

# PROUD

# To Be

The official publication of the Way-Ahead Process

Volume 8, Spring 2000

# CADETS

## Biathlon 2000

**New 'Cadets  
Canada' logo**

**Cool 'runners' and  
Tilley-style hats**

**Poll shows low  
awareness of 'Cadets'**

**Cadets administration  
system a dinosaur**

**Feature:  
From cadet  
to Premier**



National  
Défence

Défense  
nationale

Canada



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

**Volume 8** Spring 2000

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

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Does anyone recognize this cadet? It is former cadet Cpl Brian Tobin meeting Nova Scotia Premier Gerald Regan at the annual inspection of the cadet summer training centre in Greenwood, NS, in the summer of 1970. Today, the former cadet is himself a premier — of Newfoundland and Labrador.

#### ON THE COVER:

Cadet Becky Barton, 2137 Calgary Highlanders Royal Canadian Army Cadet Corps, and an unidentified cadet (behind) take part in the female unit team patrol race during the 2000 National Cadet Biathlon Championship. One hundred and eight biathletes competed in the event, held in Valcartier, QC, in March. Normally 116 cadets compete; however Northern Region cadets did not compete this year because of the Arctic Winter Games. In addition to the cadets, 32 coaches, about 60 staff cadets from across Canada and another 60 administrative and support staff congregated for the event.

# Copy

# Deadlines

Summer issue — May 5

Fall issue — July 28

Winter issue — October 20



## From the Editor

We're late, we're late! My sincere apologies to our readers for publishing the spring issue late. We had a choice — publish on time at the end of March and make you wait until the summer issue for news on everything that happened in February; or, publish at the end of April and give you the most up-to-date news possible on everything that took place in February. That included a week-long training renewal workshop of cadet instructor cadre trainers from across the country, the first ever meeting of the national cadet communications

working group and a milestone meeting of the Way-Ahead strategic team. At that meeting, the strategic team measured the performance over the past two years of every Way-Ahead action team. Status reports on every action team are carried in this issue.

This issue is packed with so much news, we had to hold over some of the stories we received. This is our biggest issue yet and it's wonderful to see the contributions pouring in. Just a reminder — stories must relate in some way to change and renewal within the cadet movement. Even though the spring issue is

late, the summer issue will be published on schedule at the end of June. It will be delivered to cadet summer training centres.

We'd like to take this opportunity to thank Brian Tobin, premier of Newfoundland and Labrador, for taking time out from his busy schedule to be interviewed for our feature story. He is a role model for every cadet (or aspiring cadet) in this nation and displays the leadership and citizenship attributes so highly valued by the Canadian Cadet Movement. ❖

*Marsha Scott*

## In this issue...

### Feature

From cadet to premier — Brian Tobin, premier of Newfoundland and Labrador, started out as a cadet. . . . . 4

### Way-Ahead news

From the director:  
Moving the elephant . . . . . 8  
Cadets administration system a dinosaur . . . . . 13  
Training renewal . . . . . 15  
Adios to the electronic action team . . . . . 20  
'Roll on' partnership team . . . . . 21  
Measuring action team performance . . . . . 30  
Solutions from unexpected sources . . . . . 36  
Bilingualism action team to be created . . . . . 40

### League news

Improvements impressive, but disconcerting (Air Cadet League of Canada). . . . . 10  
Securing the future (Navy League of Canada) . . . . . 24

### Opinions

What's your beef? . . . . . 26  
Speakers' Corner: Cadets — the Pokemon population . . . . . 32  
Letters to the editor . . . . . 37

### What's new?

New 'Cadets Canada' logo . . . . . 6  
Reducing administration top priority . . . . . 12  
W-W-Web notes . . . . . 14  
Look who's talking now . . . . . 22  
Winning web site for Prairie Region Cadets. . . 28  
Poll shows low awareness of Cadets. . . . . 29  
An 80 per cent solution? (A new organization for directorate of cadets) . . . . . 34

### Cadet stuff

Cool 'runners' and Tilley-style hats . . . . . 11  
Cadet corner . . . . . 18  
More high school credits for cadet training . . 28  
Citizenship and football . . . . . 35

# From cadet

By Marsha Scott

When people think of Brian Tobin, they may think of many things — the premier of Newfoundland and Labrador, who, along with other premiers, is currently fighting to preserve Canada's national health-care system. Or they may think of Canada's former minister of fisheries and oceans, who won national praise during an international dispute between Canada and Spain over turbot fishing in waters just beyond the Canadian 200-mile limit. They may even think of the man who was elected — at the age of 25 — to the House of Commons.

It's highly unlikely they will think of Brian Tobin, the former cadet.

Yet Premier Tobin was a cadet. In fact, he believes that what he's doing today has been shaped, in part, by his experience in the Canadian Cadet Movement.

Premier Tobin took time out from his hectic schedule for an interview with *Proud to Be* because he views Cadets as a first-class experience. Our interview was bumped once from his schedule because of a truckers' protest in Newfoundland, but the premier found time two days later — as he waited for the unveiling of the nation's Budget 2000 in Ottawa — to call and share his feelings about the movement.

Minutes before his call, he says, he finished ironing a shirt to wear to the Budget announcement. "To this day, when I travel around the country, I'm still ironing my shirts and doing things I learned in

Cadets." He admits, however, that he no longer makes his own bed, which is too bad because he thinks hotel standards are not quite up to cadet standards.

Kibitzing aside, Mr. Tobin is one of Canada's 'premier' leaders and citizens — a role model for today's cadets.

"Young people in Canada should recognize the tremendous opportunity available to them and seize it with both hands," says the premier. "Cadets is not a military organization — although there's nothing wrong with the military. What Cadets is really about is helping young people achieve their full potential and learning to be good citizens."

Brian Tobin discovered Cadets when he was 14 years old and living in Goose Bay, Labrador. His father was a civilian employee with the U.S. Air Force in Happy Valley — now the location for low-level flying training for air forces from around the world. He was recruited into the re-activated 764 Happy Valley Royal Canadian Air Cadet Squadron by its new commanding officer.

Brian spent close to three years as a cadet. One of the high points was going to 'cadet camp' in Greenwood, NS. "It was a tremendous opportunity to travel, meet kids from across the country, pull together as a team and operate within a disciplined environment," says Mr. Tobin. "It's important to learn and grow in an environment of self-discipline — that's the most important thing to come out of Cadets for me."



"What Cadets is really about is helping young people achieve their full potential and learning to be good citizens."

"I learned I owed my squadron, but also the community at large."

— *Brian Tobin*, premier of Newfoundland and Labrador  
(Photo by Greg Locke)





# To Premier

There were really no low points in the premier's cadet experience, although — like many cadets — it took him a while to get used to being away from home when he went away to summer camp.

Still, he remembers a profound sense of loss on returning home from camp. "I missed the structure, having someone telling me what to do and especially, the camaraderie," he says.

Citizenship and leadership were as much a part of the cadet program then as they are today. "I was pressed into leadership roles quite early and learned that just being given a command did not make me a leader," says Premier Tobin. "I had to demonstrate leadership — be ready to give to my team before myself — for my team to attain excellence. It was an eye-opening experience and I carry the lessons I learned with me today."

By responding to authority, rising through the ranks and paying his dues, he learned about the merit principle. "I learned you have to earn your stripes (or your wings) in life. I learned that things don't just come to you — you get out in equal proportion to what you put in," he says. He also learned that he owed not only his squadron, but also the community at large — a lesson Canada can be thankful for.

Premier Tobin's son, Jack, is also a cadet. The thirteen-year-old is a second-year cadet with 515 Royal Canadian Air Cadet Squadron in St. John's, Nfld.

According to his dad, Jack joined air cadets entirely on his own, after going with a friend to check out Cadets. "He's probably a better air cadet than I was," says the premier. "Jack was chosen, along with another cadet, as the best first-year cadet.

"He's much as I was — full of energy and enthusiasm — and he's taken up the cadet experience in a big way," says the premier. "He's on the drill team and having a tremendous time. It's a wonderful

opportunity for him to learn self-discipline in a disciplined, coherent organization. It's a great opportunity for him to grow and learn.

If, as the premier states, Cadets really is "about helping young people achieve their full potential and learning to be good citizens", then Jack's on the right track. And perhaps — like his father — he'll become another Cadets success story. ❖



Premier Tobin inspects 515 (North Atlantic) Royal Canadian Air Cadet Squadron — the squadron in which his son, Jack, is a cadet.

# New Cadets Canada Logo

You've all heard of brand-name products. But have you ever wondered what makes you buy those brand-name products?

It all comes down to marketing and image.

And image is what the new corporate logo for the Canadian Cadet Movement (CCM) is all about. We're going to start marketing a fresh new image for the new Millennium because we want Canadians to 'buy in' to the CCM for what it is — a strong national youth organization.

The new logo is an important part of the packaging that we hope will help make 'Cadets' a household word in Canada. And the communications action team and the directorate of cadets communication cell will soon 'go to market' with the new logo. It will appear on everything from stickers and web sites to display material and generic communication materials.

So where did this new logo come from and why was it created when the various partners of the cadet movement already have a dozen crests and logos to identify them?

Well, the fact is, you asked for it. In 1997, the Way-Ahead recommended that a single crest or logo be created to take the confusion out of the cadet image. The consensus was that there were too many crests and logos out there, making it difficult to figure out who's who and what's what. Until now, league, cadet instructor cadre, Canadian Forces and other crests, as well as Cadets Caring for Canada, the Youth Initiatives Program and Millennium logos, have competed against each other for attention and somewhere, the Canadian Cadet Movement image was lost.

So now we have a new 'Cadets Canada' logo that signifies a unified cadet movement. And we hope it's a logo Canadians will remember.

The new logo won't cancel out other crests and logos. Sometimes, it will be used in conjunction with those crests. But the new logo **will** be predominant on national communications and promotions about cadets in general, while the other crests will dominate on communications pertaining to specific cadet elements.

"We hope the logo will appeal to everyone in the CCM and we will encourage its use," says, " says Stéphane Ippersiel, communications manager for directorate of cadets. "But we can't force anybody to use it."

Why didn't cadets help design the logo? What appeals to people *inside* the movement isn't necessarily what appeals to the general public. For example, heraldic symbols can be quite meaningful to those in the movement, but may be meaningless to the general public. But in addition to that, the logo had strict



The new Cadets Canada logo will appear on everything from stickers and web sites to the new cadet running shoes.

(Photo by Lt Stephanie Sirois)

# CAD



technical needs that could only be met by highly trained professional designers. The final design is crisp and simple; the inclusion of the words 'Cadets' and 'Canada' makes clear what the logo represents.

The process to choose a logo began last July with internal consultation followed by a design competition. Four professional design firms submitted a total of 27 logos (actually 15 different designs with varying word selections) by mid-August. Over the next few weeks, there was consultation with directorate of cadets, league and regional cadet staffs, as well as some Way-Ahead action teams. At the same time, the designs were posted on the national cadet web site and voted on. Six hundred votes later, the Way-Ahead communication action team confirmed the top three designs. The final hurdle was

focus testing. The top three designs were presented to six focus groups in Montreal and Toronto. Each city hosted one group of adults, one group of youths and one group of cadets.

At the end of this transparent process, the cadet movement has a simple logo that identifies Cadets as a national organization that, according to focus groups, is youthful, vibrant, dynamic and forward-thinking.

Last October, the Way-Ahead strategic team blessed the logo and the name 'Cadets Canada'. This decision stems from the logo-voting process and subsequent research that showed that Cadets

Canada is better accepted and understood than the weightier sounding Canadian Cadet Movement. The fact that Cadets Canada is bilingual is also a plus!

All that remains is promoting the logo and getting it out there.

To help with this, the winning design firm has prepared guidelines for the logo's use in a graphic standards guide, which is available on the national web site. It includes directions on when to use the logo, how to use it, what is not allowed, the correct sizes to use, colour specifications and so on. The website also houses the logo in various electronic formats in various document templates and samples — including elemental documents with elemental crests.

– **Watch for the new national logo — coming soon to a unit near you!** ❖





From the director

# Moving the elephant

By Col Rick Hardy

Trying to change such a huge, diverse and widespread organization as the Canadian Cadet Movement is like trying to move an elephant. It takes a great deal of energy, effort and teamwork, but once the beast gets going, there's no stopping it.

So how well are we doing moving the elephant?

Before we get to that, I want to say thanks.

Thank you Way-Ahead strategic team for working so hard to come to grips with such a huge renewal program — bigger than anything in Canada, when you consider the size of the cadet movement, our diversity, and how geographically dispersed we are.

Thank you coordination team — past and present — for the Herculean effort you've made in trying to surmount incredible challenges.

Mostly, thank you action teams for your physical, financial and emotional commitment to addressing such complicated issues. Please pass on my thanks to everyone in the cadet movement who has shown an interest and been supportive — and even critical from time to time.

“The Way-Ahead has been a means of speaking with a powerful voice.”

## Way ahead for the Way-Ahead

The way ahead can be summed up in one word: commitment. We will continue our renewal program because defence policy states that a change and renewal program will be ingrained in every organization. But more important, we're going to continue our change program because we're going to change anyway. That change can be self-directed, or ordered. What makes our cadet program fantastic is that we have decided to direct the change ourselves.

## Self-directed change

In recognition of long-time stagnation and problems that have built up over time, the cadet movement has continually sought ways to improve itself.

The Chief of Review Services study of 1995, the Way-Ahead process of 1997, Youth Initiatives of 1998, the Price Waterhouse Cooper study of 1999 and most recently, the Modern Management Comptrollership Review (See story on page 12) come to mind. In fact, we have put together a collated list of all of those studies, reports and about 200 recommendations on our national web site because we recognize we have to do something.

## Performance measurement

At the end of February, the Way-Ahead measured its performance after more than two years, hundreds of thousands of dollars and thousands of hours of work. I consider the Way-Ahead a success. What it has accomplished strategically — that I see and appreciate every day — is difficult to convey to people in the field who do not experience the practical application of what has happened. But I'm prepared to stand on a soapbox in front of any audience to prove that we have been successful. And I'm excited about our future.



Trying to change such a huge, diverse and widespread organization as the Canadian Cadet Movement is like trying to move an elephant.



“We have created more initiatives, taken on more new challenges and instituted more changes in the past year and a half than we have in the past decade.”

## A climate of change

Often, we are pessimistic about our country, yet we live in the best country in the world. In the same way, we don't recognize how great our organization is. From my perspective, the most important thing the Way-Ahead has done is create a climate of acceptance of change in our organization. People are willing to consider doing things differently. People are excited about advancing their ideas. I don't believe that was the case three years ago. Way-Ahead has been a stimulus and a catalyst to allow many things to happen — outside of the Way-Ahead program itself. Things like three presentations to Armed Forces Council, a communications cell within directorate of cadets, an infrastructure committee review and much, much more would have never happened in a different climate.

## A powerful voice

Just as importantly, the Way-Ahead has been a means of speaking with a powerful voice. It's allowed me to represent 60,000 uniformed members of the Canadian Cadet Movement and 500,000 more volunteers, parent committees, sponsor committees, mothers, fathers, brothers, sisters, aunts and uncles. When I was able to stand in front of Armed Forces Council — advocating the need for greater Canadian Forces participation and support — and was able to state that

I represented half a million Canadians, my voice was heard.

We have made tremendous improvements and created many initiatives. It's almost routine for someone to state that we have created more initiatives, taken on more new challenges and instituted more changes in the past year and a half than we have in the past decade. It's all because of a climate of change and a powerful voice.

## Litmus tests

In my mind, we can use two litmus tests to measure the success of the Way-Ahead.

The first is to ask ourselves, 'If members of the cadet movement met today for the first time and tried to create a list of long-standing issues that needed change, how many of the 113 original key issues from 1997 would be listed?'

The second is to ask ourselves how well we are becoming a learning organization, capable of constant self-renewal.

- Can we learn as much — if not more — from failure as from success?
- Have we rejected the adage “if it ain't broken, don't fix it”? Are we re-examining periodically our systems, routines and procedures to discover whether they still perform the needed function?
- Do we rely on teams so members of our organization can exchange and pool their knowledge? Have we learned the art of asking questions?

- Are we moving knowledge from one part of the organization to another?
- Are we looking outside our own boundaries for knowledge?

If you measure by these indicators, you'll see that the Way-Ahead has been a success.

When the strategic team met at the end of February, we found out what has been done, what worked, what didn't, and how possible/or impossible some of the jobs were that we gave our action team volunteers.

In my mind, there have been no failures. We only fail if we don't learn, or don't try to learn.

The new focus for the Way-Ahead will be to build on lessons learned and look at what still needs to be done.

In the next phase, the Way-Ahead co-ordination cell will be ingrained in the directorate of cadets. *Proud to Be* will continue to be published. Some action teams will no longer exist, while new ones will be created. And the strategic team will look closely at itself to ensure it has the right people — and composition — for the year ahead.

As we develop options for the future, the only absolute certainty is a total commitment to ongoing change and renewal. And next year we will learn again — from what we did right **and** wrong — and continue to change to ensure that the Way-Ahead is truly the way ahead. ❖

# Improvements impressive, but disconcerting

## A league member's view

By MGen (ret'd) Lionel Bourgeois



MGen (ret'd) Lionel Bourgeois

Having been a strategic team member for two years and recently a member of the national cadet communications working group, I have noticed both positive and negative outcomes from the Way-Ahead process.

Overall, some very positive initiatives have been introduced to help the image and activities of the cadet movement. Unfortunately, some of these may result in a loss by the leagues of some traditional responsibilities. Also, some initiatives have been implemented without adequate communication to all league levels.

It is fortunate for the department of national defence (DND) that Way-Ahead came when it did. There was sufficient money in the Youth Initiatives Program and other programs to pay for the necessary travel and meetings, and money was found to implement many initiatives. It also came at a time when major changes

were being made in the recruitment of cadet instructor cadre (CIC) officers, the creation of a cadet harassment and abuse prevention program, the recruitment of cadets, image enhancement and in the application of information technology.

The improvements and activity resulting from the Way-Ahead process have been impressive, but also disconcerting to some in the air cadet league.

Why disconcerting?

Firstly, there's been some poor communication — not intentional, but stemming mainly from a lack of knowledge of how the air cadet league is structured and where authorities lie. Thus, many action teams have applied results without various levels of league approval, let alone information-passing.

A good example is the introduction of the new Cadets Canada logo. This is a great initiative and the final product is well done. The problem was that it came as a complete surprise to many air cadet league members who had reservations about its use and possible implications for league fund-raising, recruiting and image. These concerns will be addressed with guidelines on the logo's use, but the initial rejection could have been averted with better communication and an understanding that the leagues consist of 34 separate, incorporated, non-profit corporations that do not

have a hierarchical structure. It takes a lot of time and effort to properly inform such disparate volunteer organizations that meet only periodically.

As to the reduction in the leagues' responsibilities, DND funds and effort are being expended to improve recruitment and image and improve public affairs activity and paid advertisements. While necessary at this time, there is great danger that this may lead to a permanent loss of some of the leagues' traditional responsibilities — skewing the partnership even more to the DND side.

At a time when all volunteer movements in Canada are having difficulty recruiting adults, this reduction in league responsibilities further reduces its attractiveness to potential and current members.

Despite the concerns noted above, the Way-Ahead has introduced an energetic, consultative process with great improvements in information technology, communications, training and CIC/civilian instructor policy. To come are reductions in the administrative workload, improved structure and command and control, and most important, a better working partnership.

Yes, I am 'proud to be' part of the Way-Ahead.

— Mr. Bourgeois is the public relations coordinator for the air cadet league ❖

# Cool 'runners' and Tilley-style hats

"If Roots or GAP clothing is what we need, then that's what we'll buy," says Capt Chris DeMerchant, the directorate of cadet's logistics officer responsible for clothing cadets in the Canadian Cadet Movement. "Our clothing has to meet our training needs, but it also has to attract young people to the program. Fortunately, when we're talking about dressing 55,000 cadets, we can drive the price."

Capt DeMerchant is a member of the working group responsible for changing the way cadets are clothed and equipped. The group — made up of regional logistics officers, directorate of cadets training staff, as well as technical experts and the people who set Canadian Forces' clothing and equipment policy — met in March to discuss their vision of how cadets will be clothed in the future and plan their work for the next year.

Working group members will gather information from cadets and officers for a report to the review board (the director of cadets, regional cadet officers and league representatives) by early next year.

In the meantime, the Clothe the Cadet program is moving ahead.

Funding for the program has been approved and the go-ahead has been given for the program's next stage — buying new all-season coats. Although the final okay will come from the project management board, Capt DeMerchant expects that every cadet will be wearing

a new coat — to replace the current gabardine jackets — either this year, or next year.

That's not all. Cadets will get a new wide-brimmed Tilley-style hat to replace their baseball caps. Unit commanding officers will be able to order them during the next training year as part of the standard training dress for all cadets.

And cadets will receive totally cool running shoes at cadet summer training centres this summer and at local corps over the next year. The new runners will become standard issue, along with new t-shirts and the new athletic shorts issued last year.

"We're looking at big changes in how we clothe cadets," says Capt DeMerchant. "In the years ahead, we'll no longer clothe them at the summer training centres; our vision is to clothe them at local headquarters. We're getting out of the business of warehousing clothing."

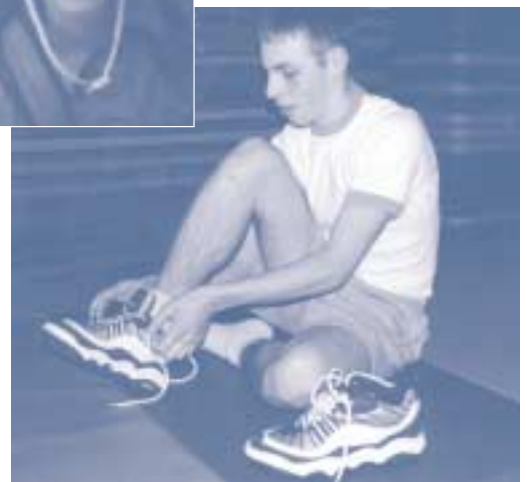
The Clothe the Cadet program also includes the replacement of cadets' operational clothing (the environmental training uniform). "We're

just at the project development stage now," says Capt DeMerchant, "but our plan is to send cadets dressed in new prototype uniforms out to a number of summer training centres this summer to collect feedback on them.

"Feedback is important," he says. "We need cadets talking to cadets."

As well, the working group will conduct a survey to ask cadets about their operational clothing needs. "We're looking forward to their input," says Capt DeMerchant. "We need it to make sure they get the right clothes." ❖

Baseball hats will be replaced by Tilley-style hats similar to this one worn by a cadet at the cadet summer training centre in Cochrane, AB, last summer.



Leading air cadet Eric Lavoie, 832 Ottawa-Twillick Royal Canadian Air Cadet Squadron in Ottawa, tries on his "totally cool" running shoes. The shoes will be issued at cadet summer training centres this year.

(Photo by Lt Stephanie Sirois)

# Reducing administration top priority

The number one priority of the cadet program is to reduce the administrative burden within the cadet movement so cadet instructor cadre (CIC) officers can devote more time to delivering the cadet program, according to the Cadet Program — Modern Management Comptrollership Review (MMCR). Col Rick Hardy, director of cadets in Ottawa, agrees. “This is critical,” he says. “The administrative burden we have placed on our corps and squadrons is unacceptable, and we’re going to reduce it!”

Reducing administration has been talked about for so long that a lot of people may not believe that changes will be made. But according to Col Hardy, it’s finally happening.

The “kicker” was the review, released in March. VAdm Gary Garnett, vice-chief of the defence staff, initiated the review last October to assess the efficiency and effectiveness of the management and comptrollership practices of the cadet movement. The review’s main objective was to make recommendations to reduce the administrative burden at corps, without jeopardizing due diligence. The review team — consisting of subject matter experts from cadet operations, human resources, materiel, finance and related policy areas — conducted focus groups in five regions to arrive at its recommendations

Both the chief of the defence staff and VAdm Garnett endorsed the recommendations. Those responsible for making the changes will prepare action plans for review by May 15.

To read the detailed recommendations, visit the national CIC web site. A 12-page annex to the report details the administrative implications of everything from the shortage of CIC officers to the imposition of mandatory training by the bureaucracy. It proposes solutions for each problem.

For example, to expedite the recruiting of cadet instructor cadre officers, it proposes that Canadian Forces Recruiting Centres be used only where they add value. The report also recommends further study to identify bottlenecks.

To solve the problem of “too many reference documents at the local headquarters level” the report recommends using Cadet Administrative and Training Orders for policy direction and augmenting CATOs — only as required — with regional orders for procedural direction. All could be integrated into a single reference book, with regional orders following applicable CATOs.

To ease the unit burden of CIC pay administration, the review suggests different methods of compensating unit CICs, such as an honorarium paid monthly or yearly. Legal and regulatory implications would have to be confirmed.

The review also makes the following recommendations:

- Directorate of Cadets, with the regions, should implement information technology (IT) at the unit level to accelerate administrative automation where appropriate.

(Right now, regional cadet offices and detachments are well automated; however implementation of IT at units is slower. It is most complete in Central Region.)

- Regions should conduct annual CIC focus groups within their regions to find ways to reduce units’ administrative burden without reducing due diligence. (Items identified within the authority of the regions could be actioned immediately; other items could be forwarded to directorate of cadets for action.)
- Reducing the administrative burden at the unit level (without reducing due diligence) should be a standing agenda item at the national regional cadet officer conference. (Suggestions from focus groups and directorate of cadets could be discussed at that time.)

According to Col Hardy, the work of the Way-Ahead administration action team dovetails beautifully with the review. The administration action team is not responsible for coming up with solutions to the problems. However, in the words of one strategic team member, the team should act in an advisory capacity. “The action team will keep us honest to ensure improvements to the administration system,” he said. ❖

# Administration system a dinosaur

Administration action team co-leader LCdr Brent Newsome was grinning from ear to ear when he left the strategic team meeting at the end of February.

The reason? The cadet movement is moving towards one single administration system for local units. Corps/squadrons will be filling out the same paperwork, no matter where they are, or what element they are — sea, army or air.

This is huge — really huge — for the administration action team. “Without the regional cadet officers agreeing to one unified unit-level administration process, we couldn’t standardize anything,” says LCdr Newsome. “It was a major hurdle. Our team would never have gotten ahead without this decision.”

According to the action team leader, there are six different regional administration systems and within each region, each detachment is doing things differently. “There’s all sorts of duplication and overlap that is causing all kinds of work at the unit level,” he adds.

He admits that the issue of reducing the administrative burden is even bigger than an elephant. “A dinosaur is a good analogy for the movement’s administration system,” he says.

The team’s new starting point will be to comment on the recommendations of the modern management comptroller-ship review released in March.

“We’ll be discussing the impact of those recommendations on the corps and squadrons,” says LCdr Newsome. “And we may want to make recommendations to take things even further.”



Cadet Sgt Stephen Wellsby, left, and Cadet WO2 Max Burke, both from 692 Air Canada Royal Canadian Air Cadet Squadron in Richmond, BC, try out CADETNET — the cadet Internet network. Common forms — standard to all units — will soon become available in electronic form on the network.

*(Photo by Maj Steve Deschamps)*

The administration action team will also continue to determine the common administrative requirements in local units. Once those requirements are defined, common standard forms will be available in electronic form on CADETNET — the cadet Internet network.

The team is also working on terms of reference for unit administration officers.

At the strategic team meeting, the administration action team was promised more support from directorate of cadets. League members will also be sought to work with the team, since the leagues’ administrative requirements add to the paperwork burden at local units.

The strategic team decided that if the regional and national levels need more paperwork, it should not be imposed on corps and squadrons. “We’ve downloaded our paper requirements to corps and squadrons too long, said LCol Sam Marcotte, regional cadet officer (Prairie). “We have to stop.”

Added Cdr Murray Wylie, regional cadet officer (Atlantic), “We have to ask ourselves, do we really need all these checks and bal-

ances. We have to open up the stops. We don’t want the bureaucracy.” ❖

**The average cadet unit officer spends 42% of his or her time on administrative duties.\***

What are you doing to reduce this burden?

Contact:  
The administration action team  
if you have ideas on how to improve  
our administrative process.

\*Source: 1998 Chief of Branch Services Study on the DND/CF Cadet Program



# W-W-Web notes

If you haven't visited the National Cadet Web Site recently ([www.cadets.dnd.ca](http://www.cadets.dnd.ca)), you're in for a pleasant surprise. Maj Guy Peterson, former national site web master, has added some popular new "tools" to the site.

The new tools are a national directory of Canadian cadet units, as well as links to popular cadet-related forums, which allow cadets, cadet instructor cadre (CIC) officers and others to chat or exchange information on-line.

The new national directory has been the biggest hit. "It's a fantastic tool," says Maj Peterson, recently appointed the new information management/information technology coordinator at directorate of cadets in Ottawa. "People are using it and writing to thank us for it. There was a real need there. We have been working at it for some time now and people are pleased with the results."

To access the well-designed directory, just click the web site's **National Directory**

button. "It allows visitors to conduct a search based on province and city," says Maj Peterson. "We designed it that way, instead of using the name and number of the unit, so potential recruits can easily locate the cadet unit closest to them." Visitors with a corps number can also search for the information they need by going to another search window.

The national directory provides a mailing address, training address (if different from the mailing address), as well as a phone number for every unit. Eventually, it will also contain a link to corps/squadron web sites officially approved by regional headquarters, as well as to corps' e-mail.

The directory is popular with young people trying to track down the names and numbers of nearby units. But others are using it too. "I get e-mails every day from commanding officers who are trying to keep the information current," says Maj Peterson. The national directory is connected directly to the ANSTATS (annual statistics) database maintained by regional cadet headquarters, so it's the most up-to-date information available.

But if you're looking for a good discussion, tune in to **Forums**.



Capt Al Harland, adventure training coordinator with Pacific Region Cadets, checks on-line CATOs on the national cadet instructor cadre web site at [www.vcds.dnd.ca/cic](http://www.vcds.dnd.ca/cic).

"I received several requests from cadets and officers to add a forum/ chat room/ newsgroup to the national web site," says Maj Peterson. The idea is good, but the web master doesn't have the resources to manage a national forum. So, he's doing the next best thing — linking up to existing on-line forums that are well managed by cadet movement members. The national web site currently provides a link to *CadetWorld Forums*, managed by 2Lt Ryan Sales, a CIC in Edmonton. (See page 25)

Another new on-line development is the availability to corps/squadron staffs of CATOs (Cadet Administrative and Training Orders) on the recently redesigned national CIC web site. The site can be reached by clicking the CIC button on the national cadet web site or, more directly, by visiting [www.vcds.dnd.ca/cic](http://www.vcds.dnd.ca/cic).

**Editor's note:** Maj Peterson was replaced as national web site manager by Capt Ian Lambert. ❖



## Training Renewal

# Does the word ‘bizkit’ mean anything to you?

By Maj Jim Greenough

In February, myself, the administration officer and three staff instructors from the Regional Cadet Instructor School (RCIS), Prairie Region, attended a training seminar in Cornwall, ON. The anticipation and expectations of getting all regional RCIS staff together were high. This was a precedent-setting meeting, and we were very optimistic at finally having an opportunity to meet our compatriots after many years of faceless electronic communications. About 40 of us met to discuss the renewal of cadet instructor cadre (CIC) training.

My experience has been that when you start off a session with a TKT (threshold knowledge test), you know you’re in trouble. Dr. Alan Leschied, an associate professor in the faculty of education at the University of Western Ontario in London, ON, presented us with a TKT on youth verbiage.

Do the words ‘bizkit’, ‘pop shove it’, ‘the Dreds’ or ‘let’s go cop a blunt’ mean anything to you? Needless to say not many of us, except for the very *hip*, knew the meanings.

Dr. Leschied then proceeded to point out that adult negative opinions of youth have been around for a long time. One of the better quotes he brought to our attention was,

*“I see no hope for the future of our people if they are dependent on the frivolous youth of today,*

*for certainly all youth are reckless beyond words. Why, when I was a boy we were taught to be discreet and respectful of elders, but the present youth are exceedingly wise and independent of restraint.”*  
– Socrates, 3rd Century B.C.

Ring any bells? We spent the rest of the morning listening attentively to what the youth of today are **really** about!

The next exercise was a unique brainstorming session. We focussed on what was wrong with the CIC training system. It was quite an experience and after the dust settled, we identified approximately 70 issues, concerns and frustrations. We then voted for our top five priorities. In the end, we found that the prime concern of CIC trainers from across Canada is ensuring that the CIC training program meets the requirements of the cadet-training program. To me that said it all. We all remembered the ‘*raison d’etre*’ for the Canadian Cadet Movement — the cadet! We knew we were on the right track.

The next day Dr. Mary Anne Robblee taught us about learning and learning strategies. First we became better aware of ourselves by filling out a learning style inventory and then a life styles inventory. The hum around the seminar after we recovered from a “carousel of senses” became what does your “KITE” look like and show me your “CIRCUMFLEX” and



The training renewal seminar brought together regional cadet instructor school (RCIS) staffs, selected corps/squadron commanding officers and others from across Canada. Here, from left, are the Prairie Region contingent: Lt(N) Barbara Cross, commanding officer of Royal Canadian Sea Cadet Corps Jervis Bay; Maj Jim Greenough; Capts Jack White, Bob Bogovics, and Deborah Smart, RCIS instructors; and Capt Kerrie Johnston, administration officer. (Photo by Maj Francois Dornier)

I’ll show you mine! Don’t ask — just take my word for it — it was productive!

The remainder of the session was spent building an action plan to start changing the way we do business to best train CIC to ensure that the cadet movement remains the best youth program in Canada.

LCol Michel Lefebvre, the new director of program development at the directorate of cadets in Ottawa, closed the meeting with an excellent motivational speech — basically saying that the ball is in our court and success will be determined by the follow-on actions of the group.

Finally, we thanked LCdr Peter Kay for spearheading the idea of the first CIC training renewal workshop through to its fruition. Well done Peter!

– Maj Greenough is the commandant of RCIS (Prairie Region). ❖

# Personally and professionally enriched

By Lt Stella Mylonakis

I did not know what to expect from the training renewal conference. But looking back, it was an interesting and unforgettable event. It was remarkable that the 'higher powers' were able to get officers from across Canada, from all walks of life and with diverse experience, in one room. We left the conference with an action plan and a commitment to it.

The conference was enriching — professionally and personally.

I learned a lot from individuals who have been part of the cadet instructor cadre (CIC) for many years. At first, I thought it would be intimidating and difficult to work with individuals who had a lot of experience. I thought the opinions and ideas of less experienced officers would not be taken seriously. But I was wrong! It was an environment of equals. We shared ideas, thoughts, worries, frustrations and everybody's opinion was respected and acknowledged. We shared one ideal — we were there for 'cadets'.

At first, I found the process long, and some of us wanted to get down to implementation right away. But our facilitators had something else in mind for us. Looking back I can see how each activity led us to our final goal — to improve the CIC training program. In the end, we established an action plan — the easiest step in my opinion. The hard part is to come. We now have to implement the changes we agreed upon.

It would be unfortunate if the 'action plan' was forgotten and we did not evolve. The conference made me feel that we have a real chance to improve the CIC training program, but it is up to **us**.

The personal development we went through was enriching. We did a Life Styles Inventory (LSI). This self-assessment tool promotes change and improvement by increasing personal understanding of one's own thinking and behaviour. This activity was the high point of my week, and the honesty and results of the LSI also affected many other individuals. As leaders in the Canadian Forces and as youth leaders in the Canadian Cadet Movement, we sometimes fail to see how our personality — the way we perceive the world and our place in it — affects the way we interact with people and the way we think. But the LSI put everything into perspective. The objective of the LSI is to strengthen organizations through individual effectiveness and I truly believe it met its aim. I would like every officer in the CIC to have the opportunity to take this self-assessment because we are only as strong as our weakest link!

As a young officer I was pleased to see how many people genuinely care about the needs and training of CIC officers. But as I said, the hardest part is to come. We must all 'get our hands dirty' if we want to ensure that the CIC training program continues to change, adapt



"We sometimes fail to see how our personality — the way we perceive the world and our place in it — affects the way we interact with people and the way we think."

— Lt Stella Mylonakis

and meet the needs of cadet movement leaders. As the saying goes, "You are either part of the problem or the solution." It's up to each one of us to choose!

— Lt Mylonakis is the training officer with 2802 Royal Canadian Army Cadet Corps in Montreal, PQ, and an instructor with Regional Cadet Instructor School (Eastern Region). ❖

## Was it as good for you as it was for me?



"As a representative from the local headquarters level in Prairie Region, the week in Cornwall offered a fascinating and privileged insight

into the future of CIC training in Canada. Officers from all levels of the cadet organization joined forces, as equals, to create a vision for CIC training that is national, standardized and progressive. As a corps officer I am confident that future CIC courses for the local headquarters officer will provide us with the tools to run a cadet program that is youth-oriented, exciting, dynamic and **fun!**"

– **Lt(N) Barbara Cross**  
**Commanding officer, 45 Royal Canadian Sea Cadet Corps,**  
**Jervis Bay, SK**



"It was saddening and refreshing to note that this workshop perhaps marks the first time in approximately 25 years that each of the stakeholders

in CIC officer training met face-to-face nationally. We compiled a list of close to 100 items that we thought could be improved within the current Regional Cadet Instructor School system. We summarized these points into a 37-item draft action plan. The plan assigned responsibility and ownership of issues to regions.

Consequently, regions will be tasked to guide issues through to fruition. Having spent the last 20 years in the Canadian Cadet Movement and the last 13 years as a CIC officer, I was proud to take part in this historic first step. We must remember that it is only a first step. We must continually revisit, augment and revise these strategies to ensure that the needs of the CIC officer and the cadet are being satisfied.

– **Maj Mike Anglin**  
**Training Detachment**  
**Commander, London, ON**



"I wasn't quite sure what I was getting myself into, but I was taken on the 'roller coaster' ride of my life. Some of the people, we'd never met before.

Some we'd only talked to on the phone. We could finally put a face with a voice. The atmosphere was relaxing, until we got into the meat and potatoes of the main focus of the week — commitment. It's fine to say one thing and put things on paper. Now the real task is to put them into action. I will certainly help to the best of my knowledge and ability to implement the action plan and I hope that all those who were there will aim to do the same. The ride is not over yet!

– **Capt Joan Eager**  
**Administration officer**  
**Regional Cadet Instructor School**  
**(Atlantic)**



Have you ever asked yourself why the basic officer qualification course lasts 10 days? You haven't? Then perhaps you know why most of the other

mandatory courses last only eight days. Even the staff members from the five regional cadet instructor schools who met at the training renewal workshop were unable to answer these questions. Before we could, we had to find answers to more important and fundamental questions, including "What new directions should cadet instructor cadre training take during the next 10 years?" Before we could even begin the teamwork required to answer this, we had to create a team. We spent the first three days of the workshop doing that. In the last two days, we presented, discussed, argued over, sorted out and catalogued all of our concerns. From our long list, we drafted 20 initiatives that will help bring about unprecedented change to the cadet instructor cadre training program across Canada. You're curious aren't you? Be patient. I'll have more to say on these initiatives in the next issue.

– **Maj Francois Dornier**  
**Deputy Commander**  
**Regional Cadet Instructor School**  
**(Eastern) ❖**



# 'Cadets' already a household word in the Read family

"I would say that Cadets is definitely a household word at our place," says Malcolm Read in response to a story in our last issue about making Cadets a household word in Canada. It's been that way since his eldest son, Jonathon, first brought his cadet uniform home. Today, Malcolm and Gail Read are the proud parents of three sons and one daughter who have ALL attained national gold star status and the rank of cadet chief warrant officer, or cadet master warrant officer, in 1442 Royal Canadian Army Cadet Corps in River Hebert, NS.

"It's like four members of the same family reaching the rank of general in the Canadian Forces," says Mr. Read, a former cadet instructor cadre officer.

Only the youngest Read, Chris, is still a member of the corps. But there was a time when all four Read children were in the same cadet corps at the same time.

It all started when Jonathon asked his dad if he could join the school soccer team. His dad said, "no" because the Reads live in the country and it was difficult to pick up Jonathon after practices. The answer was the same when Jonathon asked to play basketball and take music lessons.

But then Mr. Read realized he had to let his son get involved in something. So when Jonathon asked to join army

cadets, Mr. Read said "yes". Jonathon became a cadet because his dad let him and he never looked back. Neither did his brothers and sister. They all worked hard and were named best first-year cadets and achieved dozens of awards.

Wednesday nights at the Reads was cadet night. But even when everyone was involved, it was never hectic. Uniforms were readied and tasks

completed throughout the week, so when cadet night — or any other cadet events — came along, the Reads were ready and out the door.

All four cadets won the master cadet award. Jonathon, Julie and Chris became chief warrant officers and regimental sergeant majors. Justin became a master warrant officer and company sergeant major. Jonathon, Justin and Julie became



From left, Christopher, Jonathon, Julie and Justin Read with the many trophies and awards they've won as cadets. (Photo by Georgie Seguin, Breezy Acres Photography)



staff at Cadet Summer Training Centre Argonaut in Gagetown, NB. Jonathon and Justin went on outward bound exchanges in Wales; Chris went on an outward bound exchange to Scotland; and Julie went on an exchange to Vernon, B.C.

Jonathon won the cadet medal of excellence and the biathlon. Julie won the Lord Strathcona Medal for military excellence and physical fitness and carried the Nova Scotia flag in an international tattoo in Halifax in 1998. Chris was instrumental in building the cadet confidence course.

Twenty-two-year-old Jonathon, a student at the Computer Training Institute in Saint John, NB, and 19-year-old Justin, a computer service technician in Amherst, NS, have put Cadets behind them because they don't have the time to devote to it right now. But 18-year-old Julie, a biology major at Acadia University, has applied to become a cadet instructor cadre officer this summer at Camp Argonaut. Chris, 17, plans to attend Royal Military College in Kingston, ON, and join the military.

The Reads are so happy with Cadets that it was hard for them to think of anything that should be changed.

Justin would like to see more emphasis on recruiting new cadets because there can never be too many cadets. "Most of the kids I went to school with didn't want to join Cadets because they thought it was all hollering and drill," he says. "But Cadets is a lot more than drill — it's a learning experience."

For that reason, he'd like to see even more discipline in the cadet movement. As a former instructor at Camp Argonaut, he knows that "When cadets listen to their instructors, they end up learning more." One of the things he learned was respect for older people, respect for experience and respect for the planet.

Julie learned to take on leadership positions and interact with people. She also found that what her brothers said about Cadets was true: Cadets **is** fun.

With a father who was a CIC, a mother who was a civilian instructor and three siblings in the corps, Chris had to go to the corps with his family on cadet nights anyway, so he became a cadet. "It was better than playing with my dinky cars in the office," he says.

He did comment on the Cadet Harassment and Abuse Prevention program, instituted by Cadets last year. "It's easy to go a bit too far with CHAP — the rules themselves can be open to abuse," he says. "I hope the cadet movement is very careful in making sure that that doesn't occur."

Otherwise, he appreciates the fact that the government has put extra money into the cadet program to make it more interesting for cadets. And he thinks Cadets is "pretty near as good as you can get".

Adds Mr. Read, "For some reason, Cadets was a go right from the start in our household. Everyone jumped in with both feet and just went with it."

For the Reads, 'Cadets' is undoubtedly a household word! ❖



'Cadets' is a household word for, from left, Jonathon, Justin, Julie and Christopher Read. (Photo by Georgie Seguin, Breezy Acres Photography)

# Adios to the electronic action team

Three cheers for the Way-Ahead electronic action team!

The team's work is done, but team members will continue to advise on electronic issues raised by other teams.

"I think this team has been very successful and well-received out in the field," said Lionel Bourgeois, strategic team member, at the performance measurement meeting in February. "I recommend that the team close, but I would like to see it go out to the leagues and explain what has been done."

According to team leader, Maj Michael Zeitoun, a lot of credit for the team's success goes to directorate of cadets. "Without the directorate's moral support and funding, we wouldn't have been able to do it," he said.

When the electronic action team was created, it set out to equip cadet units with computers; provide an Internet capability for cadet units and other levels; create a national directory of e-mail addresses; and create a national web site, with Cadet Administrative and Training Orders (CATOs) and other current information on line.

All corps should have computers now. "The days of sending out hand-me-downs from department of national defence (DND) desks are gone!" says Maj Steven Deschamps, action team



Cadet F/Sgts Thomas Wan, left, and Mike Beasley, check out lesson plans on the Pacific Region web site. The cadets are from 692 RCACS in Richmond, BC. Cadet units across Canada are provided with free Internet access through the CADETNET program.

*(Photo by Maj Steve Deschamps)*

co-leader and information systems officer for Pacific Region. "In our region, we have been sending out Pentium II computers, and most corps/squadrons are just now receiving them. In the next few months, we have plans to add Pentium III technology with colour printers to the mix of equipment we give our units, and I know we are not the only region to do this."

At the strategic team meeting, it was thought that personal computer product life cycle — maintaining and replacing computers — should not have to be a unit responsibility. It was suggested that the new information

management/information technology (IM/IT) coordinator within directorate of cadets, Maj Guy Peterson, work with DND's information management organization to ensure life cycle planning of the cadet movement's information technology.

CADETNET — an Internet capability for cadet units and other levels — has also been established now. Four regions are already on CADETNET (Pacific, Central, Atlantic and Northern). Both Prairie Region and Eastern Region are seriously considering it and are expected to be on side soon.

The national directory of e-mail addresses, CATOs and other current information are all on-line on the national cadet web site. That's been done, with strong support from former national cadet site web master Maj Peterson. In addition, regional web sites are now listing local orders and directives and providing a myriad of lesson plans and computer-based training opportunities. For example,



MS Peter Oke, left, and PO2 Robert Gale take an inventory of some of the many computer printers destined for corps/squadrons in Pacific Region. *(Photo by Maj Steve Deschamps)*

Pacific Region Cadets has *Boatswain Pipes* on-line, as well as over 70 pieces of military music where you can listen to and print out the musical scores for each piece of music. Check them out at [www.cadets.bc.ca](http://www.cadets.bc.ca).

The electronic team's final quest — to provide software to cadet units that will include a database and standardized forms in electronic format — has been turned over to the administration action team. But first, a set of standardized software products conforming to DND standards must be adopted. Cadet units can expect to have access to the same suite of office productivity software (like *Microsoft Word*, and so on) as all DND users.

The directorate of cadets gave the electronic team \$30,000 to create a 'proof of concept' for a cadet unit administration system. "In essence we wanted to know if it was technically possible to create a web-based software program that could store the database information on central servers," says Maj Deschamps. The system would allow a unit to track the life cycle of a cadet — from enrolment to graduation.

According to Maj Zeitoun, the proof of concept report will go to the national IM/IT coordinator and regions for implementation. The technology exists today to do it, and the electronic action team has created the prototype. "Maj Peterson's

new role is to get six different regions to take a common approach to the issue of information management and information technology," says Maj Zeitoun.

In closing his presentation, Maj Zeitoun left the strategic team with one thought: "The ability to buy technology is easy — that's just a matter of funding. But the ability to keep people trained and using technology is a policy/change management issue."

**Editor's note:** *Thanks to Maj Zeitoun, Maj Deschamps, co-leader Cadet MWO Ghislain Thibault and all electronic team members for their contribution to the Way-Ahead.* ❖

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## 'Roll on' partnership team

Once again, the strategic team has given the partnership action team its hearty endorsement to get on with its work.

The strategic team decided last year on the makeup of the team. Leagues were asked to name three regional and local representatives; cadet detachments were also asked for three names (one from detachment level and two from local headquarters level). From this list, a team was to be formed.

But the team has not met yet.

The team will look at the eight key activity areas originally identified as concerns. It will also examine the recommendations on partnership made in the modern management comptrollership review.

The review, released in March, recommended that League-Department of National Defence(DND)/Canadian Forces (CF) responsibilities be reviewed and updated to reflect current program realities and changing circumstances. "The partnership should allow for appropriate flexibility in the arrangement. For example, perhaps leagues could continue to be responsible for unit accommodation, but the CF would assist (not necessarily financially) where the leagues have difficulty securing adequate facilities."

The review also recommends that the leagues and DND/CF should actively seek to form strategic partnerships with like-minded organizations (such as provincial ministries of education, Heritage Canada and corporate sponsors) to help promote and support the program.

In strategic team discussion, it was suggested that the team be co-chaired by one league representative and one DND representative — in effect, practising the partnership.

There were questions as to whether this action team should respond to the strategic team or the National Cadet Advisory Group, which includes the vice-chief of the defence staff and top-level representatives of the leagues. However, the strategic team concluded that recommendations should go to the strategic team first and if accepted, go to the NCAG, or a special league committee formed to consider Way-Ahead recommendations. ❖

# Look who's talking now!

History was made at the first meeting of the national cadet communications working group in Ottawa in February. People from across Canada, who are in the business of cadet communications, got together for the first time to look at cadet communications from a national perspective.

The new working group includes the public relations coordinators and national executive directors of the three leagues;

regional public affairs officers; regional Youth Initiatives Program/Way-Ahead coordinators; a representative of the Way-Ahead communication action team; representatives of the directorate of cadets communication cell; and the web master for the national cadets web site.

The main thrust of the first meeting was information-sharing, as well as hammering out a mandate and roles and responsibilities of communicators within the movement at local, regional and national levels.

The mandate of the new working group is to develop and sustain a national, coordinated strategic communication plan approved by senior leaderships, with the aim of raising the profile and relevancy of the Canadian Cadet Movement to Canadians.

The group reviewed the state of communications within the cadet movement simply by sharing personal perspectives on what's going well and what's not.

The leagues — who to a large extent have been responsible for cadet communications in the past — clarified their positions. Because of the lack of funding and shortage of volunteers, they welcome the involvement of directorate of cadets in communications. They do,

however, have concerns about long-term commitment.

"Will we have to fill the vacuum again when department of national defence funding is no longer available?" asked Lionel Bourgeois, public relations coordinator for the air cadet league.

The leagues especially welcome strategic guidance from the national level, as well as communication tools that can be used at the local level.

The league representatives said they cannot make decisions on behalf of the leagues, without consulting back with their committees at various levels. "Don't be surprised if we have a situation where I have to get back to you," said Dave Boudreau, army league executive director.



Looking at communications from a national perspective can result in communication materials such as these sea, army and air cadet information pamphlets which have a common look and feel, but still honour the uniqueness of the sea, army and air elements of the Canadian Cadet Movement.

## A Future Founded in Renewal

Regional communicators were enthusiastic about getting a national communications perspective through the working group. "In the past, we've had no opportunity to share information or a national communication strategy," said LCdr Rick Powell, Atlantic Region Youth Initiatives coordinator and Way-Ahead representative. "I see this as a major step ahead."

It was clear that the most effective cadet communications have occurred where regions have trained public affairs officers. At this time, four regions have public affairs officers. The working group decided that training cadet instructor cadre officers in public relations should be a communications priority.

Other working group priorities are managing communications to support the recruiting and retention of the cadet instructor cadre (CIC); increasing the visibility of the cadet movement and managing communications to support the retention and recruiting of cadets.

The working group meeting was an opportunity for Stéphane Ippersiel, communications manager with the directorate of cadets, to update people on the results of the CROP/Envirovics public opinion survey on Canadian attitudes towards the cadet program (see story on page 29); to discuss standards for the application of the new Cadets Canada logo; to inform people about Reserve Force Uniform Day (May 3); and inform about requirements to comply with the Federal Identity Program.

Participants also learned about directorate general public affairs (DGPA) resources that cadet communicators may be able to tap in to over time, specifically communications training and support from the newly created DND regional outreach offices.

The possibility of tailoring public affairs training for CIC was discussed with Maj John Blakeley, who works in the DGPA training cell.

Creating working relationships with the DND regional outreach offices was discussed with Maj Tony White, media outreach officer. The aim of the media outreach offices is to create a public awareness of the Canadian Forces,

by reaching out to ethnic media, associations and parliamentarians. According to Mr. Ippersiel, Cadets could be a 'client' for the outreach offices and piggyback on many of the office's communication opportunities. The offices can also serve as an outlet for cadet communication material.

In just three days, the working group created a focus for future communications in the Canadian Cadet Movement. In the words of Col Rick Hardy, director of communications, "It has never been more important to know what's going on and to communicate in a consistent manner. Just the fact that you're here makes this meeting a success!" ❖

# National cadet photo contest

# 2000

**P**osters for the second national cadet photo contest should be in your unit now, or arriving soon.

**Check the poster for details of this year's photo contest and grab your camera to shoot some award-winning photos! Contest deadline is November 1, 2000.**



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



# Securing the future... Navy League of Canada

By Kevin Guérin

In 1995, the navy league conducted a series of workshops intended to identify our requirements one, three, and five years down the road. Our efforts revealed an increasing need for additional revenue at the national level for enhancing and developing programs.

The chairman of the fund-raising and public awareness committee, John MacKillop, proposed a national fund-raising campaign, approved by national council in February 1996. A needs assessment was completed in the summer of 1997 and more than 130 representatives from navy league divisions and branches, cadet corps and the corporate community were contacted. They gave their views and comments on the state and the future of the navy league and its youth programs, navy league cadets and Royal Canadian Sea Cadets.

As a result, the national council agreed in principle to launch a \$5 million national fund development campaign. The navy league's corporate fund-raising endeavours began in January 1998.

The goals of the national fund development campaign are:

- To help divisions in the support of branches and corps striving to deliver a first-class youth program
- To strengthen existing corps
- To increase the combined enrolment of navy league cadets and Royal Canadian Sea cadets from 14,000 to 18,000

- To reach out to new communities, which will increase the number of branches and corps
- To create a visible cadet and navy league presence in communities and in local and national media
- To enhance communications and information dissemination to and from the national office, the divisions, the branches and the corps
- To provide a significant and enhanced focus on training at all levels. Specific needs include training programs for navy league cadet officers, navy league cadets, volunteers, and community fund-raising. They also include enhancements of the Royal Canadian Sea Cadet officer training program (in consultation with the Department of National Defence) and of the Royal Canadian Sea Cadet part two training program.

To date, donations have reached \$473,000. This represents \$208,000 in pledges (96 per cent of which will be contributed in the first quarter of this year), \$85,000 in cash and \$180,000 of 'gifts-in-kind', including campaign materials and equipment.

With these initial donations, the league can now proceed with projects arising from our five-year development plan. Potential projects have already been



One of the goals of the national fund campaign is to raise money to enhance sea cadet training programs

examined and all involved should see results at the branch and corps level by the end of the year. The fund development team — a group of volunteers and staff at the national office — is monitoring campaign progress, but we need your help. If you know any person or company that may be interested in supporting our nautical youth initiatives, please let us know; we can make a professional approach to 'corporate Canada'. For further information, or to make a donation, please contact me at 1-800-375-6289 or [kguerin@navyleague.ca](mailto:kguerin@navyleague.ca) or check out our web site at [www.navyleague.ca](http://www.navyleague.ca).

– **Kevin Guérin is the fund development administrator at the Navy League of Canada's national office. He is a former cadet with 106 Royal Canadian Sea Cadet Corps Drake, and recently retired commanding officer of 33 RCSCC St- Lawrence.** ❖

# Chatting on line

"*CadetWorld Forums* is a place where people in the Canadian Cadet Movement — and beyond — can come together and share ideas and thoughts, or even just make friends," says 2Lt Ryan Sales in Edmonton, the site manager of the Internet forum discussion site. "It's one of the few places where you can get feedback from every element of every cadet organization in the world."

2Lt Sales started the web site because he was frustrated by the fact that Canadian cadets had little communication with other cadets across the country, or outside Canada. "We started out a year ago providing free web space to cadet groups and individuals, for anything that was cadet-oriented," says the former cadet from 539 Royal Canadian Air Cadet Squadron in High Prairie, AB.

Since 2Lt Sales introduced Forums to *CadetWorld* last August, registration and participation — from Canada, the United States, Australia, New Zealand, England, Hong Kong and other locations — has been active. And since the site has been linked to the national cadet web site, interest has 'soared'. That's a word the cadet instructor cadre gliding instructor identifies with.

On-line discussions cover everything from whose cadet band is best to the quality of food at summer camps. And there's even a discussion on the Pentium computers being installed now at cadet corps and squadrons. "Tell us what you think about them," says

2Lt Ryan Sales,  
site manager of  
*CadetWorld Forums*

Maj Steve Deschamps, Way-Ahead electronic action team leader. He's getting some interesting feedback.

Links are provided to active topics, international issues, or separate sea cadet, army cadet and air cadet forums. One forum, called cadet chat, allows cadets to talk about whatever they want to talk about — within reason.

Site rules prohibit vulgar language, harassment, or inappropriate topics. "If the content is getting to the point where it is no longer suitable for the general audience, we shut down those topics very quickly," says 2Lt Sales. "We have to be careful because our audience can be anywhere from 12 to 60 years old." His philosophy is 'If you don't mind talking to your mom about it, then it's okay

with us'. He thinks people can still get across their ideas and communicate without using profanity.

People have become aggressive in only a couple of instances. "Our policy gives people three strikes — a warning, a one-week suspension and finally permanent removal from the forum if they continue to break the rules," says 2Lt Sales.

Site staff checks the forums to ensure participants are behaving. Staff includes 2Lt Sales, one current cadet, three former cadets and someone with no cadet experience. They maintain the site in their spare time.

The site is paid for through minimal advertising and a private sponsor.

The *CadetWorld Forums* site was revamped in March to celebrate its first birthday. "We're adding bigger and better services and more prizes," says 2Lt Sales. "It's amazing." ❖



# What's **your** beef?

**W**hat's your beef?' is a new feature of Proud to Be — suggested by Cadet Sgt J.R.K. Bergeron of Gatineau, QC. It gives cadets — and others in the cadet movement — an opportunity to raise questions about change (or the lack of it). It also provides an opportunity to respond.

**PO1 Katie Dyson's (112 Howe Royal Canadian Sea Cadet Corps, Peterborough, ON) beef is that hair dyeing and body piercing are not allowed in Cadets.**

I am concerned about the subjects of hair dyeing and body piercing, and how they relate to the people we attract to the cadet movement. The dress



PO1 Katie Dyson

regulations for the Canadian Forces are carried over into cadets, and therefore cadets are prohibited from having any tattoos, body piercing, and unnaturally coloured hair.

I understand that Cadets is considered as a civilian branch of the military, so cadets' uniformity regulations are the same. But we are also a youth organization. The reality is that at present, body piercing and dyed hair is very trendy, and by prohibiting cadets from participating in the trends, we are losing a lot of potential cadets. I can understand the tradition of military uniformity being very important, but something as small as a tiny stud in the nose isn't that bad.

Of course, having various hoops protruding from one's person may pose a personal safety hazard. Studs, however, aren't that big a concern, especially when it comes to pierced tongues, which aren't even visible except when calling drill.

At the present time, we are required to put a Band-Aid on all of our external piercing, which only draws attention to it and looks really silly. My officers gave me a really hard time with my nose stud. I chose the more discreet method of using cover-up make-up, which doesn't look so dumb, but really, it only made

the stud skin-coloured. That would indicate that the entire issue is about tradition, and not about safety at all.

In my five years, I have been a dedicated cadet, but I was hassled about it until I removed it. I don't think that a small stud is such a big deal, especially considering the care I put into camouflaging it. People choose different ways to express themselves at this age, and you have to take the hair color and piercing with the rest of the package. A cadet is, after all, just a civilian in a uniform. You can't change people by trying to force conformity on them; they will only turn away. If we want to bring more kids into the movement, we have to try to ease away from the conformist stereotype that we have right now. I think that Cadets is a great opportunity for everyone, but we have to face the fact that we have entered a new time with a different youth. If we don't open the doors to change, our numbers will decline drastically.

Cadets aren't about moulding a group of kids into a bunch of conformist tin-soldiers, as many kids now think. It's about bringing out the leadership potential in everyone, and of course, having fun and learning. What difference does appearance make?

**Capt Andrea Onchulenko, air cadet program development with directorate of cadets, responds:**

*At this time, these issues do not fall within the scope of dress regulations in the cadet organization. This has resulted in two attitudes — “there are no rules prohibiting me from doing that, therefore I can,” and “there are no rules allowing me to do that, therefore I cannot.”*

*Dress regulations for all three elements are set out in the Cadet Administrative and Training Orders. CATOs 35-01 (sea cadets), 46-01 (army cadets) and 55-04 (air cadets) stipulate the standard for hair and jewellery. Although female cadets (sea and air cadets only — the army cadets have no policy) are not allowed to sport “unusual hair colours such as green, bright red, orange, purple”, there is no mention of hair dyeing for any male cadets.*

*To date, there is no CATO on body piercing (other than ear piercing for female cadets). The cadet organization typically follows the example of the Canadian Forces (CF) in matters of policy and in November of 1999, CANFORGEN 103/99 completely precluded male and female members in the CF from wearing visible and non-visible body piercing adornments (except women’s earrings).*

*We know that male and female cadets wear tattoos, dye their hair and engage in body piercing and it is clear that the cadet organization needs to address these issues. The ‘Band-Aid’ solution does nothing to address the concerns of either cadets or directing staff.*

*I believe these issues should be examined through focus groups and then, pertinent policy can be established.*

**F/Sgt Chris Wonnacott, 60 Confederation Royal Canadian Air Cadet Squadron in Charlottetown, PEI, wants on-job-training resumed for air cadets in air traffic control courses.**

Time and time again, as the warrant officer for my squadron, I hear from my commanding officer and other members about all this new funding for cadets, and all of the wonderful programs being offered. If this is so, why are good programs getting cut?

This summer, myself and 23 other cadets from across the country were selected from hundreds to attend the air traffic control course (ATC) in Trenton, ON. When we arrived, we were so proud of being selected for such a prestigious course. However, on the second day

after our arrival, we were informed that unlike past years, there would be no on-job-training. In previous years, after five weeks, ATC cadets were dispersed across the country to different military air bases to have hands-on practice in air traffic control. Last summer, it was cut and we were told there was no compensating program for it. We were told the program was cut because of funding losses.

Now don’t get me wrong. The time I had at air traffic control last summer is still the best memory of my cadet career and it would be hard to replace. However, I’m left wondering with all this new funding we are being offered, why some of our best courses are being cut?

**LCol Gary Merritt, directorate of cadets (air), answers:**

*The ATC course is undergoing a major review to revamp the course training standards and course training plan. As part of the review, we would like to increase the number of cadets attending the course and make greater use of simulators for on-job-training. Hopefully, the first changes will be seen this summer with greater use of the ATC facilities at the NavCan training facility in Cornwall, ON, and at CFB Trenton, ON. ❖*

# Winning web site

You may have heard of the Golden Globe Awards, but chances are you haven't heard about the Golden Web Award. It's an international award recognizing creativity and excellence on the World Wide Web.

And the Prairie Region Cadets web site is a winner! The web site ([www.prairiedcadets.com](http://www.prairiedcadets.com)) received the 1999 Golden Web award from the International Association of Web Masters and Designers.

The site was designed by OCdt Jan Macauley, a former civilian instructor and an officer cadet with the cadet instructor cadre since last November. OCdt Macauley

is also a former cadet and a glider pilot at the Gimli Gliding Centre in Gimli, MB.

"I have been working with computers my whole life," says OCdt Macauley. "I am now a certified computer technician, but I taught myself to do web site design." He worked with Prairie Region Headquarters in a full-time position until January 2000 designing and updating the web site.

"This award is meaningful to me because it isn't given to just anybody," he says. "I feel quite proud that my site won the award."

The web site offers information on everything from upcoming events in prairie region to joining instructions for the region's cadet summer training centres. The site receives from 100 to 125 hits a day.

Congratulations to OCdt Macauley and Prairie Region Cadets. ❖



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## More high school credits for cadet training

*By Capt Linda Hildebrandt*

Since our article in the last issue of *Proud to Be*, we've received information on even more opportunities for cadets to obtain high school credit in various parts of Canada.

The following information was forwarded by Brenda Pinto, navy league — Newfoundland Labrador division. As of last October, the province's Department of Education approved **sea cadet** courses and programs for credit towards high school graduation. Sea cadets in Newfoundland and Labrador may now receive credit for completing phases four and five training, as well as courses that are six weeks or more in duration, such as boatswain, musician (levels four and five), staff cadet position, medical assistant, marine engineering and more.

We also appreciate the efforts of Eddie Mathews, army cadet league in Saskatchewan, for providing information on that province. In Saskatchewan, cadets may receive one special project credit for out-of-school activities, which can be applied towards graduation. To qualify for this credit, cadets must register their intention of using cadet training as a special option credit and receive approval from their school. The important thing to remember is that cadets in Saskatchewan must register their intent to use cadet training for credit **before** they begin the local headquarters training or cadet courses.

A sincere thank you goes out to Brenda Pinto and Eddie Mathews for providing this up-to-date information to add to

our 'high school credit for cadet training' portfolio of Canada. Our eventual goal, of course, is to see the education boards in all the provinces and territories across Canada recognize the value of cadet training. It is exciting to see how things are progressing in Newfoundland and Labrador in just the last while. With air and sea cadet training now having received recent approval, acknowledging army cadet training for credit in this province is, hopefully, not far behind.

**– Capt Hildebrandt was co-leader of the miscellaneous training action team until it was closed at the end of February. Further action on high school credits will be carried on by the leagues. ❖**



# Poll shows low awareness of Cadets

You may have **thought** Cadets was Canada's best kept secret, but now you **know** it!

CROP — a marketing research and opinion survey firm — has conducted a public opinion poll of Canadian adults and teens to find out their attitudes and perceptions of Cadets

The poll showed you were right all along. Spontaneous awareness of the cadet movement **is** relatively low — only four per cent among adults and teenagers. However, if it's any consolation, it's just as low for the Scout movement in Canada.

The good news is that the overall image of Cadets is very positive (86 per cent of the teenagers and 83 per cent of the adults interviewed).

And the teens saw the cadet movement as formative (84 per cent); an organization with modern ideas (68 per cent); dynamic (65 per cent); and cool (52 per cent).

Overall, how do Canadian teens perceive the cadet movement?

- 92% of the surveyed teenagers believe that cadets distinguish themselves by their personality and leadership.
- 80% believe the movement promotes Canadian pride and identity.
- 76% of them consider the cadet movement too time-consuming.
- 56% think Cadets prepares people for the army.

Now here's a shock! More teenagers were **against** being in Cadets than in favour. The younger the teenagers were, however, the more interested they were in being cadets. Twenty-six per cent of the youths surveyed said they had thought of joining cadets

The teenagers interviewed heard about Cadets mainly from their relatives. A small number heard of Cadets through school.

The main perceived benefits of the cadet movement are:

- Discipline (Teens 28%; adults 49%)
- Social skills (Teens 12%; adults 11%)
- Responsibilities (Teens 8%; adults 14%)
- Team spirit (Teens 4%; adults 12%)
- Sense of respect (teens 3%; adults 11%)
- Technical skills (teens 15%; adults 6%)

The perceived disadvantages are:

- Too time-consuming (teens 29%; adults 8%)
- Discipline (teens 8%; adults 7%)
- Too militaristic (teens 2%; adults 5%)
- Bad influence (teens 1%, adults 2%)

The poll was conducted for the communication cell of directorate of cadets and provides valuable information for planning communications for the Canadian Cadet Movement.

To compare the opinions and perceptions of Canadian adults (over 18 years old) with that of teenagers (12 to 17 years old), CROP conducted 1,616 phone interviews in both official languages across Canada between Nov 19 and Dec 5 of last year. ❖



**Fifty-six per cent of Canadian teens** think Cadets prepares young people for the army! The perception is created because cadets wear military clothing and do some military-type things — like these cadets on an Ontario Regiment Cadet Garrison winter exercise at Canadian Forces Base Borden, ON, in January. One hundred and forty cadets from army cadet corps in Oshawa, Pickering, Port Perry and Uxbridge, ON, tested their survival skills during the weekend event. (Photo by Ken Globe, a civilian volunteer with the garrison.)

# Measuring action team performance

Performance measurement was the name of the game at the Way-Ahead strategic team meeting at the end of February. It was time for action teams to 'fess up' to what they'd accomplished since the beginning of the Way-Ahead.

What was the final report card? Some teams have made more progress than others. Some key activities have been completed — often with strong support from directorate of cadets. Other have been taken over by ongoing initiatives. Work is continuing in many key activity areas; and new key activities are being created as action teams continue their research. In other words, a lot of work has been done, but there's a lot more to do.

The strategic team decided that the electronic action team and the miscellaneous training team should be dissolved. The electronic action team has completed its activities. The miscellaneous action team had two activities, but one of them has been taken over by the leagues; the other will be taken on by a new bilingual action team, created to enhance bilingualism in the cadet movement.

Col Rick Hardy, director of cadets, said he was not in favour of putting a command and control action team in place at this time. "We're in the process of embracing the direction of Armed Forces Council to put a command and control structure in place, where regional commanders will be responsible for implementing the cadet program," says Col Hardy. So it's too soon for people in the field to comment on it."

It's not too soon for the partnership action team to jump into action, however. The strategic team expects

the partnership team to get on with its issues as soon as possible and gave the team some additional work to do. (See story page 21.)

Every action team reported that establishing closer links with directorate of cadets (DCdts) staff is key to success. Many reported they simply do not have the time or resources, as volunteers, to do a lot of what has to be done.



"The responses (to a structure action team survey asking local corps/squadrons if national, regional and detachment cadet organizations are meeting their needs) represent valuable input from the field."

– Maj Roman Ciecwierz,  
action team co-leader.

- The training action team will continue to work closely with DCdts staff on several activities and with the leagues on two key activities. The team was told to go ahead with a second training survey of each element.
- The cadet instructor cadre (CIC)/league training team will also establish a closer link with DCdts staff and perhaps group some of its activities to speed up the process. League members on the team will be responsible for circulating ideas through their membership to ensure a consensus before recommendations are brought to the strategic team. This team will assist implementation.

- The key to the success of the communication action team has been its active working alliance with the DCdts communication cell. The team does, however, need to consult more closely with the leagues before making recommendations to the strategic team. This team has completed six of its key activities, all reported in former issues of *Proud to Be*. The others will be ongoing — forever. The team will continue to provide feedback from the field.
- The resources action team will continue as a consultative body to liaise with a working group created at DCdts with the regions to look at regional resources. Action team co-leader, Maj Claude Duquette, is already a member of the working group. The key activity of “making use of outside agencies for training assistance” was moved to a training team. “Developing a fundraising plan” was moved to the partnership team.
- The CIC/CI policy change action team will continue. According to the strategic team, future policy will not be created without discussions with this team. The team will work with an appointed DCdts representative. Three of the team’s activities are being dealt with as part of the creation of the military occupation structure (MOS) for cadet instructor cadre officers.
- Many of the structure action team’s issues have been addressed by Armed Forces Council. Others are addressed by the MOS. The team will be retained for feedback from the field on structure issues. This team has had excellent response to a survey asking local corps and squadrons if national, regional and detachment organizations

are meeting their needs. “The responses represent valuable input from the field,” says team leader Maj Roman Ciecwierz. Results will be compiled by May. The team will continue to be involved in branch advisory group issues. It was suggested that this team could go even further.

- According to Col Hardy, we can’t shut down the values and diversity action team. “Diversity is probably the toughest thing we have to deal with. We try to make one shoe fit all, but we have to keep hitting ourselves between the eyes every time we do anything and become more diversity-sensitive.” The team will continue to raise awareness for diversity issues in the cadet movement. Diversity will be ingrained into the organization’s strategic guidance. ❖



Maj Ken Fells is a co-leader of the values and diversity action team, which will continue to raise awareness of diversity issues in the cadet movement.

# Cadets — the Pokemon Population?

By LCdr David Kirby

I recently read an article from *The London Free Press* that featured experts predicting what our future society would be like. Their responses were interesting and set me thinking about the cadet program, present and future.

Professor Marty Puterman of the University of British Columbia said, "...Generation X will give way to the Pokemon Population ... They've spent their youth solving very complex adventure games and surfing the Net and just reacting at a much

faster pace." Professor Puterman feels that "The main trend we'll be facing is ever-quicken change to the extent that the skills that we learned today are not going to have a very long life."

Frank Ogden, a Vancouver futurist, ominously predicts the implication of this. "The industrial age gave us the haves and have-nots". He foresees a new gap "... between the know and know-nots."

Our up-and-coming cadet instructor cadre is part of Generation X. They are accustomed to change, even expect it and quickly adapt to new ways of doing things. What is real, what is a fact, is what they just downloaded from the Internet. They get the latest operating systems and web browsers for their computers and don't need a course on how to operate them. They change as required. Change is a part of their ethos, a positive part of their attitude.

Our cadets are becoming the Pokemon Population. Their economy and societal values will demand constant change. What they download from the Internet is instantly a piece of history. A fact will be something necessary to advance to the next temporary fact, much like the skill levels in the computer games considered



Our cadets are becoming the Pokemon population. Their economy and societal values will demand constant change. (Photo by Sgt Chris Coulombe)

by Professor Puterman. Change will become an ethical imperative, one of their rules of conduct. To not drive change will be antisocial.

It is completely foreign to my generation, the Baby Boomers.

We Boomers enjoy a varied lifestyle but have not embraced change. Facts are in books. We took courses on exactly how to run our new computers. We complained when *Windows* appeared, but took the upgrade course. Change is something that has to be explained, organized, managed. Our economic system — consumerism — encourages change while our society admires tradition and permanence. Change is either very slow or there is a big change followed by a new steady state.

However, as Puterman and Ogden point out, the world is changing faster and faster and there will be no steady state. If we don't pursue constant change we will be one of the know-nots and fall into the dusty pages of history.

Why are we having such a difficult time changing the cadet program? I think it is because we are trying to fix a Boomer system with Generation X tools for the Pokemon Population. We are trying to patch up the holes in an old system. But we don't need a new system that needs to be changed again either. Rather, we must put into place a non-system that operates on constant change.

What kind of a cadet program do I envision? Well, I am constrained by my heritage; I'm a Boomer. I feel that the purpose of cadets — leadership, citizenship, fitness and an interest in the CF — are valid and good goals. I tend towards a pyramid organization structure and well-defined lines of responsibility. I value tradition, but not habits.

However, I see the cadet program embracing the fast pace of change that modern communications allows. There will not be a book of rules but a place where today's rules can be found when needed. Local programs will weave in and out of other structures, like other government programs, that can support some of our goals. When they no longer help, we drop them. Authorities at every level will have the flexibility to achieve the goals of the program. We will understand and accept that what happened last year or last week doesn't have to be the way we do it today and cannot be the way we do it tomorrow. Most importantly, we will accept that constant change will make some of our efforts appear as failures.

My advice to the cadet program? Start changing. If it doesn't work, change again. If it works, be prepared to change again anyway. Our young CIC are ready for it; the cadets need it. The rest of us can try to adapt ... or maybe take a course! ❖



“We are trying to fix a Boomer system with Generation X tools for the Pokemon Population.”

– *LCdr David Kirby*,  
regional cadet officer  
(Northern Region)





# An 80 per cent solution?

## The new directorate of cadets

*By Cdr Jurgen Duewel*

Last October, Director of Cadets Col Rick Hardy asked me to head a team to examine the reorganization of the directorate. Over the past several years, the cadet organization had been the subject of a number of reviews which had all reached the same broad conclusion — past reorganizations had given little consideration to long-term strategic planning. Instead, the major result had been an increase in the size of staff without the necessary staff training. In addition there had been a distinct absence of clear communication and consistent direction both internally and externally.

As the directorate was organized, only the director had the “big picture”. This resulted in two unsatisfactory scenarios. First, the director was forced into micro-managing — involved in even the most trivial and minute details of the cadet organization. Second, and more serious, in his absence all useful work could come to a complete halt. As well, there was no section dealing with the overall needs of the movement, nor was there a strategic (forward-looking) cell. Instead the organization was stove-piped by environment, and there was no co-ordination among sections. Consequently, common training such as music, physical fitness and marksmanship were all handled differently depending on the environment (sea, army or air).

Our team’s task was to examine the proposed structure to ensure it would simplify and improve coordination, maximize efficiency and eliminate duplication of administration and planning. We were tasked to rewrite terms of reference for all personnel to ensure that the best qualified, educated and trained people would hold the new positions. Most important, the new organization had to be capable of leading the cadet movement through innovation and strategic vision. Col Hardy’s instruction was to produce an 80 per cent solution in less than six weeks!

Col Hardy gave me absolute freedom to pick the team. I chose people who had worked in higher management positions at national defence headquarters and would therefore have an understanding of strategic thinking. Team members included Cdr (ret’d) Gerry Gadd, former commanding officer of HMCS *Fraser* and now vice-president of the navy league in British Columbia; Maj Rick Trute, detachment commander of Western Area Central Region Headquarters, former Service Battalion; LCdr Rick Powell, MARS officer and special projects officer in Regional Cadet Staff Establishment (Atlantic); Capt (ret’d) Rick Peters, former infantry officer, father of an army cadet and a flight instructor for the air cadet scholarship program; and Maj Jim Greenough, pilot and commandant of Regional Cadet Instructor School (Prairie).

We took the organization apart, questioned it, examined it and identified the functions that needed to be carried out. We also attempted to qualify and quantify the skill sets required for personnel in future positions. We interviewed as many key players as possible to ensure we had captured every duty and function. On completion we reassembled the organization under the new headings of strategic planning — responsible for strategic vision and change management; program development — responsible for developing and writing the training programs; and co-ordination — responsible for dealing on a day-to-day basis with local headquarters and cadet summer training centre issues. As well we identified the internal sections of corporate services, finance and communications.

Did we get the 80 per cent solution? Yes, I believe we provided the director with a framework for an organization that can respond strategically to the future. It remains to be seen whether the staff can meet the challenges of the future and demonstrate their capabilities as leaders to serve the entire cadet movement. I am sure there will be future modifications down the road, but I believe the organization is now on the right road.

**– Cdr Duewel is commanding officer of HMCS Ontario. He is also a graduate student at Royal Military College, working on a masters degree in war studies. ❖**

# Citizenship and football

Reaching out to their community — and to their country — is all part of the citizenship so highly valued by cadets across Canada.

Cadets in Pacific Region paraded their citizenship before hundreds of thousands of Canadians last fall when they unfurled the Canadian flag during Grey Cup 99 in Hamilton, ON. How did they get there? The cadets from the Lower Mainland and Vancouver Island forged a partnership with the B.C. Lions football club last year, unfurling a 40 by 20-metre Canadian flag at the opening of every home game. The flag, held by 70 to 100 sea, land and air cadets, filled half the field. They did the same at Grey Cup 99.



The cadets' affiliation with the B.C. Lions football club represented the first affiliation of cadets with a professional football team for the entire season, according to Capt Judith-Ann Jarrett, area cadet officer (air) with Pacific region. "We will be campaigning to encourage these kinds of affiliations of cadets in other cities with professional sports teams," he says. "It's terrific tri-service exposure for the cadets and a fitting way to pay tribute to our country and display the citizenship values cadets learn in the movement."

The cadets have been such a hit, they've been asked to return this season. ❖



# Solutions from unexpected sources

By Capt Beverley Deck

Around the water cooler, it was evident that Pacific Region cadet staff had mixed feelings about an upcoming renewal workshop. Some referred to the three-day event as a 'hug-fest', while others had a more optimistic view of possible gains from it.



“We must not be afraid to look critically at ourselves, our organization and the way things are now. If we don't, we are condemning ourselves to a future without hope of change and without a vision of the way things can be.”

— Capt Linda Hildebrandt,  
directing staff, Regional Cadet  
Instructor School, Pacific Region.



The first morning, we left behind our day-to-day tasks and filed into a conference room at a local hotel. Some of us were full of reservations, some had our guard up, while others were enthusiastic and positive. It didn't matter what department we came from or what rank or position we held, we were all there to participate and contribute our ideas. “I believe the workshop was to bring together staff that you might not deal with on a daily basis and to bring ideas on how to solve problems in the workplace,” said MCpl Linda Burke, regional cadet music advisor clerk.

Over the next three days, we made a list of concerns about our organization and our jobs — and there were many. In the end, we focused on the top seven concerns. Facilitated by Leo Kelly and Maj Serge Dube of the Way-Ahead coordination cell, we did some teamwork exercises, shared ideas, explored barriers to change, identified our stakeholders, looked at trends in society and in the end, put together an action plan to tackle issues we raised.

“I was amazed at how much we accomplished in such a short period of time,” said WO Phil Garvin, administration clerk. “I don't think we would have succeeded if rank wasn't thrown out of the room on the first day. It allowed us to look at each other as equal contributors to the tasks assigned.” One valuable lesson we learned was that an answer can sometimes come from an unexpected source and we all have great ideas to contribute when given the opportunity. Many solutions came from members who have never been asked for suggestions.

The process wasn't always easy. We fluctuated between moments of tension and frustration and moments of laughter. There were conflicting points of view and there were times when we couldn't reach consensus. Interestingly enough, there were also times when we were pleasantly surprised by the similarity of our opinions. The communication process was often difficult but always valuable. We talked with people we don't interact with normally and learned about them in new ways.

The workshop concluded with a list of issues to examine further and the intention to form a team of interested members to action the list. We also left with a clear list of what needs to be done to make our organization more functional and more effective in our role of supporting Pacific Region corps and squadrons.

“I think the workshop was an important step in recognizing the work that lies ahead of us to make sure that the Pacific Region cadet program serves the needs of officers and cadets in our corps and squadrons,” said Capt Linda Hildebrandt, directing staff at the Regional Cadet Instructor School. “After all, they are our bottom line.”

Keeping up with daily issues and demands often doesn't leave much time to change or renew our way of doing business. The process will be ongoing and will take some patience and hard work.

Effective change and renewal also requires a focus on what is important. For us, the most important consideration is how our work affects cadets in our region. “We saw that we must focus on



“The workshop refocused staff to their very important role in the cadet organization ... many of us received a much needed tune-up.”

– Lt(N) Jean Cyr, staff officer administration (sea), Pacific Region



the future of the cadet movement and ensure that we keep up with the fast pace of our youth,” said Sgt Kim Arnold, area cadet adviser (army).

Lt(N) Jean Cyr, staff officer administration (sea), felt the workshop re-focused Pacific Region staff to their very important role in the cadet organization. “In some instances,

the learning curve was pretty steep and many of us received a much needed ‘tune up’,” she said. “Maintenance will be required however, to ensure that progress made is not lost.”

Putting ideas in place, developing new processes, improving the organization — this is what we hope to accomplish. We

need to focus on lessons learned in the workshop and take action. We need to listen and be open to change. Sometimes we will not be successful, but the successes that do come will be well worth the effort.

– **Capt Deck is the Way-Ahead coordinator for Pacific Region.** ❖

## Letters to the editor

### Impressed

I have been involved with cadets for 16 years, first as a cadet and then as a cadet instructor cadre (CIC) officer. I’ve served in all positions at local headquarters and have spent the past five summers as a company officer commanding at Air Cadet Summer Training Centre Blackdown. I represented Central Region during the recent redesign of the Army Star Program.

I have watched the development of the Way-Ahead program and *Proud To Be* with some mild interest over the past few years. Like many of my peer group I had seen such pie in the sky proposals in the past and had filled out all the questionnaires only to wonder what happened to the results. I participated in ‘the Way-Behind program’ jokes and despite publications and presentations at my regional summer training centre, I really didn’t see this program ever getting off the ground or

going anywhere. I hate to admit it, but it seems I may have been mistaken.

The most recent issue of *Proud To Be* proves to me that there is something behind the Way-Ahead program. Finally someone is addressing in an organized way some of the long-standing issues that a lot of CIC have tried to address in the past. I can honestly say I’m impressed with the quality of the material in *Proud To Be*. In a system that isn’t too quick to give praise I think you and your staff deserve some.

Should you feel that there is somewhere in the Way-Ahead program that I can be of assistance feel free to have someone contact me.

– **Thanks for all your work.**

**Capt Rick Butson,  
2814 Royal Canadian  
Army Cadet Corps, Hamilton, ON**

## Sea cadet uniforms

Thanks for the latest issue of *Proud to Be*. I think you folks are doing a terrific job.

I did notice in this issue that in three out of four pictures of sea cadets, they were wearing the traditional seaman's (square rig, blues, whites, etc.) uniform. I was wondering if any of the action teams are considering 'clothing'-type questions, because I see a couple of different issues arising from the uniforms the cadets wear: a morale issue — sea cadets everywhere seem to want to wear the traditional uniform; and a public image issue — the square rig uniforms that some units still hold are 30 years old, are becoming somewhat ragged, with a hodge-podge of adapted and out-of-date badges and do not present an image consistent with a high standard of dress.

– **SLt Geoff Kneller**  
**Royal Canadian Sea**  
**Cadet Corps Calgary**

*Editor: The resources action team is working closely with Capt Chris DeMerchant, the logistics officer with directorate of cadets responsible for clothing cadets.*

I would like to bring forward a concern I have with respect to individual 'portrait-style' photos of sea cadets that have been used in some current cadet/Canadian Forces publications (*Maple Leaf* and *Proud to Be*). In these two publications there are individual photos of two cadets with one in the *Maple Leaf* (Nov 17, page 16) wearing the 'old traditional' blue uniform and in the *Proud to Be* (Fall 99, pages 13 and 20) wearing the 'old traditional' white uniform.

When I joined cadets in 1978, I was issued the 'traditional' blue uniform, as it was the uniform of the day for sea cadets. Then in 1979, I went to the green uniform, which in the late 1980s changed to the current black cadet uniform. The point I am trying to make is that sea cadets are issued the black cadet uniform which identifies them as a sea cadet. They are not issued the 'traditional' uniform for day-to-day wear. The Cadet Administrative and Training Order on sea cadet dress states that the traditional uniform is to be worn only on special ceremonial occasions with the permission of the regional cadet officer for such events like Battle of Atlantic parades.

I feel that by publishing 'portrait-type' photographs of cadets in the traditional uniform (not part of a ceremonial occasion) is sending the wrong message to both the public and the Canadian Forces. However much we may want to hold onto traditions, we should be sending out the right message and following our own national uniform policies.

I would like to request that in the future, photos be viewed to ensure that cadets are wearing the correct and current uniform and that when photos of a cadet are requested, they be informed that it be in the current uniform, not any traditional uniforms.

– **Lt(N) Paul Fraser**  
**Former special projects officer,**  
**summer training (sea),**  
**directorates of cadets, Ottawa**



## Suggestions

At the moment, I'm only a cadet sergeant, but as I have more experience than some other cadets I was thinking of some things you could carry in *Proud to Be*. You could have a section called, "What's your beef?", where cadets can have their say about anything in Cadets. (You teach us to speak our mind. No offence.) You could also have a section for cadet suggestions for change because we are the ones in cadets and some cadets around Canada might have REALLY good ideas. And what about a real national cadet kit shop section, with almost anything you can buy at camp and a whole lot more, and at the end of that page, a place where cadets may suggest products?

– **Cdt Sgt J.R.K. Bergeron**  
Gatineau, QC

*Editor: We have started "What's your beef?" as a voice for cadets and others in the movement. Suggestions for change are always welcome. Unfortunately, we cannot carry a kit shop section.*

## Credits update

As an update to an article by Capt Linda Hildebrandt on high school credits for training, I would like to give you some information from our province.

The Newfoundland and Labrador Division's proposal to the Department of Education approving sea cadet courses and programs for credit towards high school graduation was approved in early October 1999.

If you plan another update on this issue, I would appreciate if (the approved programs and courses) could be included in the article.

Spinning off from a Vancouver millennium project, Portrait V2K, the cadet movement should consider a column in *Proud to Be* where members are invited to share their relevant stories and photographs to present a portrait/image of who we are today, our memories of the past and our hope for the future. This would help achieve the thrust of the Winter 99 edition — Making 'Cadets' a household word.

– **Capt Don Lim**  
**Administration officer**  
**2501 Royal Canadian**  
**Army Cadet Corps**  
**Dartmouth, NS**

*Editor: Capt Lim submitted a story for the first column; the story will be printed in our summer issue.*

Your magazine is professional, informative and educational. Congratulations! I look forward to reading future issues.

– **Brenda Pinto**  
**Secretary, Newfoundland Division**  
**Navy League of Canada**

*Editor: For details of the approved programs and courses, turn to Capt Hildebrandt's update on page 28. ❖*

# New **bilingualism** action team

A Way-Ahead action team is being created to look at bilingualism in the cadet movement.

“Endeavouring to provide more training in both official languages,” was a key activity of the miscellaneous training action team. However, the strategic team decided in February to close down the team. (The leagues will take over the team’s other key activity of promoting recognition of cadet training as optional credits towards graduation in high school.)

The miscellaneous training action team conducted a survey last year in cadet summer training centres and found that bilingualism problems do exist, including a lack of bilingual instructors, a lack of documentation in both official languages and extra work for bilingual instructors.

The strategic team’s consensus was that the cadet movement has commitments through the Official Languages Act and must strive to comply as much as possible with them — particularly as they relate to documents.

“But there’s a lot more to bilingualism than putting things into two languages,” says Col Rick Hardy, director of cadets. “We need to refocus now.”

The new action team will focus on enhancing the bilingual culture in the movement. “Bilingualism should be part of the citizenship program and ingrained in the cadet culture,” says Col Hardy.

The new team will look at the practical issues of translation, administration, documentation and ensuring that the

movement follows the Official Languages act. But it will also identify where franco-phone and anglophone cadet interaction can be increased in the movement. This could be done through cadet summer training centre activities, inter-provincial cadet exchanges and other cross-cultural cadet activities.

Multilingualism in the cadet movement was another topic of discussion for the strategic team. “We can’t ignore it — we’re a community-based program,” said LCol Sam Marcotte, regional cadet officer (Prairie).

“If we get bilingualism right, then it gives us the roadmap for multilingualism,” concluded Dave Boudreau, the army league’s national executive director. ❖

