is the first step in producing this book.

**PTB: If you could change one thing about the CCM, what would it be?**

**Chelsie:** I would change the image people have of cadets. People see us as child soldiers, and I see that as a bad thing. It tends to put a negative spin on the movement. There's a difference. Soldiers go to war. Cadets have fun.

**Mark:** I'd get cadets out into the community more, interacting with people, showing Canadian citizens what we're really like. We do a lot of things behind the scenes and not many people find out about them. We should always do what we can to help a community, and whether or not it's high profile should not be an overriding priority, but we need to be more aggressive in promoting the movement. When people see us in uniform, they think we're training for the military. But most people don't understand that our training is directed mainly towards leadership and personal development. In cadets, we learn career skills. I'd like people to know about our emphasis on those things.

**PTB: Has the cadet movement helped you in your plans for the future?**

**Chelsie:** Yes, because I know now that I want to continue in the naval reserve, or even the navy, and I will continue in the cadet movement for the rest of my life. The leadership and citizenship skills I've learned, as well as self-discipline, self-respect and respect for others will always be with me.

**Mark:** Yes. I originally joined army cadets for the excitement and travel. But then I found out I could learn to be a pilot for free if I joined air cadets. I planned to be a pilot, but during my summer training on an air cadet power flying scholarship in Kelowna, BC, I learned I was colour blind. So now I want to be a writer. I've just graduated from high school. Cadets has taught me that if I decide to do something, I can do it. Another thing cadets has taught me is perseverance — I want to write novels of all kinds. One way or another, I'll find a way. It's not so much wondering if I can do it; it's finding a way to do it.



Cadet PO2 Saunders

**PTB: Do you think we need to change or renew the CCM?**

**Chelsie:** It should be renewed, but I'm not sure I have enough experience to say how. I think there's too much time spent on some things, but not enough time spent on other things. We spend way too much time in seamanship classes at summer training centres, for instance. And I'd like to see more corps exchanges.

**Mark:** Yes. We have a lot going for us, but we've been resting on our laurels. We've accomplished as much as we can with our current organization. We need to renew. ❖

# Focus on focus groups

By Capt Mark David

- *The cadet movement is not as well known as we may think (or hope) it is.*
- *Some people think cadet training is “the first step” in training for a Canadian Forces’ career.*
- *Some people think they are not eligible to become cadet instructors because they have no military background, they’ve never been a cadet, or they think they don’t have the skill sets needed to teach cadets.*

These kinds of things can be learned in focus groups. Focus groups — like surveys, questionnaires and polls — are a ‘tool’ to discover people’s opinions on selected subjects. Focus groups are popular with the Way-Ahead action teams as they gather information from cadet movement members and others.

Last May I observed some focus groups in London, ON, one of three cities where focus groups were held. The aim was to get feedback from serving cadet instructor cadre (CIC) officers, as well as target groups, about some advertising being created to recruit new CICs. During the focus groups, people were asked what made them join the CIC, or what would make them consider joining. They were asked what they knew about the CIC and what they knew about cadets

Four groups of up to 10 people each were interviewed. One was a group of CICs. One was a group of men over 30 years of age. Two were groups of women over 30 years of age. As a CIC myself, I was invited to take part in the cadet instructor focus group, and most of the comments and opinions expressed were close to what I expected. We all joined the CIC after being cadets ourselves, we all wanted to give something back to the cadets, we had a good knowledge of the organization, we liked similar advertising and so on.

Listening to the ‘civilian’ comments was a big education, however. Their comments

led to the conclusions I began this article with. In addition, most of them believed that officers working with cadets are either Regular Force officers or former Regular Force officers. None had heard of, or had any knowledge of the CIC. And no-one felt they could be candidates for the CIC even though many of them worked with local sports teams, guides or scouts and other local youth organizations.

Men and women had different ideas of what would motivate them to join the CIC. The men said they would be motivated by the idea of giving something back to the community. Women on the other hand were more interested in pay, as well as the additional life/work experience it would give them.

The ‘civilians’ did not like the same advertisements as the serving CIC. I was told that this is often the case, and a big reason why focus groups are held. The CIC focus group was more concerned with ensuring that advertisements do not convey incorrect information or project the wrong image.



Focus groups are useful in creating recruiting advertisements. A proposed advertisement may change many times along the way as focus group opinions are gathered. This advertisement was a ‘second generation’ advertisement for recruiting cadet instructor cadre officers. Look for the final version any time soon.

## A Future Founded in Renewal

The print advertisements designed to attract new CIC may not seem ideal to those who are already CIC. For example, most of the general public focus group participants in London disliked the use of the word 'cadre'. Several didn't even know what it means. So don't be surprised if the final advertisements refer to cadet instructors, rather than the cadet instructor cadre.

So what did this experience teach me? A lot of people don't know the cadet movement exists. Many have misconceptions about cadets and the CIC. At the same time, these people would

be a tremendous asset to cadet units. We have to find an appropriate way to attract them and let them know just how much they can help the cadet movement.

If you ever have the opportunity to observe or take part in a focus group about cadets or the CIC, go for it. We can learn a lot about our own organization through the eyes of others.

– **Capt David is the former administrative officer with the Way-Ahead coordination cell. He has since joined the Royal Canadian Mounted Police.** ❖

# One step forward for partnership

The strategic team took steps in May towards forming the long-awaited partnership action team; however, the team found it a bit tougher to make decisions on the need for an action team to deal with command and control issues.

The strategic team decided to review Canadian Forces Operational Orders and the Price Waterhouse Cooper study (the organizational review of the Canadian Cadet Movement completed in February) before discussing command and control issues again at its next meeting in October.

The partnership team will have league and cadet instructor cadre members, but not cadet members.

The leagues have been asked to name three regional and local representatives for the team. Each cadet detachment has also been asked to submit three names (one from detachment level and two from local headquarters level) for the team. From this list of names, the Way-Ahead will form a partnership action team of about 15 people (including one from Northern Region).

The team will look at five of the original eight key activity areas it was originally asked to review.

At the May meeting, the strategic team decided that three of the issues have already been resolved: consulting between partners before making final policies; submitting periodical situation reports on assigned tasks; and establishing a method of periodic consultation.

The following issues are still valid for the partnership action team:

- Consult with the partnership.
- Develop linkages in shared ways of operating.
- Enhance communication between all the partners and have frequent meetings.
- State specific responsibilities.
- Review responsibilities and combine common activities.

The strategic team agreed that these issues seem to be more prevalent at the regional and local levels, and that communication and consultation have to be worked on at these levels. It was mentioned that there's a cordial sharing atmosphere in Ottawa right now between the Department of National Defence and the leagues. ❖

# Is change needed in the air cadet league?

Executive directors don't think so!

By Marsha Scott



With close to 40 years of air cadet league experience under his belt, **Dick Logan** used to bristle at the suggestion that the Canadian Cadet Movement (CCM) needed a change/renewal process.

Mr. Logan — who retired in June after 13 years as the executive director of the Air Cadet League of Canada — had personal doubts about the Way-Ahead

when it began. He thought the cadet movement's change/renewal process overlapped too much with other initiatives, resulting in duplication in an already overworked organization. "With 113 key activity areas, there was too much going on," he says. "I wasn't against the Way-Ahead. I was against the 'way it was'."

Mr. Logan is happier with the Way-Ahead these days, as key activity areas and duplication are reduced. But as one might expect, he still believes that overall, the air cadet league doesn't need to change.

"You have to understand that the three leagues are all different," he says. "The big thing is we all have different reasons for being, different structures and different ways of doing things." He thinks a big difference in the air, sea and army cadet organizations is the varying amounts of grassroots support across the movement. "The CCM is a grassroots organization and needs grassroots support," he says. "The air cadet organization happens to have that grassroots support."

"The reason for our success is local sponsoring committees," he adds. "We don't open up a unit without a sponsor. An important partnership exists between a unit commanding officer and a sponsoring committee."

Sponsoring committees are formed as air cadet league representatives find service clubs, businesses or groups of businesses to sponsor new air cadet squadrons. (At this time, 450 squadrons exist across Canada.) Sponsoring committee chairpersons become provincial committee members. Provincial committees are active with the regions in visiting sponsoring committees, doing public relations and finding accommodation for squadrons.

The league's national level has no direct contact with air cadet squadrons. "This organization doesn't work from the top down," says Mr. Logan. Instead, the national level focuses on fundraising, selecting some cadets for summer camps, and selecting cadets for scholarships.

"The league just went through big changes," says Mr. Logan. "We've just revamped our way of doing business. We reduced our board of governors from 55 to 15. We moved from 15 to six on our national executive. Our renewal is done and it's working. The league should continue to do what it's supposed to do — nothing more. We need to continue ensuring that our squadrons are properly sponsored, that we have strong committees and that there's enough money."

Although he thinks the league has changed enough already, he would like to see some change in the Canadian Cadet Movement. "I'd like the movement to change its cumbersome enrollment process for the cadet instructor cadre (CIC)," he says. "We're 2,000 CICs short, and almost half of that shortage is on the air side because we have more cadets and bigger units."

He says a lot of squadrons are not enrolling CICs and civilian instructors because it's so bureaucratic. "To get around the bureaucracy, they're using parent volunteers, who have never been screened or trained," he adds.



## A Future Founded in Renewal

He'd also like the CCM to "take the bull away" from being a CIC. In Mr. Logan's opinion, "the forms, the medical restrictions, the recruiting procedures, basic officer qualification and all the other qualifying courses" — all for one or two nights a week — discourage people from becoming leaders.

Still, Mr. Logan is a firm believer in the partnership between the league and the Department of National Defence. "You'll hear it's in trouble," he says.

"You'll hear some league committees have no respect for the military and vice versa. But I think it's just a lack of understanding."

"Without the military, there are no summer camps. Without the league, there's no support for units. Then you don't have anything."



**J**ean Mignault is the new executive director of the Air Cadet League of Canada. He is also a parent, a former cadet, and a former civilian instructor and CIC officer. These experiences give Mr. Mignault a broad perspective on change in the Canadian Cadet Movement. They also pull him in different directions at times.

"Things have changed since I was a cadet," says Mr. Mignault as he discusses the need to formalize the screening program for volunteers who wish to become cadet leaders. "Society is changing and today, you can't run a youth organization without having these kinds of safeguards in place," he says. "Society has decided that."

As national executive director, he says formalizing the screening program is a priority for the league. "We need and support it."

As a parent, he understands that it's important for parents to know who's looking after their children when they join cadets. He also wants to ensure that his own son has the same positive cadet experience that he had. "My experience was life-forming," he says. "It provided me with discipline and comradeship, developed my talents and rewarded me in many ways."

But as a former cadet instructor, Mr. Mignault is frustrated by bureaucratic procedures and other issues that discourage volunteers.

"No wonder there's a shortage of volunteers," he says. "They've taken all the fun out of volunteering."

He believes the movement is burdening volunteers' lives with the kind of training today's society demands. "They have to receive and give environmental protection training and sexual harassment training. When I was an instructor, I sometimes found myself saying, 'I'm an accountant, not a social worker.' Awareness is good, but parents expect volunteers to be good role models and protect their children. Parents in today's society will not accept anything less than total professionalism and will not tolerate 'negligent errors'".

At the same time, Mr. Mignault acknowledges that today's environment is complicated. "Today, volunteers take a risk if they are alone with a cadet. Volunteers can't offer to drive a cadet home unless they make sure someone else is with them. People don't want to take risks," he says.

The new executive director says there should be more emphasis on local units and volunteers. "Volunteers are not in it for the money. They're in it for the kids. And without them, there would be no cadet movement." ❖

# The cadet training

## Do cadet programs apply to today's world?

When the cadet training action team asked this question in an information-gathering questionnaire earlier this year, 79 per cent of those who answered agreed or strongly agreed that they do. What's really interesting, though, is the fact that most of those who didn't agree were over 30 years of age!

"It makes you wonder about people's perceptions of what cadets want," says Lt(N) Peter Ferst, the team leader who crunched the numbers for the team's data base.

The action team sent out 936 questionnaires to people who expressed an interest in volunteering for the training action team and to others. There were about 633 responses, 52 per cent of them from action team volunteers. "I was

disappointed in the volunteer response, but we learned some lessons," says action team leader LCol Bill Smith. "We should have spelled out some of the questions better, especially for younger cadets."

Sixty-eight per cent of the respondents were cadets; six per cent were civilian instructors; 20 per cent were cadet instructor cadre officers and the rest were league representatives, sponsors or parents.



Cadet Sgt Angela Beaton, 2587 RCACC in Kingston, ON, and Cadet Sgt Dorothy Turner, 2918 RCACC in Leamington, ON, during a music practice session at Blackdown Army Cadet Summer Training Centre in Borden, ON. (Photo by Capt Mark David)

The action team met between Sept 10 and 12 to analyze the results. When analysis is complete, the results will appear in *Proud To Be*.

"Peter Ferst has been an absolute dynamo in creating the data base," says LCol Smith. "He's spent many personal hours recording, tabulating and setting it up. The man deserves a gold star."

So far, the cadet training action team has focussed on information gathering. To their questionnaire data, the team added the results of focus groups conducted over the summer at cadet summer training centres in Penhold, AB; Ottawa; Kingston, ON; Montreal; Borden, ON; and St. John's, Nfld. Team leaders LCol Smith, Lt(N) Ferst, Maj Nanette Huypungco, Capt 'Doc' Jardine, Cadet CPO2 Clint Chartrand and Maj Paul Westcott led the focus groups.



Cadets at HMCS Ontario in Kingston practise proper techniques for fighting fires on board ship.

(Photo by Capt Mark David)

# action team

“We used all of our results to prepare questions for the land, sea and air training officers who work in directorate of cadets,” says LCol Smith.

“We have to share information because we don’t want to get into doing things that are already being done,” he says. That’s why the team has stayed in close contact with the “desk officers”. A lot of the contact has been by electronic mail.

“This country is geographically inconvenient,” he adds. “When our action team gets together, we accomplish more in two days than in the six months before. Meeting face-to-face is a lot easier and much more productive.”

LCol Smith says that so far, the gathered information shows that air cadet training “is not broken”, but that army and sea cadet training may need some changes.

He uses music training in the three elements as an example. If young people join air cadets to become pilots, but then want to go into music, they can do it. All air cadets go through the same basic training, but specialized training is offered on different nights. Even if cadets change to another program, they’re still air cadets. But it’s not that easy in sea or army cadets. In sea cadets, for example, cadets must go into one of four different streams — one of which is music — right from the beginning.

“The thing is, kids change their minds,” says LCol Smith. “They may get in and see something else they want to do. Maybe the first year or two should be a mix of training. Then they can make a decision about what they want to do.



Staff cadet F5gt Heather Edgar, 27 London RCACS, shows Cadet Mathew Fox, 288 Red Fox RCACS in Kirkland Lake, ON, how to strap into a glider at the air cadet summer training centre in Belleville, ON. (Photo by Capt Mark David)

“There is a lot of uniformity in what cadets do. Why don’t we have one drill manual and one shooting program for all three elements? That would save money and give us some uniformity.”

Army cadets seem to have what LCol Smith describes as “holes in their training program”. They can only do certain things at certain ages and the information the team has received indicates there is a gap in the 16-17 year-old age group. “We need to give them something,” he says.

LCol Smith hopes the cadet training action team will be ready to make recommendations to the strategic team by February of the new year. ❖

# The cadet training

## Meet the **CADET** leaders...



### Cadet WO1 Nicole Nagy

Cadet WO1 Nagy spoke out about her experience on the Way-Ahead cadet training action team in *Speakers' Corner* of our last issue. She believes the Way-Ahead is listening to the opinions of cadets and encourages others to speak out. For this 18-year-old, the Canadian Cadet Movement means friends, memories and opportunities — for anybody. "It doesn't matter where you live or who you are, poor or rich. We could yank you from Mars and you'd still be able to accomplish anything as a cadet," she says. The parade commander with 177 Air Canada Royal Canadian Air Cadet Squadron in Winnipeg volunteered for the cadet training team because she felt cadet training could be better.

"It gets kind of boring teaching the same thing all the time," she says. "And we need higher national standards for accomplishment." She says she's met a lot of people through cadets, and she's learned something new from everyone she's met. If she could change one thing in the movement, it would be to ensure that money is well spent. We don't necessarily need more money, but maybe it could be better spent. "A lot of it seems to get lost at the top somewhere," she says. "It doesn't trickle down as it's intended to. I'd like to see a bigger chunk for cadets themselves." WO1 Nagy thinks her own knowledge and experience are valuable to the action team.



### Cadet CPO2 Clint Chartrand

Cadet CPO2 Chartrand heard about the Way-Ahead at a cadet summer training centre and volunteered to be a member of any action team. Because he likes teaching other cadets, he was glad to become one of the newest leaders of the cadet training action team and thinks being on the team will help him as a teacher. The 16-year-old, on staff over the summer with HMCS Ontario in Kingston, ON, is deputy cockswain of #101 Tiger Royal Canadian Sea Cadet Corps in Timmins, ON. CPO2 Chartrand is concerned about the disparity in funding for cadet corps. "Some corps have more money than others. Mine is lucky — it's been around since 1942," he says. "But some have very little — not even the basics." When it comes to training, the senior cadet says cadet corps are not as strict as they used

to be. But he feels that is a good change, as a lot of cadets would quit if the corps were too strict. He thinks phase training is too repetitive and would like to see some things taught sooner, and some things taught later. "As soon as you join cadets, you get level-three sailing training," he says. "But there's no way to do practical sailing in a corps in Northern Ontario." His most exciting cadet memory is of an Easter cruise in British Columbia, when he saw the ocean for the first time. "There were about 15 of us on each cutter and we had a fun week," he says. CPO2 Chartrand entered Grade 12 this fall and hopes to become a police officer, or join the Navy. He says his career choice has been influenced by his cadet experience, which has taught him leadership, teaching and organizational skills.

# action team

## Cadet WO Chantal Richard



“There are a lot of things to improve in the cadet training program,” says Cadet WO Richard, a 17-year-old platoon leader with 743 Royal Canadian Army Cadet Corp in St-Jerome, Que. “Training manuals need improvement and certain first-level courses could be taught at the second level.” She hopes to have some say in those things as a co-leader of the cadet training action team. More importantly, she thinks the mentality of some of the cadet instructors (cadets and officers) needs to change. “There are some corps that need to deal with cadets in a more humane way,” she says. “There should be no yelling —

especially by cadet leaders who are power trippers,” she adds. Cadet WO Richard believes there are better ways of leading and that her own non-aggressive style of leadership is better with cadets. Her proudest moment in cadets was passing her national exam for army cadets and concluding four years of training. Cadets have been an important part of her life. “When I do drill, I empty my mind and relieve all of my tension,” she says. She has just completed her secondary education and hopes to become a nurse and use the self-confidence, leadership skills and self-discipline she has learned in cadets. ❖

## Meet the other leaders...

### Lt(N) Peter Ferst



“I’m very interested in the core of what we do, and the core of what we do is training,” says Lt(N) Ferst, who’s been a cadet instructor cadre (CIC) officer with the cadet movement for eight years. The former owner of a telecommunications and project management business, he works now with Eastern Region headquarters as staff officer projects. He’s involved with the Youth Initiatives Program and the Millennium Program and he’s also the Way-Ahead co-ordinator for Eastern Region. In his retirement from civilian employment, Lt(N) Ferst wanted to take up an activity where he could contribute. He’s sure he can make a contribution as co-leader of the cadet training action team.

“Improvements are needed to recruit more cadets, but especially to retain cadets,” he says. “Training is core to the retention of cadets. Even as a commanding officer, I refused aggressive recruiting campaigns because of the lack of cadet instructor cadre officers and a lack of facilities. I think quality is more important than quantity.” His experience as a former commanding officer of “a couple of” sea cadet corps, area CIC officer and a teacher at the instructors’ school in St-Jean, Que. should stand him in good stead on the road ahead.

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# The cadet training

*Meet the other leaders... continued from page 21.*

## Capt 'Doc' Jardine



Known for his "flexibility and fun", Capt Jardine is affectionately referred to as the "mentor and tormenter" on the cadet training action team. He's a former cadet and spent 29 years and 147 days in the army. He says his body still remembers his 13 and a half years as a paratrooper. Capt Jardine is a natural co-leader of the cadet training team. He first trained cadets in 1972, when he was asked to help out a cadet unit a couple of nights a week. He's helped out several units since then and found that teaching cadets was "fun" and increased his instructional skills. He enrolled

as a cadet instructor as soon as he retired and has carried out a variety of roles at cadet summer training centres. Now he's commanding officer of the 407 Royal Canadian Army Cadet Corps (Queen's Own Cameron Highlanders of Canada) in Winnipeg. Why is he interested in the cadet training action team? "I feel training — on the army cadet side especially — needs to be strengthened," he says. "Training needs to be challenging to encourage and retain cadets." Capt Jardine's goal on the cadet training action team? "To make all cadets better citizens of Canada as a result of their training in the Canadian Cadet Movement."

## Maj Paul Westcott



"We need to explore new areas and means of conducting training if we want to stay competitive and retain our cadets," says Maj Paul Westcott, a manager with Canada Post Corporation in St. John's, Nfld. He says we need to foster a greater relationship with other youth groups and training organizations and look at diversity in recruiting. "The work done at the cadet corps at the Newfoundland School for the Deaf is a prime example," he says. Maj Westcott is a first-aid advisor and trainer at regional cadet establishment Atlantic. First-aid training is his area of expertise and he hopes to make a continuing impact in that area. "No matter what element cadets come from, this training will stay with them long after they have left the movement," he says. "I often wonder how many lives we have saved over the years through our training of cadets and officers in first-aid." He feels the cadet movement needs "to do something" to make senior cadets and cadet instructor cadre officers stay in the cadet movement. "We spend thousands

of dollars training young officers who stay an average of three or four years," he says. Those who do stay are usually released once they've been a commanding officer. "Would it be reasonable to use these experienced officers in some sort of role?" he asks. "This would encourage younger officers to stay." Maj Westcott became an army cadet in 1971 and a cadet instructor in 1980. He was commanding officer of 2415 Gonzaga Royal Canadian Army Cadet Corps from 1989 to 1994. He's been with St. John Ambulance since 1980 and is now an instructor trainer. He's trained Regular Force members, reservists and cadets and has received countless awards. He feels strongly about cadet training because it gave him so much. He wants to give something back. "When I first joined cadets, I stuttered badly," he says. "But my training as a cadet — particularly my training in the area of methods of instruction — helped me control this speech impediment. I now have no difficulty talking to groups, large or small."

# action team



## Maj Nanette Huypungco

Maj Huypungco, commanding officer of 170 St. James Kiwanis Royal Canadian Air Cadet Squadron in Winnipeg, jumped at the chance to join the cadet training action team. "I wanted to do something behind the scenes to make the cadet training program more challenging and exciting, and interesting enough to make senior cadets want to stay in the cadet movement," she says. Her experience as a squadron commanding officer and officer commanding general training (air) at Penhold, AB, gave her the chance to speak to senior cadets (level four and above) who seemed to be bored and were no longer finding the cadet program as exciting as when they first joined. "We were losing our experience

and knowledge because our seniors were not being challenged and were being under-used," she says. She feels the Way-Ahead is an "amazing opportunity" to update the cadet movement for the new millennium. "This is our chance to take definite action to improve the CCM and strengthen it," she says. "By making a positive impact on the cadet program, we can make it clear to everyone that the cadet program is the best youth organization anywhere." Maj Huypungco joined the movement in 1983 in Wilkie, SK, and became a cadet instructor cadre officer in 1987. Holding a degree in human ecology, with a major in clothing and textiles, she currently works with the regional cadet music advisor's office.



## Capt Lynn Allison

The Canadian Cadet Movement became a replacement for a son who "went missing", admits Capt Allison. As the mother of three cadets, she automatically became involved in the movement and has stayed involved for 12 years. She joined the cadet training action team at the request of co-leader LCol Bill Smith and doesn't regret it. "I'm very concerned about the well-being of cadets," she says, admitting that she wants to ensure that all cadets are treated equally, no matter who they are. "Young people need to be taught that they are all equal," she says. Capt Allison is especially dedicated to ensuring that cadet training is expanded to include the handicapped and impaired. "We have a couple of

blind cadets who have completed their first two levels of training, but I'm waiting for tapes to accommodate their next levels," says the former medical secretary. "And we have a cadet in a wheelchair (in Port Elgin, ON) who went to summer camp this year." She feels the movement needs to accommodate more diversity in its training. "For example, a dyslexic cadet could receive his exams orally," she says. Capt Allison has been a training, supply and administration officer, as well as commanding officer of a squadron. She is currently area cadet officer (air) for Central Ontario. She's especially sensitive to the fact that cadet training cannot be "too much like school". "We'll lose a lot of young people if it is," she says.

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*Continued on page 24.*

## Capt Alan Cann



If the cadet training action team needs to call upon someone who has some knowledge about all three elements in the cadet movement, then Capt Cann is their man. Capt Cann calls himself the only army-trained sailor who works at an air cadet summer training centre. The captain has been employed at the summer training centre in Penhold, AB, for the past 13 summers as officer commanding music training. He is also special events co-ordinator for Cadet Detachment Regina, where he's been working full-time since 1992. When he's not at summer camp, he organizes biathlon, shooting and music programs for Saskatchewan cadet units. So how did Capt Cann get his experience with all three elements? His father, president of a local navy league branch in Saskatchewan, pointed him in the direction of navy league cadets when he was a youngster. After three

years as a navy league cadet, he joined sea cadets. When he was staff cadet age, he was hired to teach the army cadet basic survival course at Camp Saskadet in Northern Saskatchewan. After two years of teaching army cadets, it seemed natural for him to join the cadet instructor list with 2370 Royal Canadian Army Cadet Corps in Regina. He was brought back to the navy as operations officer and band officer for Royal Canadian Sea Cadet Corps Impregnable, where he had spent six years as a cadet. He was the first sea cadet in Saskatchewan to achieve the gold award, and it seems that his career path with cadets has always been clear. Even in university, he worked with the Duke of Edinburgh's award program as assistant executive director and public relations director for Saskatchewan.

## LCol Bill Smith



He's regional cadet advisor for 16 cadet squadrons in Central Ontario, commanding officer of the Borden Air Cadet Summer Training Centre, in charge of recruiting cadet instructor cadre officers for Central Region, and co-leader of the cadet training action team. In his spare time, LCol Smith jokes, he "dates his wife". Although he originally volunteered to join the recruiting action team, LCol Smith got "sidetracked" to the cadet training team and he's glad he did. "I'd like to see a reduction in the bureaucracy as it relates to training," he says. "I hate to see bureaucracy kidnap common sense. What was valid and fun in 1950 may not be necessary in 1999." He would like

to see some areas of training become tri-service. "Drill manuals can be the same," he says, "and land, sea and air cadets could come together for basic training." LCol Smith was with the Royal Air Force for three years before moving to Bermuda to join the colonial police service. He stayed there for eight years, but then moved to Canada, working for the Ford Motor Company in Oakville, ON, for 31 years. He became involved with cadets in 1977 while his son was a cadet. When the squadron commanding officer lost his administration officer, he moved in to fill the gap. Since then, he's commanded three squadrons and brings a wealth of knowledge to the action team. ❖



# Facing change is like facing dying

You've probably heard about the stages people go through when faced with dying.

But did you know that people also go through stages when faced with change?

People naturally flow through the stages of **denial, resistance, exploration and commitment** when confronted by change. Because the Canadian Cadet Movement is still in the early stages of change, most people will fall somewhere in the first two stages. Change leaders are usually a little further along in the flow, but even they should be aware of the phases they are going through, so they can guide themselves and others through them.

Which stage are you in at this point in the Way-Ahead?

- Are you thinking maybe the Way-Ahead will "go away", that the movement doesn't need to change, or that it just needs "a little fine-tuning?" Are you hoping that the fuss will be over real soon? If you answered 'yes' to any of these questions, you're in **denial**. This is usually the first response to most major changes. It's natural and your way of protecting yourself from being overwhelmed. You'll be in this phase until you realize the Way-Ahead is real. It's going to take place with or without you.
- Are you angry about the Way-Ahead? Are you feeling lost and helpless? Do you feel your job is in danger? Do you want to withdraw as a volunteer or as a member or leader of a change team? Do you find yourself saying "I volunteered, but no-one

called me," or "I attended some meetings, but no-one was listening to me", or "I gave 100 per cent and look what happened"?

If you answered 'yes' to any of these questions, you are in the **resistance** phase.

This is the most difficult phase to get through because it is so emotional and will last as long as it takes for you to come to grips with your emotions.

- Are you feeling frustrated that you have so much to do? Are you unable to focus because you have too many new ideas and too many things going on? Are you feeling highly energetic? Are you seeing signs of 'relief' and thinking that maybe you're going to make it through the Way-Ahead after all? These are signs that you're going through the **exploration** phase. You've taken the first few steps around the corner and for the first time, you're accepting change. This stage will end when you accept 'new' as the 'norm' and start to focus on more long-term strategies and goals.
- Are you discovering new ways of doing things? Are you growing and adapting to the new ways? If you're a change leader, are you observing better teamwork and co-operation on your team? Does the team seem revitalized? If so, you've reached the breakthrough point and are in the **commitment phase**.

No matter what phase you're going through, you're not alone. Everyone goes through these stages when facing change. These are real life behaviours that belong to real people.

Just go with the flow. ❖

# A CAT is born

When the Way-Ahead began, we thought that the area of communications would require the attention of four distinct teams: external communications, internal communications, image and recruiting. As we reported in our last issue, however, it soon became apparent that a unified and cohesive communications team would best suit the tasks at hand.

The communications action team (CAT) was born on June 13 in Ottawa.

The co-leaders are LCol Tom McGrath, area cadet instructor cadre (CIC) officer (army), Newfoundland Labrador; and Elsie Edwards, navy league, Manitoba and Northwest Ontario Division. The secretary is Ann Blonde, an Ontario navy league chair of provincial competitions. Other team members include: Dick Donaldson, air cadet league, Ontario; Maj Helene DeChamplain, CIC officer, Quebec; Cadet PO2 Chelsie Saunders, New Brunswick; Lt Larry Pelletier, CIC officer, Newfoundland; Jack Cooke, navy league, Ontario; and LCdr Gerry Pash, CIC officer, British Columbia. All of these members served as action team leaders for the four previous teams. ❖



The image of the Canadian Cadet Movement moved a notch higher this summer when sea, army, air and navy league cadets stood and were recognized in the Senate of Canada during the national launch of Cadets Caring for Canada. The communications action team wants to know if your unit garnered favourable media coverage when it took part in the national event.

# Getting the message out

By LCol Tom McGrath and Elsie Edwards

You've heard the phrase "cadets are the best kept secret in Canada." The role of the new communications action team (CAT) will be to come up with a process that will get the message out and allow all Canadians to come to understand, appreciate and support the values of the 'best' youth program in Canada — the Canadian Cadet Movement (CCM).

The task is great, the potential is enormous, the spirit is enthusiastic and the talents abound. We will make it happen with your help!

During the initial meeting, the team created an action plan and agreed to a follow-up meeting on Sept 11 and 12 in Ottawa. During the next few months team members will focus on the following priorities:

- Discuss the concept of a Canadian Cadet Congress with the director of cadets.
- Prepare and distribute a national survey on the need for a national cadet publication.
- Examine and report on the feasibility of developing **one** national cadet logo or wordmark.
- Examine and report on the concept of a speakers' bureau for the CCM.
- Examine and report on the cadet award system.
- Publish the national cadet business plan to stakeholders.
- Provide direct input to the national recruiting materials being prepared by directorate of cadets staff.
- Discuss the training of public affairs officers within regions and at the local headquarters.
- Provide direct input into the national cadet communications plan.
- Assist in the distribution of a national cadet calendar of events.
- Look at the development of a 'recruiting' toolbox targeted at future cadets, parents, sponsors and the community.

We encourage all readers of *Proud To Be* to offer suggestions and provide input on the following questions or on any issue you feel relates to communications in the CCM. Why not start by providing input on these questions?

- How do **you** get local media to cover your cadet events and activities?
- Do you have a cadet unit newsletter? How effective is it?
- Do you get financial support from businesses in the local area? Would a 'corporate solicitation' package help you?
- Have you participated in Cadets Caring for Canada? Did the activity garner favourable media coverage for you?
- Do you know any former cadets who now have a high profile in your community? Do those people do anything to help the cadet unit?
- Do you have a parent group that helps your cadet unit?
- Why do you think cadets leave the cadet movement prematurely?
- What can we do to retain larger numbers of cadets?
- How do you think we should try to attract more CIC officers to the cadet movement?
- What are your thoughts on a national cadet week?

If you offered to volunteer with one of the four communications teams, you need to know that we still need your help! At some time in the near future one of our members may contact you for further input. Please understand that our new communications action team has almost 800 volunteers! It will be a massive job to keep in touch with you — but we intend to do just that.

Forward your responses to Elsie Edwards, co-leader communications action team, 233 Wexford Street South, Winnipeg, MB, R3R 0R8. ❖



# Scream louder!

*By Cadet WO2 Nathan James*

So, how many of you have received yet another of these *Proud To Be* magazines and little, or nothing else, pertaining to the Way-Ahead? How many of you signed up to be volunteers, yet have no idea how to submit your ideas or talk with other members of your groups?

Do these questions sound familiar? These were the same questions I was asking myself about six months ago. Like many fellow course participants, I signed up for the Way-Ahead during my six-week senior leaders' course at Air Cadet Summer Training Centre Cold Lake, AB. I volunteered for just about every action team and any position they would be interested in giving me. Then I waited.

Months passed by. Suddenly, I received this magazine in the mail. I read it. Lo and behold, e-mail addresses and phone numbers were included. I contacted some team leaders and asked them what was going on. It took them a while, but a response did come. I was assured that I was still a member, and that more information would follow. I waited again.

Months passed by, and I again decided to be a pest. I called the 1-800 number that was included in the next issue of *Proud To Be*. I called and talked to Capt Mark David in Ottawa. He was most helpful. He gave me an update on the status of each group I was interested in and e-mailed them all to tell them I was inquiring as to their progress. Still, I had no idea of how to submit ideas, or ask questions. What good was I to the process of change if I couldn't accomplish these simple things? So I sent an e-mail to the boss himself, Way-Ahead co-ordinator Maj Serge Dubé.

I was almost knocked off my chair when a long distance call came from Ottawa a few days later from Maj Dubé. You see, I didn't exactly send an "I'm happy" e-mail. It was just the opposite. Maj Dubé said he didn't like to have unhappy volunteers, so was calling to find the reason for my unhappiness. We had a chat about my problems, and he assured me they would be solved. I told him that surely, I wasn't the only one frustrated about not knowing how to submit my ideas.

This was his advice to me:

- Feel free to contact your action team leaders. The chain of command doesn't really apply here, so you can send e-mail to majors and captains. That's why their addresses are listed.
- Submit your ideas to the action team leaders. They will most likely be interested in your ideas and contact you for more information.
- If you feel you can't reach your leaders, call the 1-800 number, or e-mail the co-ordination cell. They will be happy to forward messages for you.

Cadets, this is our voice for change. Use it. You can't just sit there and let it pass you by. If you think you're not being heard, scream louder. Someone, somewhere is interested in what you have to say. If that doesn't work, drop me a line and I'll be glad to help you out.

– **Cadet WO2 James is cadet squadron commander of 104 Starfighter Royal Canadian Air Cadet Squadron in Brantford, ON.** ❖

# Structure takes shape

“Time waits for no man,” — or Way-Ahead action team for that matter. Some teams are finding that key activity areas they were asked to tackle have already been tackled, or have been taken over by events.

This is especially true for the structure (establishments) action team. Formed to review 10 key activity areas, this team is faced with the challenge of rationalizing its work with other ongoing work in the Canadian Cadet Movement (CCM) and Canadian Forces.

These four key activity areas, according to the strategic team, are no longer issues:

- **Fill Regular Force positions (within the movement) with Regular Force members.**

“Regular Force positions **will** be filled with Regular Force members,” said Col Rick Hardy, director of cadets, at the last strategic team meeting. “Before, Armed Forces Council wasn’t engaged; now it is. What we have to turn around is the perception that coming to cadets is a ‘death knell’ for Regular Force officers’ careers. We have to sell it better.”

- **Review Regular Force tour lengths.**

Regular Force tour lengths have already been reviewed. The Standing Committee on National Defence and Veterans’ Affairs has recommended that tour lengths be from four to six years.

- **Define the requirement for Reserve Force positions in the structure.**

According to Col Hardy, “youth professionals, who have education in youth training programs and who are highly qualified and skilled,” are the people who should fill positions in the structure — whether they are Regular Force, reservists, or cadet instructor corps officers. The strategic team agreed that if there is a grassroots perception that Regular Force members, or retired military officers, get the ‘jammy’ jobs, then the hiring policy and process must be absolutely transparent.

- **Increase corps/squadron establishments by one position.**

Corps/squadron establishments were increased by one position earlier this year as a Way-Ahead initiative.

The six issues remaining in their mandate include:

- Reviewing the cadet instructor cadre branch structure;
- Defining the requirement for Regular Force positions within the structure;
- Filling Reserve Force positions with Reserve Force;
- Reviewing Reserve Force tour lengths;
- Implementing summer training quotas based on percentages of actual cadet strengths versus ceiling; and
- Rationalizing the structures of directorate of cadets, cadet summer training centres and regional cadet instructor schools to reduce overhead costs to reflect a national program. ❖

# 'Power meeting'

When the structure (establishments) action team met in Toronto in July, it had what team leader Maj Roman Ciecwierz calls "a two-day power meeting".

The team sunk its teeth into reviewing the cadet instructor cadre (CIC) branch structure. Specifically, it reviewed the structure of directorate of cadets and regional headquarters, as well as the CIC branch advisory group structure.

Earlier this year, the team was uncertain how its mandate to review the CIC branch structure fit in with the independent "organizational review" of the Canadian Cadet Movement completed by Price Waterhouse Cooper in February. That study recommended organizational changes. But the strategic team decided in May that the study was only "the tip of the iceberg" and that the structure action team still has work to do in this key activity area.

Using the Price Waterhouse recommendations as a starting point, a working group of directorate of cadets staff and regional cadet officers drafted new organizational charts for the directorate and regional headquarters in May. As well, director of cadets Col Rick Hardy created an alternate DCdts organizational chart.

## 'Org' chart review

The structure (establishments) team reviewed these drafts.

"Our feeling is that Col Hardy has done a great job in structuring the organization so that it becomes more effective," says Maj Ciecwierz. "The way it's structured into strategic, operational and tactical groups makes it far more functional to us. It makes a lot more sense in terms of pulling things together and not having policy come out of nowhere, making it inappropriate to regional and local training." The action team also liked the idea of a quality assessment area being added to the directorate to ensure standards are met.

The action team didn't review the working group's draft chart for regional headquarters — until it did its homework. "We gathered our own information from the regions, defined what we believed to be the purpose and functions of regional headquarters and created our own organizational chart," says Maj Ciecwierz.

The action team then compared its own draft with the working group draft. "We developed what we think is a workable structure, not far off what they came up with, though it may need a little fine-tuning," he says.

In August, the team forwarded their comments to Ottawa through the Way-Ahead co-ordination cell. The working group was to meet in September to review the comments.

## Looking for feedback

As a first step in reviewing structures of area detachments, cadet summer training centres and regional cadet instructor schools, the action team is surveying unit commanding officers. "We need their feedback on whether they think the structure of area detachments and regional headquarters suits their needs," says Maj Ciecwierz. "We want to get their views on the purpose of detachments and headquarters in support of local training."

In September, the team also sent out questionnaires to cadet instructor cadre officers to gauge their knowledge of and interest in a CIC branch advisory group. Three questionnaires were sent to each unit.

Although the CIC branch advisory group has existed since the beginning of this decade and is authorized under regulations, the structure (establishments) team feels that few people are aware of it, or of how it can be used. Regions tend to establish their own terms of reference and membership in the group. For that reason, the action team drafted a recommendation for the CIC branch advisory group structure.

## A Future Founded in Renewal

"I feel good in terms of the progress we made," says Maj Ciecwierz, a CIC from Waterloo, ON. "We had an excellent working session, in spite of the fact that only five of us were able to meet in July." Joining Maj Ciecwierz were co-leader Capt Steve Dubreuil, a CIC from St. John's, Newfoundland; LCol Al Memess, commandant of the regional cadet instructor school in St-Jean, Que.; Capt Terry Whitty, commanding officer of an army cadet corps in Ottawa; and Capt Al Szawara, area cadet officer (air), London detachment.

The team has 12 members with broad expertise. "We wanted people who were higher ranking and who had been around a long time," he says. "We didn't include cadets because they just don't have the understanding of regional structure that we need on our team."

The team will meet again in November to review the results of their information-gathering and discuss other key activity areas. ❖



Maj Roman Ciecwierz, co-leader of the structure (establishments) action team.

# School days!

By Maj Serge Dubé



From the Coordinator

Well, we did it. We visited some of the Regional Cadet Instructor Schools this summer and what an interesting experience it was for Leo Kelly, the Way-Ahead facilitator, and myself.

We found that many cadet instructor cadre (CIC) officers across the country are still not aware of the Canadian Cadet Movement's (CCM) change and renewal program! The people who do know about it are — in most cases — behind it and trying to make a difference.

Some of the cadet instructors we talked to don't see a need for this program. They feel the cadet program is perfect and there is no need to change anything.

In some cases, they may be right. But in others cases, we're not so sure. That's why the Way-Ahead is creating this opportunity to look at everything the CCM is doing. The idea is to look at everything in terms of its relevance to today's youth!

As for the CIC not being aware of the change and renewal program, I really don't understand why. We've made many visits to the field. We've given briefings at conferences. We publish 10,000 copies of *Proud To Be* four times a year and send them to every cadet corps and squadron across the country. The newsletters are also going to regional headquarters, every instructor school and every detachment. How can people not be aware of the change/renewal program? In some briefings, we were told *Proud To Be* is not making it to cadet instructors in the field. We heard that the newsletters are left on someone's desk, or thrown in the garbage. We heard the newsletter doesn't appeal to cadets or is too cumbersome.

If you have questions about *Proud To Be*, you may find some answers in the story "To be, or not to be" of this issue. (See page 36)

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*Continued on page 32.*

*From the Co-ordinator... continued from page 31.*

For those who say they never see the newsletter, check our Way-Ahead web site at [www.vcds.dnd.ca/visioncadets](http://www.vcds.dnd.ca/visioncadets).

There is Way-Ahead news there, as well as the entire newsletter in an electronic format. If you prefer, print out the newsletter from the site.

If you do see the newsletter at your unit, or in the region, or anywhere, take five minutes to read it and then pass it on to somebody else.

Remember: The Way-Ahead is your change and renewal program. Only you can make a difference in the way we do our business. ❖

## Call waiting...

*By Maj Serge Dubé*

If you are one of the Way-Ahead volunteers who have never been contacted, or have never been asked for feedback, keep reading. We understand your frustration, especially if you were keen and ready and raring to go!

Here are some reasons why you may not have been contacted yet.

- The people who are contacting volunteers — or who will do so in future — are volunteer action team leaders. Before they can contact you, their teams must be up and running. That is, the team leaders (from across Canada) have to meet, team-build and create an action plan for moving forward. The fact is that some teams out there have not yet reached this point.
- You may have volunteered for the process, but not for one of the original action teams.
- You may have volunteered for a team that you should not have volunteered for, through no fault of your own, of course. For instance, some cadets volunteered for the cadet instructor cadre/civilian instructor (CIC/CI) policy action team. Well, the fact is that this team requires league and CIC — not cadet — involvement. Nothing this team does will impact directly on cadet policy.
- The Way-Ahead co-ordination cell went out last year and advertised all the great things that were going to happen, but had no idea how to accomplish them. By doing this, the cell created expectations that have not been met. Now we're being realistic and know this change and renewal process will take a long time if we want to do it right.

Don't get discouraged. Things are finally moving along. If you are still interested or want to get involved in **your** change and renewal program, call us, drop us a line or send us an e-mail. All of the information you need is on the newsletter's inside front cover. ❖



# Proud to be... a volunteer

By Penny Atkinson



Penny Atkinson

"The branch just needs a little bit of help." With these words, I was encouraged to join New Brunswick's Quispamsis Branch of the Navy League of Canada. The "little bit of help" has stretched into six years of membership, including presidency of the branch this year.

This is the 20<sup>th</sup> anniversary year of the Quispamsis Branch and 268 Royal Canadian Sea Cadet Corps Bras D'Or. In this time, we have seen more than 1,500 cadets go through the program.

Our branch is run a little differently than most because we support both a sea cadet corps and a navy league cadet corps. The branch is the sole means of support for the navy league corps, funding all their activities, equipment and uniforms. Our sea cadet corps receives support through the league's partnership with the department of national defence. The branch assists with funding and helps corps officers organize special events throughout the training year.

Each year the branch holds special parent meetings. We encourage parents of cadets to join the navy league branch and help out. 'Many hands do make light work', and with two cadet corps to support, our year is busy indeed.

Fund-raising is our main activity, followed by helping out at cadet events. The branch has built up good partnerships in the community and as a result, there are always opportunities to raise money.

Quispamsis Town Council, Quispamsis Recreation Department and Royal Kennebecasis Legion are

the biggest supporters of our cadets. These groups give us opportunities throughout the year to participate in community events and help us raise money. For example, last July 1, our sea and navy league cadets led the Kennebecasis Valley Canada Day Parade and took part in a flag-raising ceremony. Branch members and some cadets worked hard all afternoon at a Canada Day barbecue. In the evening, we helped Legion members sell strawberry shortcake during the concert on the beach before the fireworks. This was a full but enjoyable day and is what being a navy league branch member is all about — involvement!

Being part of the cadet program gives me a great deal of satisfaction. At the end of the year when branch members travel to HMCS Acadia in Nova Scotia, we are all so proud to see the cadets on parade.

As parents or navy league branch members, if you have never been to a summer training graduation, you must go. It is a wonderful opportunity to see cadets in action! We always arrive early and try to visit with all our cadets. We also meet their new friends along the way. We rejoice in their accomplishments and join in the applause for award winners. We visit the officers who have guided our cadets through the summer training and we meet with many 'old' friends.

The sunset ceremony at the end of the graduation parade is a wonderful end to the day and to the cadet year. It rejuvenates me and encourages me to look forward to another year of helping cadets. It makes me *Proud To Be* part of a good organization that gives so much to our young Canadians.

– **Quispamsis is located in the Kennebecasis Valley, just east of Saint John, NB.** ❖

# Feedback from the field



*In our last issue, three unit commanding officers commented on the impact of early Way-Ahead results on their units so far. Here, Capt Peter Osted, commanding officer of an army cadet corps in Hay River, NWT, for the past 15 years, shares his views on the extra day of pay, an extra officer position and computers, software and an Internet connection. The elementary school teacher, who has lived in Hay River since 1966, also takes the opportunity to comment on other areas of interest to him.*

## Extra day of pay

In our cadet corps, as in most northern corps or squadrons, the paid days and the days worked bear little relationship. Most corps parade or train at least twice a week (some five or six times a week), which, over a year may add up to 70 or 80 parades. Add to this weekend exercises, community involvement, citizenship tours, sponsor-related activities, and staff may be parading two or three times the allocated 21 days. We're not against the extra day's pay — far from it. But being a cadet leader involves a lot more than waiting for a paycheque.

## Officer's position

It's great, but here in the north it's not very noticeable. Of the 20 or so corps/squadrons here, only six or seven are located in communities that are large enough to provide a pool of potential instructors. Most communities are so small that only one or two adults have any interest in being involved in the movement. In a few places, there is only one adult to manage every aspect of the cadet corps. The opportunity to take advantage of the extra position just doesn't exist. It is great that the RCMP (Royal Canadian Mounted Police) are now eligible to become cadet instructor cadre (CIC) members.

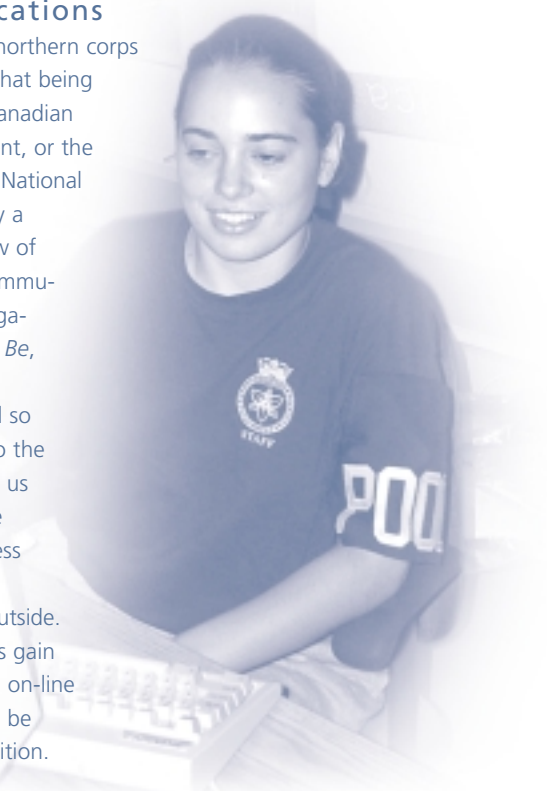
## Computers, software and Internet connections

Some of the northern corps/squadrons have had computers and Internet access for several years through the efforts of individual corps, sponsors and Northern Region staff. After the

summer training season, when new equipment becomes available, we will begin to take advantage of this new program. Internet access may be a problem for a few of the remote corps where there is no service provider. Also, the learning curve may become pretty steep for some of the CICs not familiar with technology.

## Communications

Many or most northern corps are so remote that being a part of the Canadian Cadet Movement, or the Department of National Defence, is only a theory. The flow of newsletters, communiques and magazines (*Proud To Be*, *CIC Newsletter*, *Maple Leaf* and so on) coming into the local corps give us an added sense of connectedness with the larger (cadet) world outside. When the corps gain Internet access, on-line newsletters will be a welcome addition.



The learning curve may be steep for cadet instructors not familiar with technology. Luckily, SLT Erin Bean, shown hard at work at HMCS Ontario this summer, is not one of those. (Photo by Capt Mark David)

### Training

There have been some welcome changes in the cadet training program over the last few years. The new air rifle program is great as it allows everyone to take part. There are no indoor rifle ranges in the north and shooting the old 'number 7' at -35C is not conducive to good shooting. We are also glad to see the Star program for army cadets being updated, but we seem to be losing some of the 'army' stuff that really draws the young recruits. We don't have anything military at all in these remote communities. The only people in uniform are either Royal Canadian Mounted Police or CIC.

### Recruiting

This is a sore point. The long drawn-out induction process (by the Canadian Forces Recruiting System) of new officers into the CIC has an adverse effect on recruiting new members. The transience of potential CIC officers and high turnover rate makes signing up a frustrating effort. Another pet peeve concerns the training of new CIC members, especially senior cadets. After a young person has spent six or seven years in the cadet corps and has achieved the highest level of training the system can offer, he or she still has to go through all of the very basic training to join the CIC.

### On the upbeat

Northern Region cadets have been blessed with some of the most dedicated and helpful people at the regional cadet office. Regional cadet staff are extremely supportive of the cadet movement, invaluable in keep up the morale of CIC officers, assisting in cadet training, while streamlining paperwork so that local CIC officers can do what they want to do — work with and for the kids. ❖





# To be, or not to be?

**T**his is the sixth issue of Proud To Be. We've had a lot of feedback on the newsletter and here, we share some of the most-asked questions — and our answers — with you.

## What's the mission of Proud To Be?

*Proud To Be* is published to communicate **change/renewal news** to the Canadian Cadet Movement (CCM). Communication is the most important part of every change/renewal program — so important, that when people look back on change programs, they **always** wish they'd communicated more. Change is successful only if people understand why change is needed, what the change process is, and how they can take part in it. People also need to offer feedback in a national forum and see results. *Proud To Be* attempts to fill these needs.

## Do we need a change/renewal newsletter? Couldn't we communicate better through the Web, or in some other way?

*Proud To Be* is just one means of communicating the Way-Ahead. Our web site (at [www.vcds.dnd.ca/visioncadets](http://www.vcds.dnd.ca/visioncadets)) is another. Evaluations on the best way to communicate change show that face-to-face communication is best. People like to hear about change and renewal from the people they trust most — their immediate supervisors. However, verbal communication is not enough. The Way-Ahead co-ordination cell communicates verbally with cadet staffs across Canada and in as many major forums as possible. In turn, those people are expected to communicate to their regional and local audiences. But in any change program, particularly one as large and geographically dispersed as ours', communication must be through a variety of media. Everyone learns differently. Some people will understand something only when they hear it face-to-face. Others won't understand it until it's on paper. And for the younger generation especially, it ain't real until a click of a mouse tells them it is. Print is most effective for reinforcing a message.

## Who's it for?

The newsletter is for every stakeholder in the CCM — cadets, the cadet instructor cadre, civilian instructors, league members, parents, sponsors, Regular and Reserve Force members and other interested audiences. But its primary audience is senior cadets and the cadet instructor cadre. Why? These are the people most directly affected by the many changes under way. They will have to make change happen.

## Why doesn't Proud To Be carry more 'cadet news'?

In the absence of a national cadet publication, this is a tough question. The movement does need a publication that appeals to all cadets and carries stories of national interest. And the Way-Ahead communications team and the new directorate of cadets' communication cell are looking at this need. But the Way-Ahead is just now gaining momentum and enough change/renewal is going on to warrant *Proud To Be's* continuing focus on it. That need will be re-evaluated when the Way-Ahead process slows down. In the meantime, *Proud To Be* will continue to carry cadet stories with a change/renewal message, or that relate to any of the Way-Ahead key activity areas. In the last two issues, we have increased the number of cadet stories and have started "Cadet Corner" as a regular feature.

## Can we make more copies of the newsletter available to cadet corps?

We currently print 10,000 copies and are looking at the feasibility of printing more. The newsletter is on our web site and may be printed out if necessary.



## A Future Founded in Renewal

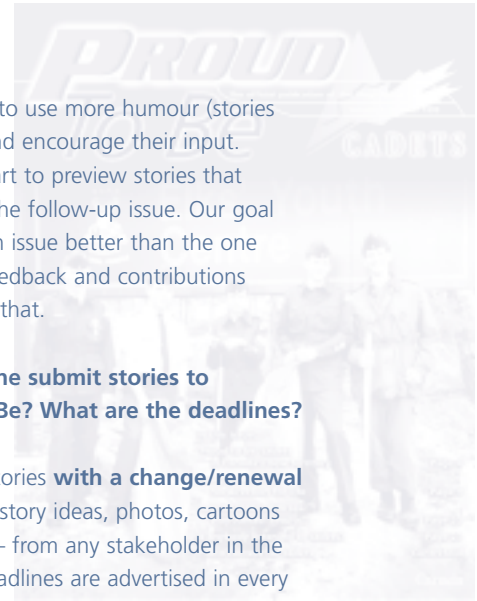
- **Can we use more colour, improve the French, offer a greater variety of stories, publish more results, use more humour, and preview stories that will appear in a future issue?**

We can't use more colour because it is too expensive. But the answer is "yes" to the rest. We now employ a French reviser to ensure the quality and consistency of the French. In recent issues, we have tried to carry stories of interest to each stakeholder. We have asked the leagues, for instance, to keep us posted on change/renewal within the leagues. We will publish more "results" as they come. (Our summer and fall issues discuss early results.)

We would like to use more humour (stories or graphics), and encourage their input. And we will start to preview stories that will appear in the follow-up issue. Our goal is to make each issue better than the one before. Your feedback and contributions will help us do that.

- **Can anyone submit stories to Proud To Be? What are the deadlines?**

We welcome stories **with a change/renewal theme** — and story ideas, photos, cartoons and graphics — from any stakeholder in the CCM. Copy deadlines are advertised in every issue. Deadlines generally fall six to eight weeks before publication to allow time for translation, design and printing. Issues are published in September, December, March and July. ❖



## Letter to the editor

As part of a team about to be given our warrant to form a local branch of the navy league and form a sea cadet corps here in Oakville, ON, I'm greatly encouraged by your Way-Ahead web site and the forward-looking vision it embraces.

Our 45 cadets were formerly part of a corps in a neighbouring town and are eager to become their own corps here, proudly bearing the town's name honouring HMCS Oakville, a corvette with a distinguished Second World War history.

As we undertake new beginnings, we too look forward to "a future founded in renewal" for our cadets in the new millennium. We would like to salute your efforts as editor of *Proud To Be*, and all the members of this Way-Ahead team, and march alongside.

To this end we would like to make copies of your magazine available to our league, our officers, our cadets and their parents, many of whom are members of our soon-to-be navy league branch, and encourage their participation. How do we go about getting copies?

We have an 'unofficial' website at <http://dove.ca/cadets> and I, as webmaster, have taken the liberty of linking to your site on our links page, using the *Proud To Be* image.

– Susan Fellows  
Oakville, ON

*Welcome aboard and congratulations. Distribution inquiries should be directed to the Way-Ahead Co-ordination Cell. (See address information on inside front cover)...* editor. ❖

# Phone numbers

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Way-Ahead co-ordinator  
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(613) 769-2888 (cell)

## Marsha Scott

Editor, *Proud To Be*  
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## Leo Kelly

Way-Ahead facilitator  
(613) 851-7259 (cell)  
(613) 599-1939

## Capt Kim March

Way-Ahead logistics officer  
(613) 996-1316  
(613) 795-9649 (cell)

# New league president

What are the two most important priorities for the Air Cadet League of Canada as it enters the new millennium?

According to **Col (ret'd) Leonard Jenks** of Victoria, BC, who was elected president of the league in June, they are:

- ensuring that air cadet squadrons are appropriately staffed with officers and volunteers
- ensuring that the volunteer screening process is enforced.

The former Canadian Forces officer of 37 years also emphasizes the need for planning, teamwork, integrity and professionalism in the air cadet training program, as well as within the league and the Department of National Defence. ❖



Leonard Jenks, new president of the Air Cadet League of Canada



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

# Calendar of events



## September 11-12

Cadet training  
action team meeting  
Ottawa

Communications  
action team meeting  
Ottawa

## October 2-3

Group action team  
leaders meeting  
Cornwall, ON

## 15-17

Resource action  
team meeting

## 23-24

Cadet instructor cadre (CIC)/  
League training action  
team meeting  
Toronto

## 22-24

(tentative)  
Administration action  
team meeting

## 30-31

Strategic team meeting

