

PROUD

To Be

The official publication of the Way-Ahead Process

Volume 4, Spring 1999

CADETS



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National
Defence

Défense
nationale

Canada



Proud To Be

The official publication
of the Way-Ahead Process

Volume 4 Spring 1999

This publication is produced on behalf of all stakeholders in the Canadian Cadet Movement (CCM) including Cadets, CIC, 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.

As part of the Communications Plan for the Way-Ahead Process, *Proud To Be* is published four times a year. We welcome submissions of no more than 750 words, as well as photos. We reserve the right to edit all submissions for length and style in accordance with CP Style.

Submissions will be returned if you provide the address.

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Cadet MCpl Roland Ungama hands out Canadian flags to passersby during the launch of Citizenship and Heritage Week in February in Ottawa. Roland was one of 15 cadets from 2784 Army Cadet Corps, Governor General's Foot Guards, who took part in the event. See page 7 for more on the event. (Photo by Maj Robert Barrette)

ON THE COVER: Able Cadets Natasha Carraro, left, and Sabrina Lam, both with Royal Canadian Sea Cadet Corps Falkland in Ottawa, visited Ottawa in February to take part in a recruiting 'photo shoot'. New cadet posters are being created for distribution across Canada. (See story on page 16.)



This spring issue of *Proud to Be* is coming to you a bit later than planned because of the change-over in editors. (See Michele Boriel's goodbye below).

Nevertheless, it's full of Way-Ahead news. Read about the strategic team's breakthrough at the team's last meeting! Action team members and volunteers especially should refer to page 15, which contains the list of questions strategic team members will ask when action teams make recommendations to them down the road. The framework is sure to keep action teams on track. If you're interested in action team activities, check the updates from the administration, electronic, training and recruiting action teams. And if you're looking for results, read the Cadet Instructor Cadre/Civilian Instructor policy change action

team story on page six. Finally, if you want to join the debate, turn to Speakers' Corner on page 28. It's a new feature designed to open up lines of communication and if we get enough response, we'll carry it in every issue.

Once you've read the newsletter, pass it on! We are looking at increasing the number of copies of each issue, but for now, we'd like you to pass it on. That's the only way to ensure that everyone gets a chance to read it. And don't forget, it's now on-line on our Way-Ahead web site at www.vcds.dnd.ca/visioncadets.

Happy reading.

Marsha Dorje

Good-bye and Good Luck

The new editor of *Proud to Be* has kindly allowed me to say a couple of words in the way of "goodbye and good luck" to each of you as I begin my new position within the directorate of cadets. Since the beginning of January, I have been enjoying a wide variety of challenges as the 'communications specialist' within the new public affairs (PA) cell at the national level, and as the staff writer for director Col Rick Hardy.

As part of the PA cell I am fortunate to continue working with some of you whose key activities relate more closely to our mandate of promoting the cadet program. The next few years will be significant for the Canadian Cadet Movement as the eyes of all Canadian citizens naturally turn towards youth at the dawn of the new millennium. With 10 youth initiatives, six millennium activities, the repatriation of the tomb of the unknown soldier, a nation-wide recruiting campaign, the cadet harassment and abuse prevention program and of course, the regular training and activities of the cadet program, we have a big job ahead of us in making the

cadet name a household word! But with the help of the Way-Ahead process, I have no doubt that together we will succeed.

Thank you for being so open and honest with me since I first began soliciting your feedback in the inaugural issue of *Proud to Be* in the spring of 1998. I will miss the excitement and inspiration that consulting with the thousands of you stakeholders brings, but I know that I am leaving the publication in Marsha's more than capable hands. Best wishes as we proceed on our journey to make the cadet movement a better place for everyone. I take with me from my time working with the Way-Ahead co-ordination cell, 'lessons learned' in leadership, and the unique challenges and rewards of working in such a diverse, constantly changing organization such as ours. I look forward to continuing to serve you in my new capacity.

Until our paths cross again,

M. Boriel

News From Your Co-ordination Cell

- **Change is our middle name.** In January, former editor of *Proud to Be*, Michele Boriel, moved on to work for director of cadets Col Rick Hardy. Michele did a bang-up job on this newsletter, ensuring it got bigger and better with each issue. We're certain she'll continue to put her communication talents to good use in her new position.
- **And speaking of names...** In our last issue, we welcomed Capt **Marc** David to the fold. Being experts in change, we changed the spelling of his first name, but **Mark** informs us he likes the original spelling, thank you very much.
- **One last name...** Taking Michele's place for a while is me — Maj Marsha Dorge. I'm a public affairs officer, reservist, a former newspaper reporter, former editor and managing editor of *Sentinel* and *Sentinelle* magazines (until 1994, the official magazines of the Canadian Forces), a former head of internal communication for director general public affairs, and former head of communication for the management, command and control re-engineering team (MCCRT) and management renewal services. My only experience with cadets is trying to talk my son into becoming one. But I'm looking forward to learning a lot more about the Canadian Cadet Movement and the Way-Ahead process.
- **To the tune of the co-ordination cell theme song, *On the Road Again*,** team members have facilitated in Ottawa and Toronto, ON; Charlottetown, PEI; St-Jean, Que; Winnipeg, MB; Edmonton, AB; and Saint John, NB since our last issue. Our goal has been to help action teams — and the strategic team — in their initial stages of work.
 - We conducted briefings for the Cadet Instructor Cadre (CIC)/League training action team and the external communications action team. Neither had attended the original action team launch in Cornwall, Ont.
 - Cell co-ordinator Maj Serge Dubé and team member Leo Kelly helped the image, administration and diversity action teams scope their issues and come to terms with the awesome tasks ahead. The pair also worked with the CIC/Civilian Instructor policy change action team to prepare its submission to the strategic team. In February, team member Capt Kim March joined the cadet training action team in Winnipeg as it finalized its action plan. See page 20 for her story on that experience. She also supported the recruiting action team for three days as it tackled the daunting task of choosing a core team from a couple of hundred volunteers. On top of that, she helped the structure (establishments) action team wrap up its action plan.
 - Capt David got into the act by assisting the formation of the internal communications action team in Winnipeg.
 - In Toronto on Feb 13 and 14, the Way-Ahead co-ordination cell facilitated the third strategic team meeting. Assisted by Marilyn Laiken, a professor at the University of Toronto, Ontario Institute of Studies and Education, strategic team members were able to clarify their strategic role and hone their decision-making abilities. The result? Some solid decisions for the CIC/CI policy change action team and a clear framework for future action team recommendations. ❖

Serge's Lessons

"We're here to market the change program — to sell it to the Canadian Cadet Movement," says Maj Serge Dubé, leader of the Way-Ahead co-ordination cell. "We're marketers, catalysts, evangelists, co-ordinators, a resource centre, educators and trouble shooters. Oh, and we also have other duties — whatever it takes to make renewal and change a success."

That's it in a nutshell. The Way-Ahead co-ord cell is not a centre of attention. But it does preach change and renewal; provide change teams with the tools they need to do their jobs; educate itself and others about change; and troubleshoot for the more than 150 people on the teams. "We connect the dots between the strategic team, the action teams (including thousands of volunteers) and the entire cadet movement, all within the community context," he says. "We believe in the Way-Ahead."

In updating the Way-Ahead progress, Maj Dubé says 13 of the 15 action teams are up and running. They are in various stages of team building and action planning. Only the partnership and command and control action teams have yet to be formed.

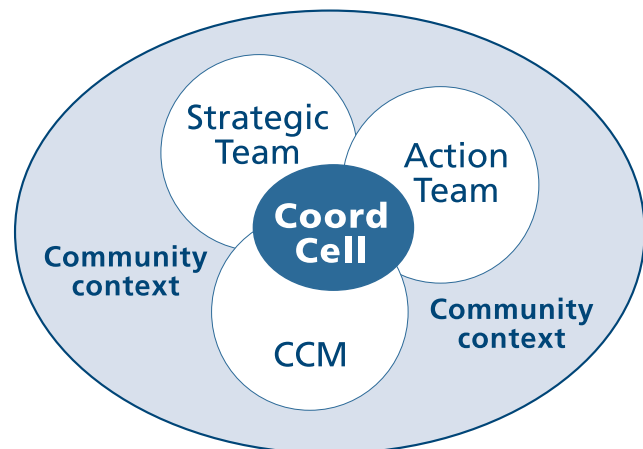
And Maj Dubé admits, he's already learned a lot of lessons along the way. Here are what he calls 'Serge's lessons'.

- The world of change and renewal is **dynamic**. "I've come from a world of little change — a training centre for Cadet Instructor Cadre officers — to a world of chaos," he says. "Not one day is the same as the next. Every day, my roles and responsibilities change."
- **Start-up** is difficult. Some call the Way-Ahead the Way Behind. People resist change and the team is faced daily with fighting that resistance.

- Change takes **time** — lots of it. "Some people ask 'how long is this thing going to last?' Some think three years," says the major. "I suspect it could last as long as seven years. The American Army gave themselves 15 years. Change won't happen overnight."
- Everyone is looking around for others to change. But we have to accept that we are the problem and we must change. "Like **Hagar the Horrible**, 'I've looked the enemy in the eyes and I am the enemy,'" says Maj Dubé. "Not just everyone else out there — me too."

In a perfect world, the strategic team, the directorate of cadets and action teams will spend the next six months on team building and education. Action teams will also conduct research and make some recommendations. And the strategic team will focus on strategic leadership. As recommendations and decisions are made, implementation programs will take place over the next two or three years. And activities will get under way to sustain the changes.

"There's always the tendency during change to think we'll just wait out these guys and then go back to our old way of doing things," says Maj Dubé. Time will tell, but right now Maj Dubé feels "we're moving forward with a very healthy program." ❖



Things Are Happening!

By Dennis Fleck

In our last *Proud to Be* article, we said we would meet with the strategic team, present our first-phase findings and make our recommendations. On Feb 14, we did just that, and what a meeting it was! We made 35 recommendations that we felt would have, if approved, a positive impact on the Cadet Instructor Cadre (CIC) and Civilian Instructors (CI).

So, what's the verdict?

Thirty-one recommendations — or 88 percent — were approved! Two others were deferred and only two were dropped.

What happens now?

- Our team is taking the lead in drafting an interim Canadian Forces Administrative Order (CFAO) 49-6 to reflect the areas of agreement we reached with the strategic team.
- Directorate of cadets now has ownership of CFAO 49-6. That will make amendments easier and ensure Canada-wide consistency in how the orders are applied.
- Once we've completed the draft CFAO, we'll present it, follow it through the system and hopefully, have it approved by the vice-chief of the defence staff before too long.

- Promotion from captain to major in the CIC will no longer be based solely on the number of cadets enrolled in the corps or squadron. Promotion will also be based on merit, which will be assessed on a simple, workable personnel evaluation report and promotion board system.

Your CIC/CI policy change action team leaders — John Torneby, LCol Francois Bertrand and myself — met in early March to begin our draft of the CFAO so we can have it in the hands of director of cadets as soon as possible. At that time, we also planned our next phase so we'd be ready when we met with other action team leaders and the Way-Ahead co-ordination cell at the end of March.

We want field input for other things that lie ahead of us, so we've talked to and appointed representatives from each province. Following the action team leaders' meeting in March, we'll brief our provincial representatives and set a meeting date so we can begin our next phase.

All in all, things are moving right along. ❖

In Memoriam

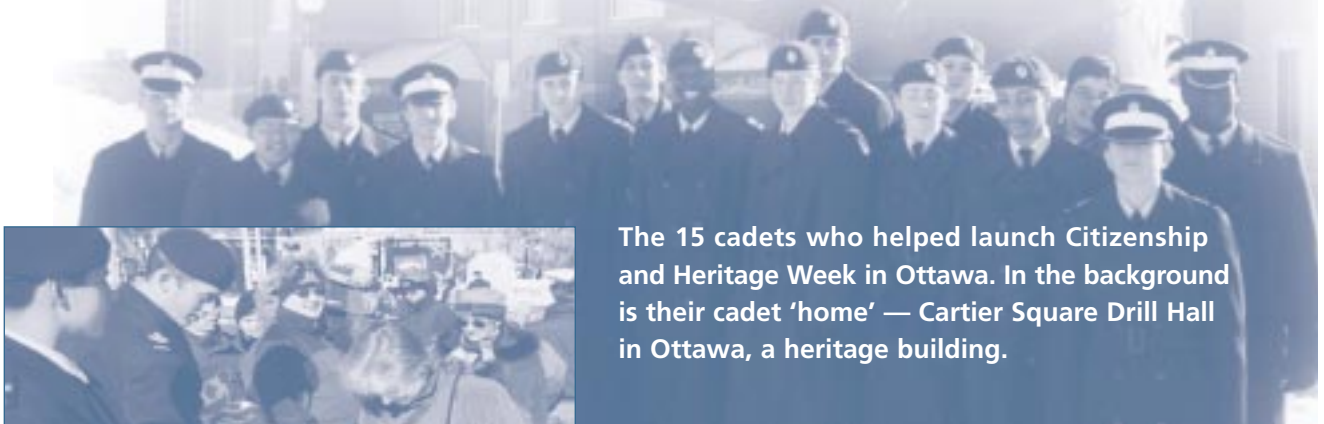
We would like to express our sorrow at the death of one of our strategic team members. LCol (ret'd) James Boyle, president of the Army Cadet League of Canada (Ontario) since 1995, died suddenly on Feb 3 in Collingwood, ON. He was a former high school teacher and Reserve Force officer. He will be represented on the strategic team by Maj Dave Boudreau, former Way-Ahead process co-ordinator and now executive assistant with the Army Cadet League national office in Ottawa, as well as Aubrey Halfyard, governor at large for the Army Cadet League of Canada. ❖



Cadets Project Image of Good Citizenship...

Cadets from 2784 Army Cadet Corps, Governor General's Foot Guards in Ottawa take increasing cadet participation in public events seriously. On Feb 7, 15 members of the corps, along with their commanding officer Maj Robert Barrette who shot these photos, took part in the launch of Citizenship and Heritage Week in Ottawa. With the cadet movement emphasis on developing good citizens, what better week to launch? The cadets lent a hand in distributing maple leaf cookies, as well as Canadian flags, pins and brochures. At the same time, they boosted the cadet

movement image. The launch took place in prime time — during the national capital's winter carnival — so the cadets had lots of public exposure. The idea of involving the cadets came from Chantal Scarlett, a communications strategist with Citizenship and Immigration Canada and a former cadet with the cadet corps. Thanks Chantal — and thanks cadets and Maj Barrett — for taking time to take this key activity of the Way-Ahead's image action team to heart. We know cadet corps and squadrons across the country are doing the same! ❖



The 15 cadets who helped launch Citizenship and Heritage Week in Ottawa. In the background is their cadet 'home' — Cartier Square Drill Hall in Ottawa, a heritage building.



Cadet Cpl Cian Walsh, left, and Cadet Cpl Allen Grier were among the cadets who helped launch Citizenship and Heritage Week in Ottawa. At the same time, they helped boost the image of the Canadian Cadet Movement.



Cadet Cpl Layoma Trudel-Gray shares patriotic cookies with visitors who turned out for the public event.

Image — Whose 'Job' is it Anyway?



Cadet RSM Paul Benner

Spin!

We're all aware of what it means. We normally associate it with external communication and something public relations specialists do to preserve or promote the good image of their clients.

We tune in to television 'sitcoms' like *Spin City* where our home-grown Michael Fox and his zany sidekicks go to hilarious lengths to put a good spin on the sometimes outrageous antics of a New York City mayor. And in the only slightly more realistic world of the impeachment trial of United States President Bill Clinton, we invariably tuned in the spin cycles of both sides of the impeachment issue when we turned on the American cable news network.

Promoting a good image is much more than 'spin' and public relations specialists, however.

Sure, public relations specialists play a role. But mostly, it's a support role to provide the strategy, tools and expertise **others** need for good communication.

The people who are really responsible for promoting the image of the Canadian Cadet Movement (CCM) in particular are cadets, the cadet instructor cadre, cadet league members, civilian instructors and even parents and sponsors.

When opportunity knocks

Communicating to promote the image of the movement will probably become clearer throughout the Way-Ahead process, particularly as action teams on internal and external communication, as well as image, undertake their daunting mandates.

But for now, can you see where you might fit in to help promote the image of the CCM? Take a look at the following situations that have occurred recently to see if you can recognize a communication opportunity when it knocks. And then ask yourself, "What can I do to communicate at my level when I hear that knock?"



Cadet Pte Bryan Balkam with his medal of bravery



"SPIN. We normally associate it with external communication and something public relations specialists do to preserve or promote the good image of their clients."

- On June 25, 1997, then 13-year-old **Bryan Balkam** risked his life to rescue a friend from drowning in Salt Lake, Oxford, NS. Bryan was recognized at the local level, and national recognition came with a medal of bravery from the Governor General of Canada. But in the citation, Bryan was identified only as 'Private' Bryan Balkam. Fortunately, sharp eyes in the national office of the Army Cadet League quickly picked up on the fact that the 13-year-old 'private' must be a cadet. With a little bit of sleuthing, the league discovered that Bryan is actually an army cadet with 2553 Oxford Cadet Corps in Oxford, NS. Through its national publication *Journal*, the Army Cadet League was able to raise the story of Cadet Balkam to the national level. And that greatly enhances the image of the CCM.
- In a Canadian Bravery Decorations presentation ceremony at *La Citadelle*, Quebec City last November, the Star of Courage was awarded posthumously to **Regimental Sergeant Major Paul Benner**, of 2472 15th Field Artillery Regiment Cadet Corps in Vancouver, BC. In 1996, without regard for his own safety, the young man saved the life of his girlfriend by pushing her out of the path of an oncoming train on a railway track in Port Coquitlam, BC. Unfortunately RSM Benner lost his own life during this brave act. Once again, the national office of the Army Cadet League tracked down the story so it could communicate, both within and outside the cadet movement, this act "of conspicuous courage in circumstances of great peril".
- This story is a perfect example of a local cadet unit commanding officer understanding the role of the local corps in promoting the image of the cadet movement. Last October, 14-year-old **Cadet Cpl Pierre Compeau** unwittingly became involved in the aftermath of a bank robbery in Ottawa. Pierre saw two male suspects fleeing the scene and money that had been dropped along the way. At first, Pierre was nervous that he might be attacked, but he scooped up the thousands of dollars and returned the stolen money promptly to the bank.



Cadet Cpl Pierre Compeau

Cadet Cpl Compeau received a \$500 registered education savings plan certificate and a \$200 cheque from the bank, and a letter of appreciation from the Ottawa-Carleton Regional Police. Maj Robert Barrette, a sergeant with the regional police and also commanding officer of Pierre's cadet unit (2784 Army Cadet Corps, Governor General's Foot Guards in Ottawa) saw Pierre's quick action as the epitome of what the CCM strives for — good citizenship and honesty. He was successful in getting extensive local news coverage of the event, as well as national coverage in the army league *Journal*.

We can see from these examples that the Army Cadet League's national office understands its role in promoting the image of cadets. And so did Maj Barrette, as a CIC. But could others have been active in communicating these events — or others like them — at the local, regional and national levels? Cadets themselves can communicate these kinds of stories, especially if their unit has a newsletter, or a web site. Local and regional levels can also 'feed' the information to national publications and web sites to enhance the cadet movement image. Communication **starts** where good things happen — and that's at the local levels.

And forget the spin. We don't need it. There are great things going on out there in the Canadian Cadet Movement. Let's talk about them. ❖

Hey Cadets!

Hey, cadets! We're looking for contributions from you. After all, *Proud to Be* is the Way-Ahead newsletter of the Canadian Cadet Movement. You are the most important part of the CCM. Without you, we wouldn't have a movement, or a Way-Ahead. We would welcome your articles, story ideas and photos. All we ask is that you stick to the theme of Way-Ahead (change and renewal). What would you like to read about in your newsletter? Don't let us make the decision for you — let's hear it from you. Drop a note to

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Or call toll-free at 1-800-627-0828. Or send an e-mail through the Internet at haswell@comnet.ca, or through the Way-Ahead web site at www.vcds.dnd.ca/visioncadets.



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

Thinking Strategically

It was Feb 13 — the first day of the third Way-Ahead strategic team meeting in Toronto. The team had spent a productive morning discussing group decision-making and decision-making skills. Everyone had agreed that when it came to making decisions, they were there as a **team** representing the Canadian Cadet Movement (CCM) and not as individuals, representing their respective organizations. There was consensus. They were all equals on this strategic team.

Then came lunch!

The group was asked if they would like to watch a video **before** lunch, and the team consensus was “Sure. We’ll eat after the video.” But director of cadets Col Rick Hardy piped up, “No. I want to eat now!” And almost everyone nodded in agreement, ready to eat lunch first in spite of the group consensus. Forgetting all they had talked about that morning, they deferred to the director.

“It was an experiment and we failed,” says Col Hardy. “It was a practical demonstration of what we are up against. Group decision-making is difficult in a hierarchical environment like ours’ where we defer to rank and position and not necessarily to expertise.”

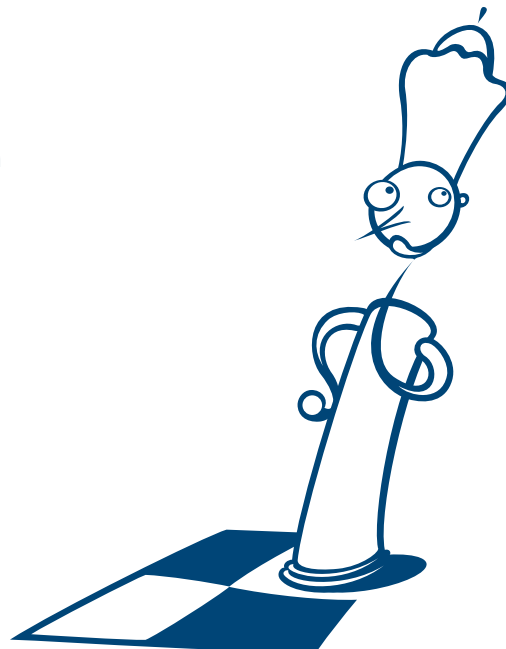
Because of that difficulty, group decision-making was a major focus of the two-day strategic team meeting. With the help of Marilyn Laiken, a professor of adult education at the University of Toronto, Ontario Institute of Studies and Education, and some facilitation by Way-Ahead co-ordination cell member Leo Kelly, the team took part in a group decision-making simulation and debriefing.

Following that, team members focused on their strategic role. To help them focus, Col Hardy asked, “As a strategic team member, what can you say ‘yes’ to?” and he left the room. “I freed them to bring everything to the table; I had to prove I accepted their consensus,” he says. Although there may be times in the future when Col Hardy will have to act as ‘honest broker’, in this instance, he had nothing to add. Team members came up with a strategic list of questions (see page 15) — questions that, if answered clearly, will help them make decisions every time an action team comes before them.

“The questions actually provide a strategic framework for every action team,” says Col Hardy. “They are a challenge and will force the teams to look at the important issues before they bring their recommendations to the strategic team.”

The next day, team members tested their newly honed skills in the real world, reaching decisions on the recommendations of the Cadet Instructor Cadre(CIC)/civilian instructor (CI) policy change action team.

Thinking Strategically...continued on page 27



Straight From the Heart

If you've read the previous article, you know the director of cadets considers the last strategic team meeting a huge success. But don't take his word for it. Here are the opinions of a sampling of strategic team members —straight from the heart.



There's been a feeling out there that not much is happening in the Way-Ahead process. But in reality, lots is happening. Action teams are out there compiling information from across the country. We all would have loved things to happen overnight, but it takes time. This was my third strategic team meeting and this time, we came up with some clear guidelines for the action teams. If action teams can answer our guideline questions before they make their presentations to us, then they will be well prepared, and the strategic team will feel 'warm' that they have considered everything. I think we had good consensus at the meeting — we should have done this years ago. The whole concept of 'strategic' can be awesome and sometimes, we need to be reminded not to get into the nitty gritty details. I think we'll need facilitation for a long time. These kinds of facilitation exercises are designed to help us leave our baggage behind and they work. Most of what the CIC/CI policy change action team recommended was accepted. That's pretty good!

– **LCol Pat Sloane, Regional cadet officer (RCO), Prairie Region Headquarters**

When we sat down, it was frustrating because the impression was that everyone was protecting their own territory. It was a barrier. But once everyone got the big picture message — that everything we're doing is for the Canadian Cadet Movement — things seemed to change. We got out of our boxes and into the consensus mode. And guess what? Bingo — we didn't have trouble making decisions. To make it easier, we broke into smaller teams. And when we came to different conclusions, we worked through them to reach consensus. This was my first strategic team meeting, but I think facilitation was a great help. When I left, I felt we had accomplished good things from both the action team and strategic team perspectives. Once everyone knew what they were there to do — and knew that they could do it — it was done!

– **Dennis Fleck, co-leader, CIC/CI policy change action team – Strategic team member, representing the Army Cadet League, for this meeting only**





It's important for regional headquarters to be represented on the strategic team. Decision-making will be difficult and slow because we're a large group with vested interests. But I believe strongly in making decisions by team consensus. This was my first strategic team meeting and the decision-making exercise helped us focus on the second day. I didn't find it hard to take off my regional headquarters 'hat' when I was trying to make a decision because our interests are generally the same as directorate of cadets, or at least the other regions. I feel optimistic about the Way-Ahead. There's nothing wrong with hard work. It may take a lot of long meetings to hammer out the issues, but it's all for a good cause. The big thing is everyone I met on the strategic team is very positive about the job they are doing and about the work to be done."

– **Cdr Barry Saladana, Regional cadet officer (RCO), Pacific Region Headquarters**



I have to be honest. I'm one of those people who voiced reservations about the whole Way-Ahead process. I thought the strategic team was too large; I wanted to reduce it to a smaller committee. I was frustrated at the first meeting — we were looking for 100 per cent consensus and that just can't happen. One person could shoot down the whole thing. I was sceptical about my ability to take off my Doug Thomas of the Navy League 'hat', and just be Doug Thomas the person. The first meeting was a dismal failure. The second meeting was another failure. We spent a whole day and beyond just trying to decide what consensus means and whether we could move away from the 100 per cent consensus issue. If we had failed at the third meeting, that would have been it. The Way-Ahead would have been 'The Way Behind'. At the meeting, I wasn't sure where our decision-making workshop was going. At first I was a little insulted by it. I thought "We all know this"; why are we going back to "Team 101"? We were pumped — we wanted to drag out the dirty laundry, and we did that. But the turning point was when we talked about what it means to be **strategic**. Everyone had different ideas. We found out that we didn't even know what **strategic** meant. But by going through the process we'd gone through, we were able to come up with our strategic questions and establish criteria for the action teams. The beauty is we actually had the **team** participating! On a personal note, the watershed for me was when Col Hardy gave us the message he was carrying from the vice-chief of the defence staff. The message was 'We have to buy in to this process to make it a success. If it fails, we have failed as a strategic team.' That really hit home for me, because before that moment, I didn't want ownership. I was embarrassed about this process. That message turned on a light and I'm optimistic about where we are going.

– **Doug Thomas, National Executive Director, Navy League**



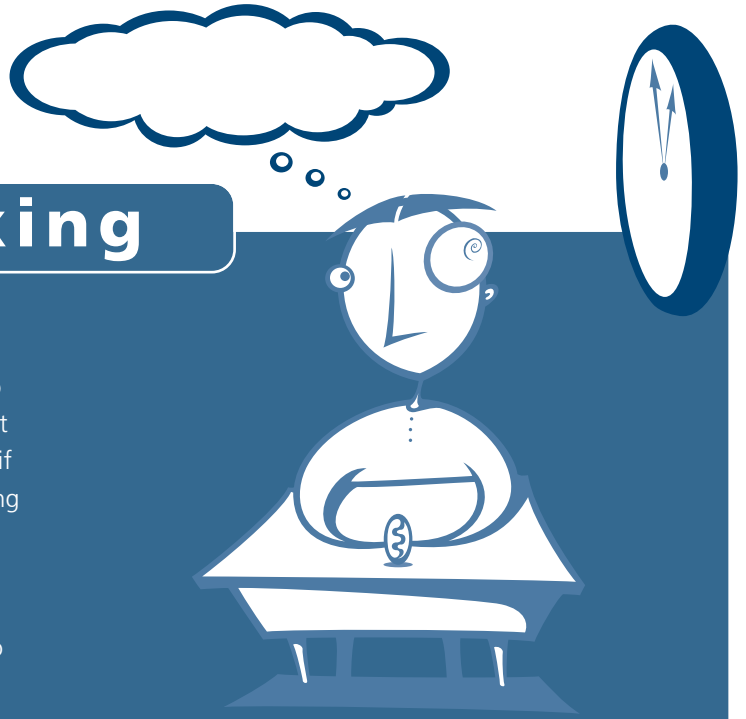
I've gone into each meeting with an open mind and I have to say we were dysfunctional. But we've progressed. Those meetings weren't wasted. We may not have found solutions to the proposals at the times, but we were working on the group dynamic. And we made huge mounds of progress at our last meeting. Breaking up into smaller groups, and then bringing us back as a whole is a method that obviously works for us. It's easy to take off my hat as a Cadet Instructor Cadre officer and work as a team member. I don't even think of being the only woman on the strategic team.

Maybe I find it easier because I've encountered team play a lot in my civilian profession as a recreation director. But I can understand how some others might not be totally comfortable with the idea. For myself, I have to overcome my tendency to defer when I'm sitting around a table with a bunch of colonels. I have to realize it's okay to speak up and voice my concerns. I'm not going to be penalized after. We need to have a facilitator for another couple of meetings at least, to help us put things into perspective, stay on topic and to help when we lock horns. The decision-making exercise brought people closer and gave them a better understanding of each other. Right now, at the grass roots level, the workload is phenomenal — cadet instructors, regional cadet officers, all of us. We are tired people to start with and I'm impressed we did as well as we did at the last meeting. It was motivating and energizing. I'd really like the vice-chief of the defence staff to sit in on a meeting — it would help him understand what the strategic team is and what's involved.

– Maj Carole Rodd, Commanding Officer, 2817 Army Cadet Corps, Lindsay ❖



A Test For Strategic Thinking



Thinking strategically requires a mindset that is different from the mindset we take with us to work each day. It's not easy and some would call it scary. So how would you approach this challenge if you were a member of the "strategic team" leading an enormous renewal program?

Our strategic team members developed a template to remind themselves to focus strategically and also to ensure that the ultimate product improves the Canadian Cadet Movement (CCM). The strategic team has asked us to relay this information to you, so you know how they intend to make strategic decisions. Action teams take note! These are the questions the strategic team will ask when you present your Way-Ahead recommendations.

- **Is the issue being considered a real or valid issue?** Some of the issues may have time-expired because of changing events and priorities.
- **Do the proposed changes respect all our partners?** The Way-Ahead process was designed to include stakeholders at every step in the process, and the strategic team will ensure that what is approved for implementation meets the needs of all partners.
- **Did the action team do its homework?** The strategic team will be looking for glaring omissions such as linkages with other projects that may have been overlooked. And the strategic team will want to know if the action team has gauged recommendation support from all other stakeholders.
- **Do the changes meet our bottom line?** Our bottom line is a healthy and happy cadet.

- **Is it possible?** Changes proposed may not be possible today because of cost, or because they fall outside the CCM mandate. The challenge for the strategic team will be either to redefine the limits of what is possible, or find creative alternatives to implement the intent of these changes.
- **What is the impact on the CCM of making these changes?** Are the costs of resources and efforts worth the impact they will have on the movement? The opposite must also be asked, "What is the cost of not making these changes?"
- **Do the proposed changes improve the CCM?** Do the changes proposed improve our program, or are they change for the sake of change. We must ask how the CCM will be improved and to what extent? This is a wide-ranging question that takes into account improvements in many areas such as program efficiency, service, decreased costs, morale and many more.

A Test for...continued on page 29

Lights, Camera, Pose?

By Lt(N) Lou Agostinho

As the recruiting campaign steamed forward, cadets and officers from various ethnic cultures came to Ottawa to take part in a photo shoot necessary to create new cadet and Cadet Instructor Cadre posters.

The cadets and officers represented all elements and various units throughout the organization. For approximately five hours, the 'models' enjoyed themselves as photos were taken in various poses and atmospheric settings. There were some fun shots too! The photos relate to the theme presented in an earlier set of posters — cadets in uniform **and** in street clothes. This theme has been well received overall and shows those interested in joining the organization that cadets are ordinary young people just like themselves. The officer poster goes one step further, showing officers dressed in uniform and the clothes they wear in their civilian occupations as a police officer, nurse, banker, student, school teacher and business professional.

After the photo shoot, the cadets and officers were shown around Ottawa and visited museums, a couple of local malls, and of course Winterlude — the city's winter carnival. The cadets and officers also toured directorate of cadets, and were the first to see what the new winter jackets will look like, and give their opinions. For most of the cadets, it was the first visit to the nation's capital and they left feeling great.

The new posters were ready for distribution to all units by the end of March. The same cadets and officers will also appear on new cadet pamphlets, continuing the poster theme. The pamphlets will represent each element in a distinct manner.

The cadets and officers you will see on the posters are real. They are **not** models. It is important that you see real people and can relate to them. Who knows when you might run into one of our new 'celebrities'?

There is a lot more going on in the recruiting world, and you will be kept updated and informed as time presses on. I am working closely with the recruiting action team throughout the Way-Ahead process. I feel strongly that it is imperative that we collaborate and expend our effort together. This essentially gives us more bang for the buck. And more importantly it allows us not only to spread the word, but also to assist and get feedback from as many units as possible.

Have an idea for recruiting? Don't keep it a secret. Call us and we'll be there to help you. I would also encourage contacting us if you are planning a recruiting drive of your own. We have the resources to assist you in making your drive a successful one. Call me collect at (613) 996-6112 or e-mail me at:

ab768@issc.debbs.ndhq.dnd.ca

– Lt(N) Agostinho is a co-leader
of the recruiting action team ❖



Volunteers For the Recruiting Action Team **Hang Tight!**

By Cadet PO2 Chelsie Saunders

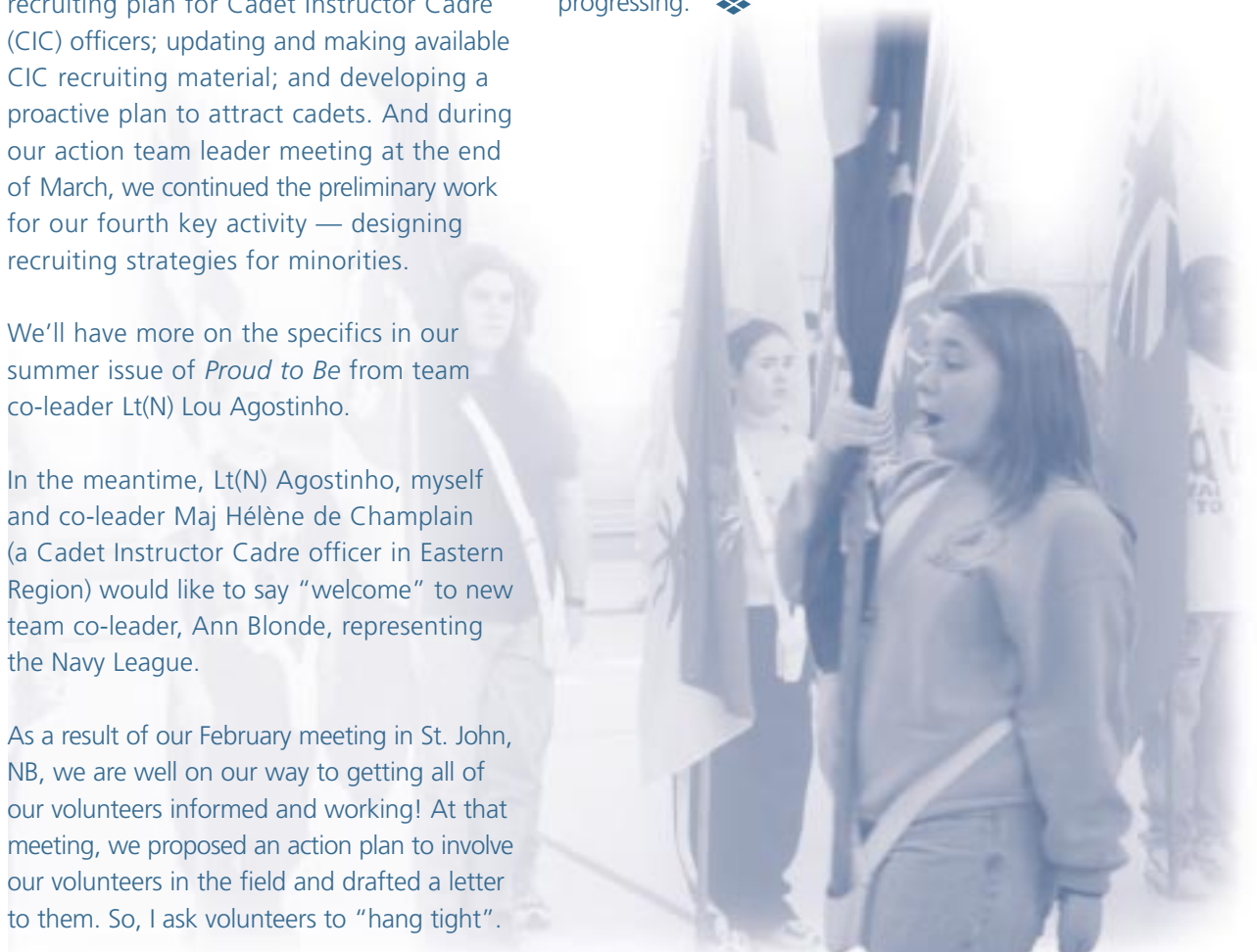
Our recruiting action team has come a long way since our meeting in Cornwall, Ont. We have finished the groundwork for three of our four key activities — developing a proactive recruiting plan for Cadet Instructor Cadre (CIC) officers; updating and making available CIC recruiting material; and developing a proactive plan to attract cadets. And during our action team leader meeting at the end of March, we continued the preliminary work for our fourth key activity — designing recruiting strategies for minorities.

We'll have more on the specifics in our summer issue of *Proud to Be* from team co-leader Lt(N) Lou Agostinho.

In the meantime, Lt(N) Agostinho, myself and co-leader Maj H el ene de Champlain (a Cadet Instructor Cadre officer in Eastern Region) would like to say "welcome" to new team co-leader, Ann Blonde, representing the Navy League.

As a result of our February meeting in St. John, NB, we are well on our way to getting all of our volunteers informed and working! At that meeting, we proposed an action plan to involve our volunteers in the field and drafted a letter to them. So, I ask volunteers to "hang tight".

On a personal note, I'm very optimistic about the future of Way-Ahead. All of the action team leaders and the strategic team are working very hard to keep everything moving and progressing. ❖



Cadet PO2 Chelsie Saunders, above, puts her heart into teaching flag drill to 9 Rodney Royal Sea Cadet Corps in St. John, NB. She also puts her heart into the Way Ahead — she volunteered to work on seven action teams.

New recruiting team co-leader Ann Blonde, left, and co-leader Maj H el ene de Champlain hard at work during their meeting in St. John, NB, in February.

Horror Stories From the Field

By LCdr Brent Newsome

If you're anything like me, you probably picked up this newsletter with a certain amount of disdain and said to yourself, "Great. Another magazine full of irrelevant stuff — like all the other paperwork that comes from headquarters these days."

During the last six weeks, I have travelled throughout the Atlantic provinces visiting unit administration officer courses offered at each detachment of Regional Cadet Instructor School (Atlantic). My plan was to brief on the Way-Ahead process, and in particular, the role of the administration action team in reducing administrative burdens at the unit level.

Little did I know just how big a role our action team is going to play in the lives of every Cadet Instructor Cadre (CIC) officer! My first wake-up call came when I visited the course in Gander, Nfld. I heard shocking tales of administrative processes gone awry. I heard about officers making thousands of photocopies at work every year for the training department. One officer had even been told by her employer to stop photocopying cadet stuff at work, or lose her job.

An officer from Labrador shared his view of the postal service and the fact that any piece of mail requiring a response by a certain date will arrive at a cadet unit two weeks after that date. Some units still haven't received their promised computers, and I was grilled by one officer asking how a computer with an Internet connection is going to help him, when his small community does not even have dedicated phone lines. Of 14 cadet corps and squadrons represented on the course, three had launched fundraising campaigns just to purchase photocopiers to keep up with the requirement for locally produced copies of forms.

At the Nova Scotia course two weeks later, one lieutenant told me she doesn't have access to facilities to store a filing cabinet, so she runs her whole squadron's administration department out of a filing box in the trunk of her car. There were more tales of woe — camp application forms changing format **after** they'd been handed out to cadets; enrolment paperwork regularly being lost between the recruiting centre and headquarters; and the hassle of getting people paid at the right levels at summer training centre establishments. And I heard — loud and clear — that it's difficult, if not impossible, to decipher poorly photocopied military messages that look and sound like a foreign language!

In Gagetown, unit officers had many positive suggestions. One asked, "Why not issue officers their uniforms as part of the basic officer qualification, and then make a supply depot available to them while they're attending courses so they don't have to take a day off work to visit their support base during regular working hours." Another officer remarked that at least one potential CIC applicant had to spend more than \$100 to obtain copies of birth certificates of her mature children. She became so frustrated, she finally gave up and became a civilian instructor. Other officers explained how the recruiting centre still needed copies of grade 12 transcripts, even though the officers had completed post-secondary education more than 30 years ago. If the school had closed, or if the candidate had moved from province to province, it took months to get them.

The troubles people identified were not only local. I heard horror stories about administrative processes at summer camp. One camp commanding officer told me about the six photocopies of the camp application form that were used throughout the camp. At one camp, a form — completed in six copies and signed by two officers — was required to obtain pencils (or anything else for that matter) from the supply department. Company commanders told me of spending up to an hour a day at summer camp completing ration return forms to prevent food services contractors from overcharging for camp food.

Rarely a day goes by where myself, or my action team co-leader, LCdr Graham Reed, do not receive a telephone call, a visit or an e-mail with a suggestion on how to improve our administration processes. Your suggestions are important in identifying the strategic areas we need to focus on. The problem is so massive

that we cannot solve it by fixing all the small problems. We may need to approach it from the perspective of the big picture and design a whole new system from scratch.

In my travels so far, I have learned that the cadet movement is over administered. Members of the Cadet Instructors Cadre might be better called members of the Cadet 'Administrators' Cadre because most CIC officers spend more time pushing paperwork than instructing cadets.

Over the new few months our action team will begin addressing the issues. Many of them are fundamental and will take a lot of effort and creative thinking to resolve.

We need to apply the environmental awareness phrase, "Think globally, act locally" to our administrative activities. We should evaluate the administrative activities we're doing and

ask ourselves, "Is there a smarter, more efficient way to do them?" And then act locally wherever possible. ❖

– LCdr Newsome is co-leader of the administration action team

When surveyed, 0% of cadet unit officers indicated that they joined the Cadet Instructors Cadre to do Paperwork.*

What are you doing to reduce this Burden?



Contact;

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

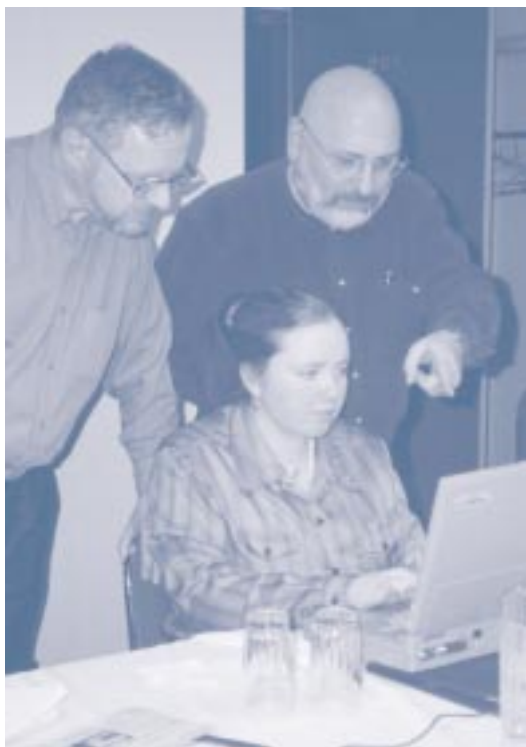


*Source: 1994 Chief of Review Services study on the DND/CF Cadet Program

Making a Molehill Out of a Mountain

By Capt Kim March

What is happening out there? When will we see something? Is it really worthwhile, or is the Way-Ahead just another ‘feel good’ fantasy? I can answer these questions with words and statistics of meetings, but I don’t think that would give you the full picture of what the cadet training action team is really about. I had the opportunity recently to assist the team in a two-day meeting in Winnipeg, MB. I think by telling you what I saw and heard, you may find answers to the above questions.



From left, Maj Paul Wescott (CIC — Army), former cadet Shannon Glenney and Lt(N) Peter Ferst (CIC — Sea) plan strategy for cadet training.

The training action team has the monstrous task of reviewing and making recommendations for changes to the cadet training programs of the Canadian Cadet Movement (CCM). What all that boils down to is that the team will look at 15 key statements that range from summer camp concerns to training manuals at the local unit. This is quite a task to undertake. So, how does the team make a molehill out of a mountain? By taking away one rock at a time. The initial pick and shovel stages may not be seen at first, but watch out, because the mountain is coming down.

This team has nine team leaders, including a cadet and officer from each element. Each has an equal voice on the team, and the experience of each — within their element — enables them to identify concerns, as well as provide insight into possible challenges that face the program. These nine people represent 960 volunteers who put forward their names to the team. Through communication and co-operation, this group will address each issue.

The team leaders came to Winnipeg from various regions with one common purpose — to develop a tool to communicate with the huge number of interested volunteers; a tool that would provide them with an initial voice.



“How do they make a molehill out of a mountain?”

By taking away one rock at a time”.

A Future Founded in Renewal

The meeting gave them the ability to talk face to face for the first time and discuss the vast plan that was conceived through fax, e-mail, phone calls and Canada Post. The end result was a well-designed questionnaire that will be distributed to all team members. This questionnaire may be reproduced locally and given to other interested individuals as well, although they should volunteer with the Way-Ahead to become part of the mail-out distribution list. The answers received by the team will have a direct impact on the team's approach to issues at hand. In other words, the membership — not the individual leaders — will drive the change process.

As I worked side by side with these people, I felt the depth of their commitment, not only to the cadet program, but also to each and every individual involved in it. The cadet program can be described as a people business,



Capt Doc Jardine, (CIC — Army) left, and LCol Bill Smith (CIC — Air) throw out ideas to fellow action team co-leaders during the Winnipeg meeting.

and like most businesses today is undergoing change. It is now apparent to me that this change process will require patience, understanding and the dedication of time to move forward. Unfortunately, only a few people have seen first-hand what the action teams have done to date; this will change in the near future. The initial groundwork and development of action plans has taken time, and people in the field want to see results. These results will come with everyone's participation.

For the training action team, the first step is the completion of the questionnaire now being distributed. It is difficult to express by mere words the enthusiasm these people have. They have been assembled to represent the CCM at the unit level with cadets and officers working together regardless of rank or appointment. As one training action team leader put it, "There are no barriers here, and we all want the same thing — a chance to be heard and an opportunity to be part of the solution. Age, rank, position, it doesn't seem to matter...and it just makes the team stronger as a whole".

I have been fortunate in the positions I have held within the CCM. The opportunity offered to me now as part of the change and renewal team is one that I accept with great pride and determination — pride in the program that I am part of and in the youth and the cadet instructor cadre in which I participate. My determination comes from our rich past and active present. The future is of our own making. Together we are the solution. ❖

– Capt March is a member of the Way-Ahead co-ordination cell

“Membership —
not individual leaders —
will drive the change process.”



Waging War on Paper

By LCdr Graham Reed

Since the action team leaders' seminar last November, leaders of the administration action team have been making some advances in our war against paper. Our first major step is recruiting and selecting people to form the team. Because of the nature of the enemy we are trying to conquer, membership will, initially, be made up of adults. People who have expressed an interest have been contacted, and from their responses and subsequent personal contact, we'll hope to finalize team make-up by early April.

In discussion with the Way-Ahead co-ordination cell, we have agreed to focus on specific lines of business conducted by the cadet organization. First, sub-teams will look at local unit and summer training centre issues and come up with recommendations. We'll also try to establish what are the minimum administrative activities actually necessary to administer a cadet unit or summer training centre and successfully deliver training. From there, we'll determine what are the best practices/processes to perform those administrative tasks. To do this, we'll interact with the electronic action team to further expand and develop information system applications that help us streamline the administrative process.

As we gather information, we'll consult with other youth training organizations (like Scouts Canada and St. John Ambulance) to get some idea of their administrative models and protocols. We'll also be seeking input from every level of the cadet organization. We'll be looking for answers to questions like:

- Is this activity really necessary?
- What would happen if we didn't do it anymore?
- Why, why, why?



Generally, administrative tasks and activities are imposed on a cadet unit from above, but the solutions will likely come from below. We need everyone, especially at the local level, to start identifying those administrative activities that have no apparent value and thinking of solutions.

In the end, we'll prepare recommendations for the strategic team. Implementation is dependent on that team's feedback.

We'll also be addressing initiatives at the regional and national levels. Some proposals we've already submitted to the strategic team follow:

- Changes to the redress of grievance administration process
- Development of a single source for regulations and orders applicable to the Canadian Cadet Movement
- Streamlining the employment of specialist civilian instructors

In the weeks and months ahead, we'll also be seeking input and developing proposals on methods of paying grants and allowances, as well as administration related to promotions and pay.

We're waging a war against paper. It will take at least two to three years to make strong advances, but we've joined the battle and we intend to win! ❖

– LCdr Reed is co-leader of the administration action team

Connecting Cadets

If you're a cadet or cadet instructor whose unit doesn't even have a permanent place to parade, it's understandable how you might think equipping your unit with a computer system and an Internet capability are signs that the Way-Ahead process is out of touch with reality.

But the electronic action team assures it's not out of touch.

"I've visited a unit where the cadets have to wear running shoes for drill so they don't mark up the floor of the school gymnasium," says electronic action team leader Maj Michael Zeitoun. "I know some units that don't even have a phone, let alone an Internet connection. And I know commanding officers who store their unit's equipment in their garage at home." While he admits that his team can't do much about facilities, he assures that the electronic action team is tackling the electronic problems at these kinds of 'underprivileged' units, where the initiatives are most needed.

"We'll try to accommodate these problems as best as we can, in co-operation with the leagues and communities," he says. "With these kinds of problems, we simply have to look at things a bit more creatively. There's always a solution — maybe some of those units will need a portable laptop computer; maybe they'll need a cellular phone and a cellular modem. Connectivity is the important thing," he says.

Co-leader Steve Deschamps agrees. The goal of the electronics team is not necessarily to put a computer on every desk. Rather it's to connect members of the Canadian Cadet Movement using browser-based software on the Internet.

"Picture going to something like www.cadets.bc.ca and being welcomed to your regional headquarters. By inputting your name and password, you could access all sorts of information," says Maj Deschamps. In the new world, the commanding officer of a unit — with or without a physical facility — could use an Internet account provided by regional headquarters to log on from home, from the unit, or even a local Internet café. "Information could be passed in a secure environment in nano seconds, instead of weeks," he says. "An area cadet staff officer could get answers in hours instead of days. It can relieve the burden immensely and it's a planning bonus."

The electronics team is well aware that every region has staff who "bust their butts" to get the job done, and the team's goal is to make it as easy as possible for those people to get more face time with their cadets.

"We have good team members who are willing to co-operate, understand the mission and the requirements," says Maj Zeitoun. "The only problem is we are spread so far geographically. E-mail is the only way we can have a forum across the country."

More than 1,000 people volunteered to be part of the electronic action team. That's way too big — even 50 is a large number. So the team invites volunteers to communicate electronically if they have something to add to what the team is doing. And although the team doesn't invite complaints, it doesn't dismiss them either — as long as people follow up with constructive solutions.

A lot has happened to date (see '**So, what's happening?**'), but the next phase is providing software to cadet units. "The units need a unified software to help them reduce their administrative burden," says Maj Zeitoun. "They also need technology to enhance their ability to deliver the cadet training program. Two or three years from now we'll be looking at computer-based training for cadet instructors and cadets. "

Recognizing that information technology overlaps with the agendas of other action teams, the electronic team is not working in a vacuum. It has already connected with the administration and training action teams

"We're creating a national strategy for cadets across Canada, driven by the membership through the Way-Ahead process, and evolving upwards from the regions," says Maj Deschamps. "We're building on the strengths of the various regions."

"These all seem like little steps now," adds Maj Zeitoun. "But they are little steps towards the bigger goal of connectivity. The ultimate goal is to connect every cadet unit across the country."

In the words of team co-leader Cadet MWO Ghislain Thibault, "Communication among the cadet corps is so important to cadets. And it's communication that is going to make it easier for people to learn about cadet programs."

That's the real world. ❖



So What's Happening on the Electronic Scene?

- **Directorate of cadets has provided the funding** to make things happen.
- **The end of the calendar year is the target date for equipping all units with a computer system and Internet capability.** Most units already have some equipment, says Maj Michael Zeitoun, but the intent is to "level the playing field". The units who have nothing will be the first to get equipment. Computers provided to summer camps through the Youth Initiative Program will be redistributed after. The camps will also provide cadets with two hours of Internet training. "Most young people already know how to use the Internet," says Maj Zeitoun. "But two hours will help fill the gap where some cadets haven't yet acquired the basic skills. We don't want cadets to be 'paralyzed' when faced with a computer."
- **The regions have started providing units and other levels with an Internet account.** Central Region is most advanced, but Pacific Region and other regions are exploring the process. The fact that Maj Steve Deschamps has just been appointed as the information system officer for Pacific Region Headquarters helps his region. "We've never had a resource on the West Coast before. But now it's easier to create a national strategy and a system that works by building on the strengths of the various regions."
- **Work began more than a year ago to provide a national directory of e-mail addresses.** Directorate of cadets started ANSTATs (annual statistics) on line, and fields were added to include a directory for each unit's e-mail and web site address. Regional representatives were appointed to keep the ANSTATs up to date.

"As long as they are up-to-date, they are a wonderful tool," says Capt Guy Peterson, the directorate of cadets co-ordinator of the National Canadian Cadet Web Site. But so far, few addresses are contained in ANSTATs. Capt Peterson's plan is to draw from the ANSTATs to create the national e-mail directory. "I will put the directory on-line as soon as I have a more complete list of addresses," he says. And hopefully, that will be soon. He realizes, though, that regional representatives have their work cut out for them as far as inputting the addresses and keeping them current. Already, there are more than 300 official and unofficial web sites alone. Before the site addresses can be recorded, however, unit cadet officers must submit their site proposal to regional authorities for approval.

- **The national web site is up and running,** with Capt Peterson as coordinator. You can visit the site at www.vcds.dnd.ca/cadets. Capt Peterson also keeps the Way-Ahead web site at www.vcds.dnd.ca/visioncadets up to date. The Cadet Instructor Cadre web site address is www.vcds.dnd.ca/cic. The challenge here is keeping sites current. Although some information originates with director of cadets and Ottawa sources, other information is dependent on "feeds" from the regional and local levels. "We all recognize that currency is important," says Maj Deschamps. "Currency is the hallmark of any web site. And through the Way-Ahead electronic action team, we are looking at ways to ensure that all sites — from local to national — have the broadest access to the most current information."
- **Cadet Administrative and Training Orders are not yet on-line.** ❖

Meet the Leaders...of Your Electronic Action Team!

Maj Michael Zeitoun



Many of you may already know Maj Zeitoun, who is in his fourth year as information systems officer at Central Region Headquarters in Trenton. Before he began his stint with Central Region, Maj Zeitoun worked for 30 years in the field of information systems on 'civie' street. He has about 10 years of Cadet Instructor Cadre experience, including some time as unit commanding officer for 2402 Army Cadet Corps, Governor General's Horse Guards in Toronto. Why did he volunteer to become a team leader? "Because I was needed," he says, and he admits he is driven by his information management philosophy. "The biggest impact in any organization is the person who makes the decisions," he says. "That person needs information technology

as an enabling tool for decision-making." Information management is not something new, he claims. "Information management has always been key to society, from the time prehistoric man used chisels to carve pictures on cave walls. Their only problem was that their information wasn't portable." Maj Zeitoun feels the biggest contribution his team can make is enabling cadet unit officers — through information technology — to spend more time with the cadets, and less time on the administrative quagmire. "I think the whole concept of the Way-Ahead process is valuable; I believe in what we are going to achieve," he says. "But the best thing is the sense of participation and achievement that will spread across the movement because of it."

Maj Steve Deschamps



When the Way-Ahead process began, "I wasn't going to sit on my duff and do nothing," says Maj Deschamps. So he became involved as co-leader of the electronic action team. "I'd felt for the longest time that we should do more with computers in the cadet movement," he says, "and now I have a wonderful opportunity to help make it happen." Maj Deschamps seems like a happening kind of guy. He started out wanting to become a pilot, but then public affairs caught his eye and he became a public affairs officer with the Canadian Forces. A few years later, he went into public relations for Algonquin College in Ottawa and then for IBM Canada, promoting personal computers. "I took such an interest, I became a self-taught hacker and soon moved into product development and management for IBM," he says. From there, he moved to British Columbia Systems Corporation in Vancouver, where he helped set the architecture

and direction for the provincial government movement from mainframes to personal computers. Oh by the way — Maj Deschamps is also a former cadet, who rose to the rank of cadet warrant officer, first class. The former Cadet Instructor List officer became a member of the Cadet Instructor Cadre with 103 Thunderbird Squadron in North Vancouver. As training officer, he pioneered the creation of the computerized aircraft simulation centre that provides real pilot simulation to cadets. Maj Deschamps became commanding officer of that squadron, but on Feb 17, after a change of command, he was transferred to Pacific Region Cadet Headquarters, where he is now the information system officer. He's excited by the move. "It means I will be directly responsible for the implementation of information systems for the West Coast," he says, "and I hope to dovetail with what the other regions are doing."

Cadet MWO Ghislain Thibault



“As a cadet, we learn that participation is a good way to learn,” says this 17-year-old co-leader of the electronic action team. “That’s why I volunteered for the team. I just wanted to be a volunteer.” The newly promoted cadet from St-Michel-des-Saints, Que, quickly agreed to be a co-leader, not only because he was interested in computers, but also because he really believes in the good computers can bring. “They allow us to communicate and improve our mind,” he says. Ghislain was nine years old when his parents became involved in the cadet movement. Two years later his father became commanding officer of a unit. During this time, the young Ghislain tagged along with his parents on parade nights and exercises. He soon decided he wanted to be a cadet and a “great soldier”. At 12, he became a top recruit and then rose through the ranks to become cadet commanding officer of 2994 Army Cadet Corps, St-Michele-des-Saints.

He completed the cadet leader course at Valcartier, PQ; the cadet leader instructor (CLI) patrol course and drill and ceremonial course at Cap-Chat, Que; and in 1998, reached the highest level for an army cadet, receiving his national gold star qualification at the Banff National Army Cadet Summer Training Centre. As a marksmanship shooter and co-leader of the electronic action team, he’s aiming high. He’s doing research on interactive computer training. “That’s the Way-Ahead for cadets,” he says. As Cadet/CO of a unit, Cadet MWO Thibault is also aware that things take time. “We need a little more time at my corps to get connected,” he says. “But at least we have a headquarters. Some cadet officers who don’t have facilities may have to take the computers home with them after a cadet instruction night, but for sure, cadets will have access to them. ❖

Thinking Strategically...continued from page 11

As the ‘owner’ of the CIC/CI policy process, the director of cadets actually excluded himself from the decision-making on the CIC/CI policy action team recommendations. But afterwards, he was excited that team members were able to focus on their strategic role throughout the process.

“Members of the strategic team are implementers too,” says Col Hardy. “It’s hard for them to divorce themselves from that role — not to bother with the ‘how’, and let someone else figure it out. And that’s an impediment to strategic decision-making. What often happens is people say ‘no’ because they focus on **how** to do something rather than on **if** it should be done.”

In fact, decisions were made efficiently and quickly. “In three hours, the process was done, and people were still energetic at the end of it,” says Col Hardy. “Team members didn’t come to a consensus out of sheer exhaustion. It was one of the few meetings I have ever gone to where time was left over.”

When the meeting was over, Col Hardy felt that many of the strategic team members were “greatly relieved”. “I knew their level of frustration was growing because action is slow in happening,” he says. “But when it takes 50 years to put something in place, you can’t change it overnight.” ❖

Speakers' Corner



The inspiration for this page was Taylor Garries, a civilian instructor with 699 Jasper Place Royal Canadian Air Cadet Squadron and a student at Grant MacEwan Community College in Edmonton. The self-professed "computer geek" is also the enterprising designer of Air Cadets Online — an unofficial air cadet web site. What caught our eye was an article he wrote, debunking the Way-Ahead process. We've reprinted excerpts from it here because one of the keys to the success of the Way-Ahead process is opening up lines of communication. Feedback — good or bad — is the best way to get this process right. Responses to some of Taylor's concerns are carried in action team articles in this issue. If you have an opinion, we'll print it in our next Speakers' Corner. And Taylor — the best way to change things is to get involved in the change.

My Little Soapbox

By Taylor Garries

The Way-Ahead process is something a bunch of people dreamed up to make cadets better as we approach the 21st century. The question is though...will it work? I think it might do a **little** good.

It took me a long while to find any information. I eventually came upon their web site. I was surprised that it would take me so long to find it. Actually, I was surprised at how little I knew about this "process". I consider myself to be a man who knows quite a bit about the Canadian Cadet Movement (CCM) and its happenings. Especially those on the Internet.

How many of you know about this? According to them, there are about 1,350 cadets registered in Way-Ahead. There are about 55,000 cadets in Canada. That means that about two per cent of cadets in Canada are involved with Way-Ahead.

I did some asking around to see who knew what about Way-Ahead. While far from scientific, I believe I am accurate in saying that not less than 70 per cent of cadets in Canada have never heard of Way-Ahead. I would allow for another 25 per cent who would say something like "I dunno, they were talking about it at camp." The remaining five per cent would actually know what it is.

This is the first reason Way-Ahead will underachieve.

Nevertheless, I took a look around the site. Saw what they were doing, what they had planned, etc. I also downloaded their newsletter and "flipped" through it. Here's a rundown of their better ideas:

- Create a national web site that will contain CATOs (Cadet Administrative and Training Orders) and current information;
- Develop one book (CATOs) to replace all other documents by consolidating the Queen's Regulations and Orders, standard operating procedures, regional orders and other relevant documents to simplify direction given to units. One stop shopping!;

A Future Founded in Renewal

- Co-ordinate and develop a national public relations strategy;
- Investigate optional use of affiliated units to provide senior cadets with trade training;
- Promote recognition of cadet training as optional credits towards graduation in high schools; and
- Develop a proactive plan to attract cadets.

That is about all that impressed me. On the other hand, I saw lots of stupid ideas.

They spend entirely too much time on the Cadet Instructor Cadre (CIC). See, I figure that if you are in the CIC you do it for the cadets. Some of their ideas include all sorts of extra training for CIC officers, more paid days, better recruiting, etc. I was really disappointed by the fact that the CIC seems to get more attention than cadets do in this process.

Another funny one is providing each unit with a computer and Internet access. Why? This funding could undoubtedly be used better almost anywhere else. Aside from the stupidity of it all, where are the units going to store this expensive stuff? Many units parade in schools or other places that do not provide secure rooms for them.

What will happen is the computer will go home with the commanding officer and the cadets will rarely see it.

I think though, that my all-time favourite is they want to make the administration more lean and efficient. They talk about liaising with different groups and many other things that bulk up on the administration of the CCM. They talk about holding forums, national meetings and other activities that make good use of the dollar. Yeah, right.

All in all, I was pretty disappointed by what they have planned. So much of it fails to address any of the problems the CCM is faced with.

I figure it will have some success though. The better ideas will get implemented quickly. Most of the process will get bogged down in the gigantic administrative quagmire.

The most basic failure is one that everyone tries to avoid. There are entirely too many people saying "Remember the Cadet," and then forgetting to do just that. ❖

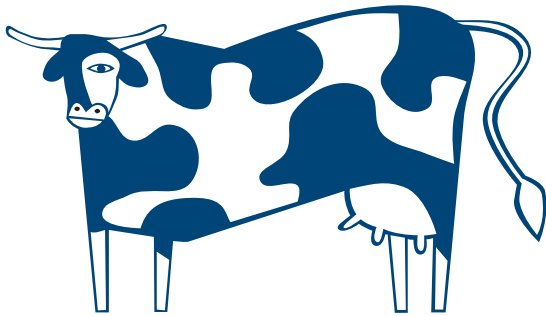
A Test for...continued from page 15

- **Who owns the change?** While the CCM and the strategic team may own the Way-Ahead process, the solutions they present will most certainly involve processes and policies owned by other agencies, both internal and external to the Department of National Defence, the Canadian Forces and the Canadian Cadet Movement. It's essential to discover who these stakeholders are and work with them in resolving issues.
- **Do the recommendations as presented violate the laws of the land?** As a government-sponsored program, we respond to a body of laws, rules and policies. This strategic forum is an ideal place to ensure that our future fits within our boundaries. ❖

Stemming the Tide

By LCdr Graham Reed

"There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things. Because the innovator has for enemies all those who have done well under the old conditions and lukewarm defenders in those who may do well under the new. This coolness occurs partly from the fear of the opponents, who have the laws on their side, and partly from the incredulity of men, who do not really believe in new things until they have had long experience of them."



This quotation from *The Prince* by Niccolò Machiavelli, clearly summarizes the challenges faced by our action team as we attempt to streamline the administrative process.

Stemming the tide of paperwork that is rapidly overwhelming us all is going to take time and commitment to change at all levels.

Our action team will be focusing on two main areas — activities to be performed and the process used to carry out these activities. We are often too concerned with the process itself rather than what it is intended to accomplish. In streamlining the administrative burden, changing how we do something is not necessarily the right change to make, if what is needed is the elimination of what we are doing.

Not all administration is bad; some is necessary to the successful operation of the cadet program. To separate what is required from the rest will be difficult and will challenge many of the 'sacred cows' for which forests of paper have been sacrificed. A former commandant of the U. S. Marine Corps once

stated "sacred cows make great hamburger." Well, we expect to have a barbecue or two in the coming months as we focus in on those activities and procedures that add nothing to the effective delivery of the cadet program.

Sacred cows exist in the administrative process at all levels, from cadet units to the directorate of cadets, and each will have one or more defenders who will claim that the unit, detachment or region cannot operate without a particular activity or process. Convincing these people that 'culling the herd' is a healthy activity will take time and we will have to demonstrate that not doing something causes no harm.

Rather than asking what benefit is obtained from a particular process or activity, we should ask what negative impact on our ability to deliver the cadet training program will be caused by **not** continuing to do it.

This renewal process belongs to you, and we need your comments and ideas to help us achieve our goal. In the coming months, team members will be seeking your input, so we can then focus our energies on solving those problems that are causing the most difficulty. Hopefully, we will soon make some simple submissions to the Strategic Team to seek approval for change. You may be sure that we will not hesitate to 'blow our own trumpet' when we achieve successes. ❖

– LCdr Reed is co-leader of the administration action team

Partnership — Navy League Style

Partnership is nothing new to the Canadian Cadet Movement. Anyone who has been involved in it for any length of time understands the partnership between the movement, the leagues and the Canadian Forces. And in time, issues relating to those kinds of partnerships will be tackled by the partnership action team.

But other kinds of partnerships do exist within the cadet movement — like the partnerships between units and communities, units and sponsors, and between the leagues and businesses.

We had a short chat with Doug Thomas, the national executive director of the Navy League, about what he feels is the ‘Way-Ahead’ for these kinds of partnerships.

“As money dries up, so does our ability to call upon local military detachments for support,” he says, “so we have to find new ways of doing things. It takes more effort than ever — more liaising on the part of the leagues and everyone.”

The kind of partnership Doug is talking about is the kind Clifford Kennedy Jr. of Beaverdam, NB arranged. As deputy chairman of Navy League fund raising and public awareness, Clifford forged links with Fundy Communications in New Brunswick to provide the national Navy League web site (www.navyleague.ca) and e-mail service **free of charge**. Now that’s what we call partnership!

It’s also the kind of partnership Jack Cooke, co-leader of the Way-Ahead image action team, was talking about when he sent us a letter regarding the partnership of the Northumberland branch of the Navy League and the Cobourg Yacht Club. He speaks of a “bonding of two youth groups in a spirit of co-operation of friendship”.

Seven sailing dinghies had been donated over the past two years to Royal Canadian Sea Cadet Corps Skeena. The problem was, the corps had no place to house them, or sail them in a safe area. Enter the Cobourg Yacht Club. The yacht club was trying to start a junior sailing program, but had no boats. Jack, affiliated with both organizations and a navy league member, saw an opportunity and jumped on it.

Partnership...continued on page 36

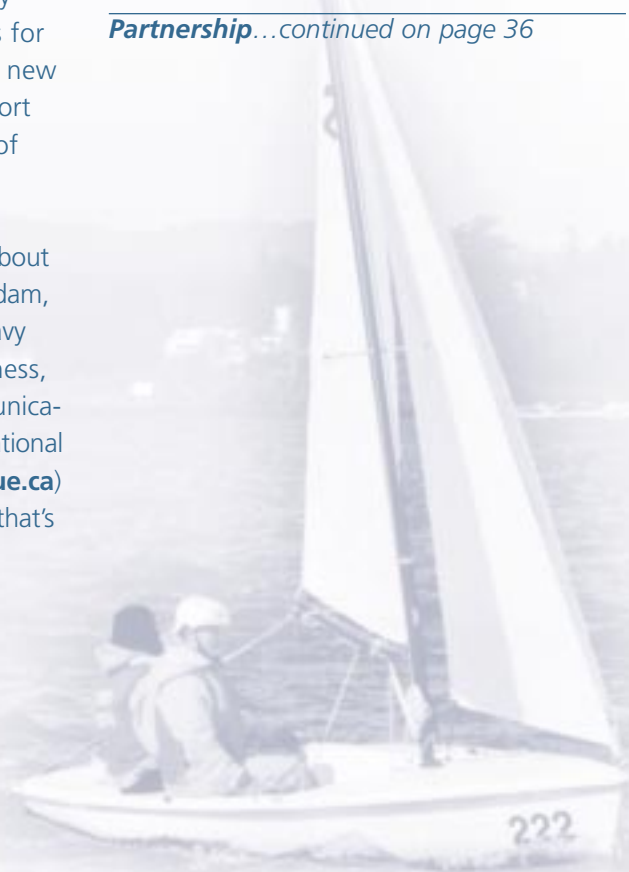


Photo by: Lt(N) Paul Fraser

Spring '99 E-mail Addresses of Action Team Leaders

Although a version of this page ran last issue, we are repeating it because of a number of e-mail changes, as well as new names on the list. Discard the former list and use this updated one for easy reference if you wish to communicate directly with any of the action team leaders. Action team leaders with no e-mail address may be reached through the Way-Ahead co-ordination cell.

Electronic

- Maj Steve Deschamps (CIC — Air)
schamps@direct.ca
- Cdt MWO Ghislain Thibault (Cadet — Land)
thibo68@hotmail.com
- Maj Michael Zeitoun (CIC — Army)
rciso@mail.8wing.trenton.dnd.ca

Administration

- LCdr Brent Newsome (CIC — Sea)
brent.newsome@prior.ca
- LCdr Graham Reed (CIC — Sea)
socstc@blvl.igs.net

External communication

- Dick Donaldson (League — Air)
donaldso@recorder.ca
- LCdr Gerry Pash (CF — Navy)
npao01@direct.ca

Internal communication

- Capt Michael Curtis (CIC — Air)
penguins@sk.sympatico.ca
- Elsie Edwards (League — Navy)
eedwardswex@mb.imag.net

Cadet Instructor Cadre (CIC)/ Civilian Instructor policy change

- LCol Francois Bertrand (CIC — Army)
qgrec@videotron.ca
- Dennis Fleck (League — Army)
dfleck@v_wave.com
- Capt John Torneby (CIC — Air)
johntorneby@connect.ab.ca

Cadet training

- Capt Linda Allison (CIC — Air)
acoair2coa@ilap.com
- Capt Alan Cann (CIC — Air)
astrolabe@cableregina.com
- Lt(N) Peter Ferst (CIC — Sea)
pferst@ferstcom.com
- Shannon Glenney (Former cadet — Army)
dglenny@magma.ca
- Maj Nanette Huyprungco (CIC — Air)
No e-mail
- Capt Doc Jardine (CIC — Army)
docpipe@ilos.net
- Cdt PO1 Kirk Larivière (Cadet — Sea)
No e-mail
- Cdt WO2 Nicole Nagy (Cadet — Air)
No e-mail
- LCol Bill Smith (CIC — Air)
No e-mail
- Maj Paul Westcott (CIC — Army)
paulw@nfld.com

Cadet Instructor Cadre/League training

- Ron Bell (League — Army) (Note: New)
cdbell@telusplanet.net
- LCdr Kip Holloway (CIC — Sea)
wjhollow@vs.vac-acc.gc.ca

Miscellaneous training

- Capt Linda Hildebrandt (CIC — Army)
rcis@islandnet.com
- LCol Robert Langevin (CIC — Air)
rolang@nb.sympatico.ca

Resources

- Bill Paisley (League — Air)
wpaisley@netcom.ca
- Maj Claude Duquette (CIC — Army)
clauduc@odyssee.net

Structure (establishments)

- Maj Roman Ciecwierz (CIC — Air)
rciecwierz@aol.com
- Capt Steve Dubreuil (CF — Land)
sdubray@ibm.net

Values and diversity

- Capt Lance Koschzeck (CIC — Army)
lancek@hypertech.yk.ca
- Capt Alison MacRae-Miller (CIC — Air)
humiller@islandnet.com

Image

- Jack Cooke (League — Navy)
jaco@eagle.ca
- LCol Tom McGrath (CIC — Army)
tmcgrath@nfld.com

Recruiting

- Lt(N) Lou Agostinho (CF — Navy)
ab768@issc.debbs.ndhq.dnd.ca
- Ann Blonde (League — Navy)
ablonde@execulink.com
- Maj Hélène de Champlain (CIC — Army)
agatheb@yahoo.com
- Cadet PO2 Chelsie Saunders
469@yahoo.com

Calendar of Events



March

8 – 10 Way-Ahead
co-ordination cell
team building,
Toronto

24 Regional Way-Ahead
co-ordinators meeting, Toronto

25 – 28 Action team leaders/
regional co-ordinators
workshop,
Toronto

April

12 – 14 Way-Ahead briefing,
Regional Cadet Officers
conference,
Ottawa

16 Way-Ahead presentation,
Cadet Summer Training
Centre commanding
officers' seminar,
Ottawa

May

9 Be good to your mothers.
It's Mother's Day.

Mid-May (tentative)

Next strategic team meeting



Regional Way-Ahead Co-ordinators

Regional Cadet Officers have appointed Way-Ahead co-ordinators (WACOs) in their regions to support action team leaders. The representatives — who will also be regional representatives for the Youth Initiatives Program — got together in Toronto at the end of March to work out their terms of reference and meet with team leaders.

In the meantime, he-e-e-e-re they are!

Atlantic Region

LCdr Rick Powell
Phone (902) 460-1011, extension 1590
Fax (902) 460-2153

Eastern Region

Lt(N) Peter Ferst
Phone (450) 358-7099, extension 7324
Fax (450) 358-7022

Central Region

Maj Guay Munro
Phone (613) 392-2811, extension 2529
or (613) 965-2529
Fax (613) 965-7212

Prairie Region

Lt(N) Tracey Roath
Phone (204) 833-2500, extension 5156

Pacific Region

Capt Bev Deck
Phone (250) 363-0804
Fax (250) 363-0820

Northern Region

LCdr David Kirby
Phone (867) 873-0830
Fax (867) 873-0856

New Action Team Leaders

We have five new action team leaders, bringing our total to 37! Refer to page 32 for the new e-mail address list for action team leaders.

Cadet Instructor Cadre (CIC)/ League Training

Ron Bell (League — Army)
Edmonton, AB

Internal communications

Capt Michael Curtis (CIC — Air)
North Battleford, SK

Miscellaneous training issues

Capt Linda Hildebrandt (CIC — Army)
Victoria, BC

Cadet training

Capt Linda Allison (CIC — Air)
Shelburne, ON

Recruiting

Ann Blonde (League — Navy)
Woodstock, ON

Feedback From the Field

I believe the Way-Ahead process to be very timely. A thorough review of the Canadian Cadet Movement has been needed for some time. Recent negative publicity about certain aspects of the Canadian military performance needs to be offset by a strong, vibrant cadet movement, since such a high proportion of military officers begin their careers in cadets.

– **George Bennett, Parent, 11 Royal Canadian Air Cadet Corps Strathroy**

I took some interest in the Way-Ahead process; however, so far it appears that it has accomplished very little. If the process continues to have so little progress, the only thing that it will be successful at is using up funds that could be used in far better ways. The publication *Proud to Be* talks very little about cadet issues, and it would be more effective if cadets — not officers — contributed the bulk of the material. From what I understand, the Way-Ahead program officers visited various cadet training centres across Canada, yet somehow missed all regional gliding schools and power flight training centres. I believe that changes should occur in the cadet organization, but not ones which would end up reducing any training options. Changes should be made very cautiously. Things that should be addressed are: the fact that uniforms have been continuously getting worse in quality and quantity; funding has dwindled; and various summer programs may be getting gutted in the future. Since I joined air cadets in 1993, the amount of discipline has gone down across the board. Although I do believe in the SHARP (sexual harassment and racism prevention) program, it should not be used in such a way as to 'boy-scoutize' the Canadian Cadet Organization. Although I have accomplished the bulk of my goals in cadets and I do 'age out' at the end of this year, I would not like to see the organization fall apart.

– **Flight Sergeant Simon Hurek, Richmond, BC**

Dear FSgt Hurek

Thank you very much for your comments. I would like to reassure you that although we got off to a slow start, the Way-Ahead process is now progressing rapidly. We now have 13 action teams doing research and preparing to make recommendations to the strategic team for positive changes in the Canadian Cadet Movement. The mandate of the Proud to Be newsletter is to inform and educate all of the different stakeholders in the movement on the many changes that will take place in the future. We encourage cadets to make contributions to the newsletter. I would also like to reassure you that the cadet training and resources action teams are looking at the exact issues you have identified. As for missing the regional gliding schools and flight training centres, we had to look carefully at the number of cadets we could brief with the money we had. So we decided to visit only the large regional cadet training centres of all three elements. We hope to hear from you in future.

– **Maj Serge Dubé, Way-Ahead co-ordinator**

Congratulations on volume three. Every issue is getting better and your articles have assisted me in judging progress of issues in the Way-Ahead process. WELL DONE.

I am my Legion's liaison representative for three cadet corps — an army, air and sea cadet corps. Your publication is not getting to the cadets. More copies would help.

– **Ron Bell, Edmonton, AB**

From the editor...Thanks for your words of encouragement and we'll do our best to retain the quality of the newsletter. We are currently looking at increasing the circulation of the newsletter so it is accessible to more cadets. In the meantime, we hope the people who read it will pass it on. ❖

Partnership...*continued from page 31*

Last year, the corps loaned its boats to the yacht club for its sailing program. And in return, it got free summer and winter storage in the club's compound, locker space for the corps' equipment and the use of the club's launching area in the Cobourg harbour. The yacht club maintained the sailboats and took as many cadets who wanted it into their junior sailing program. Four cadets took part last year and every cadet had full use of the corps yachts at any time. Once again, a special partnership was born.

In the words of Ian McFarlane, chairman of the yacht club's junior sailing committee, "I believe we have established a solid foundation upon which to build into the future. We look forward to the new year and continued inter-organization co-operation." And in Jack Cook's words, "It also put forward a great image for the Canadian Cadet Movement."

"These kinds of partnerships — or co-operative efforts — are going on everywhere. In fact the Royal Canadian Sea Cadet Corps Quinte is co-operating in similar kinds of ventures with the city of Belleville, " says Doug Thomas. "As the military cuts back on direct support to corps, there are going to be more of these kinds of co-operative efforts. If we need a van, and a local Lion's Club can provide one in exchange for some kind of volunteer effort, then we will begin to forge win-win relationships that benefit cadets." That's the Way-Ahead. ❖



New Address!

We have recently changed buildings again — our third time in a span of just two years!

Please send all correspondence to our permanent address at National Defence Headquarters:

**Way-Ahead Process
Directorate of Cadets
MGen Pearkes Bldg., NDHQ
101 Colonel By Drive
Ottawa, ON K1A 0K2**

We apologize in advance for any inconvenience this has caused.



Copy Deadlines

The copy deadline for our next issue of *Proud to Be* is May 5. And if you're wondering about deadlines for future issues, here's the scoop. Normally, the copy deadline for each issue will be the first week of the month before the issue appears. We need that much lead time for edits, translation, design and printing. As this is a quarterly publication, issues will be published at the

end of March (spring); at the end of June (summer); at the end of September (fall) and before Christmas (winter). So deadlines are as follows: May 5 for the summer issue; Aug 2 for the fall issue and Oct 25 for the Christmas issue. We've bumped up the deadline for the winter issue because we'd like to get the newsletter out before Christmas. We'll print reminders in each issue.