

PROUD

To Be

The official publication of the Way-Ahead Process

Volume 9, Summer 2000

CADETS



A commander's perspective

Kids today are different

**Cadet Corner: Battling
the wilderness**

**Generous donations to
benefit sea cadet corps
by year's end**

**Adventure training
2000 and beyond!**



National Défence
Defence nationale

Canada



Winter Sail 2000 was conducted in Vancouver and Victoria from April 21 to 30. Fifty-three cadets and cadet instructor cadre officers from Central, Pacific and Prairie regions took part. The program provides further training to senior cadets who have completed the sail trade group training. Summer sail training for these cadets is difficult because most are employed as staff cadets at summer training centres and sail centres.

ON THE COVER:

Adventure training is becoming more and more important to army cadets and is receiving more support than ever. The rappelling shown in this photo — taken two summers ago at the army cadet summer training centre in Vernon, BC — is only one aspect of army adventure training. Adventure training actually has many faces and is being incorporated into every level of army cadet training. For the latest on army cadet adventure training, turn to page 4.

(CF photo by Sgt David Snashall)

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

Volume 9 Summer 2000

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From the Editor



Adventure training for army cadets is arising to new heights. It is expected to become as essential to the army cadet training program as gliding/flying is to the air cadet program and sailing is to the sea cadet program. This issue features army cadet adventure training.

Adventure training is also a gold mine for cadet photographs. So let's talk about photographs.

People in the cadet movement are climbing on the 'digital camera and photo scanning' bandwagon. Digital photos are quickly replacing hard-copy photos. And photographs — taken digitally or scanned after they've been taken the 'old fashioned' way — are making their way across the country by electronic mail. That's great! It allows hundreds — even thousands — to see the photos instead of the handful that may have seen them in the past.

But if you are taking photographs for *Proud to Be* — or for reproduction in any print medium — read further to ensure that the photo you see in print is the best it can be.

If you're taking a photograph with a digital camera, take it at the highest setting possible. For most digital cameras (that can take high-resolution photos), the highest setting means you can take only a small number of photos before downloading them to your computer. High quality photos require more data and therefore, make much larger files. But it's worth it.

On the other hand, if you did take hard-copy photographs but want to scan them for publication, follow these guidelines.

- Scan the photos as black and white for use on the inside pages of the newsletter. Colour is okay, but makes the file bigger and harder to send electronically, especially if you have lots of photos;

- Scan photos smaller than 5 x 7 at 200 per cent of original size or more;
- Scan photos at 300 dots per inch (dpi). The more dots in a square inch, the better the quality. The optimum resolution for offset printing is 300 dpi; and
- Save photos as jpeg — a compression format that allows a large photo file to be made small. This is better for e-mail.

Any scanning software should allow you to adjust the settings to scan according to these suggestions. However, the scanner must have a high-resolution capability. Most scanners do.

Happy snapping! And don't forget. Send your photos to ghscott@netcom.ca.

Marsha Scott

In this issue...

Feature

Adventure training 2000 and beyond 4

Way-Ahead news

From the strategic change manager 14

Taking care of business 18

CIC/League training action team progress report 19

Regular features

Cadet Corner: Battling the wilderness. 22

Speakers' Corner: 'Unthinking' religious practices — one parent's view of diversity 28

What's your beef? 32

Letters to the editor. 36

League news

Trekking in Morocco (Army Cadet League of Canada). 7

R-E-S-P-E-C-T (army league) 17

Generous donations to benefit sea cadet corps by year's end (Navy League of Canada). 26

Opinion

A commander's perspective 12

Communication — a key to group dynamics 15

Cadet stuff

Rafting the Barranca Grande and living to tell about it! 6

Trekking in Morocco 7

Adventure central 8

Diving in the Sea of Cortez 10

Voyageur canoeing in Nunavik 11

Keeping in step with the changing times 16

Kids today are different. 21

Community support raises public profile. 27

What's new?

Get the spirit — of adventure 4

Partners in youth 24

Tying together past, present and future 30

We're on our way 34

Adventure training 20

Get the spirit — of adventure

By Capt Alec Scott

Okay, I have to admit that I really thought we'd make it. There was plenty of water in the chute and no major obstacles blocking our intended route. I was well braced and my partner had moved behind the bow seat to put less weight in the front. I still can't remember the exact moment we lost it, but wham! We leaned far right and the canoe just sucked out from underneath us. I was underwater for about 30 feet, and just starting to get a 'bit' stressed when I surfaced to a well-placed throw rope. My wet and bruised partner was already being pulled out. On shore, we shook our heads and laughed insincerely about the new scrapes on our helmets. It was a fairly safe run, with nothing to entrap a canoe or canoeist; however it was a little more challenging than we had thought — and just that little bit past our limit. Now we knew. The rest of the cadets and officers decided to portage. I started picking my way along the rocks looking for my paddle, all the while grinning and planning how I'd do the next run.

The idea of adventure training is challenge — putting someone to the test. By its very nature, army cadet training is, and always has been, adventurous.

National and regional army cadet trainers have recently made a great effort to reinforce this spirit of adventure. It is important to understand that adventure (and adventurous) training is a supplement to the army cadet program — not a replacement of part of it. Our aims and objectives remain the same; we just have more interesting and exciting

opportunities available to achieve them. Our responsibility as leaders and participants is to plan and conduct activities with *adventure and challenge* as the

guiding principles. All of our members should feel challenged and invigorated by the training they take part in.

Adventure is a powerful word that has different meanings for different people. It can infer a mountain expedition to one person, while the next person is imagin-

ing a weekend hike with their corps.

The advantage of adventurous training is that it allows individuals to find within themselves their own personal

limits and, at the same time, forge teamwork and leadership skills. Many of the defining skills of an army cadet (leadership, physical fitness, map and compass,

instructional technique and bushcraft) are honed while participating in adventurous training. There is probably no other program that prepares youth as well for the rigours of leading, planning, inter-personal communicating and decision-making.

Perhaps what we lack right now is the experience and resources to give every corps and every cadet the opportunity to get out there and be challenged. Changing this situation is our number one priority.

Subtle additions will be made to reference material, training guidelines, cadet and cadet instructor cadre training, as well as support to better enable corps to undertake adventurous training. Creating an environment of well-supported and meaningful adventure at the corps level will bolster enthusiasm for training,

There is probably no other program that prepares youth as well for the rigours of leading, planning, inter-personal communicating and decision-making.

OO and beyond!

increase the retention of senior cadets and offer incentives for recruitment.

At the national and regional levels, planning has begun to offer new adventure opportunities to cadets who choose this



These photographs — taken during field training at the Blackdown army cadet summer training centre in Borden, ON, last summer — project an image of happy cadets in common adventure settings. According to



Capt Alec Scott, there's adventure training with a capital 'a' (the bigger expeditions that the cadet movement has been able to do more of in the past year) and adventure training with a small 'a'. It's the small 'a' adventure training that underlies the spirit of army cadets and that regional and national trainers are encouraging more of in army cadet corps and camps. "It's 'adventurous' training where kids get out into the environment, have fun and learn what they are supposed to learn — even though they don't necessarily realize it," he says.

challenge. By now, you may have heard of some of the adventure expeditions and activities that are being planned.

Some of the most interesting are the Expedition Nunavik 2000; the Army Cadet League of Canada expedition; and the army cadet advanced adventure expedition.

Nunavik 2000 is a more than 400-kilometer voyageur canoe trip across the remote Nunavik territory of northern

Quebec this summer. There's more on this voyage later in this special feature section.

The army cadet league expedition planned for this fall is a 10-day trek across the mountains and desert of central Morocco — co-sponsored by the league.

The advanced expedition will challenge cadets and their cadet instructor cadre leaders to the most physically and mentally demanding expedition yet. Look for it in the spring of 2001!

Along with these national activities, regions are planning and conducting expeditions of their own, with destinations ranging from outside their back door to Iceland, Alaska and Mexico. Many of these expeditions are benefiting greatly from Youth Initiative Program funding.

As you can see, after a lot of hard work, the door is now being opened to take adventure training to new heights. You just have to step through.

— *Capt Scott is the army cadet training development officer in directorate of cadets.* ❖

Rafting the Barranca Grande and living to tell about it!

By Cadet WO Zoe Todd

Okay, so the title may be a little dramatic, but that's how the 10 Prairie Region cadets and two officers who went on an international adventure training expedition in Veracruz, Mexico in March, felt.

We started out in the biggest city in the world — Mexico City. Though a city of 25 million people could have provided its own kind of adventure, we were looking for the kind of adventure the city couldn't give us. In a bus called Yoda, we headed for Veracruz — seven hours away — where the challenges of white-water rafting, hiking and rock climbing awaited us.

Along the way, we were awed by the snow-capped peak of Pico Orizaba, one of the tallest mountains in North America. I'm not sure why, but some of us imagined Mexico as a big arid desert!

On our first day of rafting, we enjoyed 18 kilometres of white-water rafting and rappelling 100-metre cliffs. Another day — with burros to help carry gear — we ascended a lush green canyon filled with banana trees, vines, clear pools and moss-covered boulders. Getting through the canyon involved a lot of rock scrambling, teamwork and water breaks. The temperature during our 18-kilometre hike reached 37C in the shade and 42C in the sun. Our native guides can make the trip in 90 minutes — usually wearing flip-flops on their feet!

Using broken Spanish, we were able to communicate with the villagers of Chopilapa, where we learned that family, friends and laughter are as important to

happiness — if not more important — as material wealth.

We visited an ancient burial grounds of the Totonac people, situated at the top of a mesa surrounded by nine canyons, and took part in a ceremony known as a temascal — a sweat lodge ceremony with a Mexican twist. The ceremony was physically challenging — the temperature inside the lodge peaked at 50°C, but the spiritual and emotional experience helped build our team identity.

On another day, we rafted on the Barranca Grande — a section of the Antigua River used by Cortez in 1519. On either side of the river extend 15 feet of rocky shores. Last November, abundant vegetation surrounded the river, but recent floods have destroyed the vegetation and homes of the people living there.

On the final day of our expedition, we faced our most exhilarating day



The cadets carried their supplies in barrels in their rafts. When it came time for lunch, a raft was hauled ashore and overturned to serve as tabletop.

of rafting. The rapids started off as a comfortable class three, but the last leg of the journey consisted of challenging class four plus rapids. There was even one class *cinquo* that required our utmost exertion and teamwork. When we finished we were proud of the fact that

we had rafted the Barranca Grande and lived to tell about it.

Our adventure training expedition was demanding, but rewarding. It presented many physical, mental and emotional challenges. We experienced another

culture and new obstacles. Most importantly, we gained memories and knowledge to last a lifetime.

– Cadet WO Todd is a cadet with 180 Royal Canadian Army Cadet Corps in Edmonton. ❖

Trekking in Morocco

When the high mountain passes of Morocco's Northern Atlas Mountains close in autumn, nomadic tribes move south into the Jebel Sahro — a jumble of volcanic rock formations, gouged and chiselled to form stark canyons and rocky tablelands. This autumn, Canadian army cadets will become among the few outsiders to visit the area. They'll be on adventure training co-sponsored, for the first time, by the Army Cadet League of Canada.

The Army Cadet League of Canada Expedition 2000 to Morocco sounds exciting!

It's exciting not only for army cadets, but also for the army cadet league. "This is the first time we are actively sponsoring — in very real terms — an army cadet program," says Dave Boudreau, the league's national executive director. "Other than giving trophies, pins and awards, we've never supported a program like this before. "Even with our support to biathlon and shooting, we were never this involved. This is a first."

Sponsoring the adventure training trek in Morocco "in very real terms" adds up to about \$10,000 worth of army league support. The league is covering the expedition costs for the cadets in Morocco. The directorate of cadets is co-sponsoring the trek, covering the costs of transporting cadets and staff within Canada and to Morocco and the salaries of the escorts. The department of national defence will provide whatever equipment it can. The league

hopes to get some corporate donations of other equipment such as hiking boots and backpacks.

The active league support for this expedition — and hopefully others like it — strengthens the status of adventure training for army cadets. Although army cadets have always done adventure training, this additional support is expected to make adventure training the critical element that makes army cadets unique from sea and air cadets. As an integral part of the star program, adventure training will become as essential to army cadet training as gliding/flying is to the air cadet program and sailing is to the sea cadet program.

The Morocco adventure training, scheduled to take place Sept 28 to Oct 14, will include 12 cadets — one from each province and territory — as well as two escorts. The army cadet league, in consultation with directorate of cadets staff, has established the selection criteria and process. The process includes the involvement of provincial/territorial branches of the army cadet league.

And what about the expedition? It's classified as 'moderately' challenging with from five to eight hours of walking/hiking a day in moderately high mountains (around 1,800 metres) along worn paths. The trek will begin in the tiny hamlet of Ait Youl. The cadets will hike through valleys studded with almond groves and traverse ridges and passes, catching glimpses of other-worldly rock formations. Although there is little habitation along the route, there are some small villages, often with a simple minaret or ruined Kasbah at their centre. The cadets will see caves and shelters used by the nomadic tribes. Following the trek, the cadets will visit Old Marrakesh where they'll be greeted by a scene out of Arabian Nights — a maze of alleyways in the *souks* and a mix of story-tellers, snake charmers, musicians, jugglers and water sellers.

Join the cadets in Morocco by following their trek on the national army cadet web site at www.cadetscanada.com. ❖

Adventure central

By Capt Michael Montague

Adventure is brewing in Central Region. The region is focussing on adventure at every level of its army cadet training.

Regional cadet officer, LCol George Roberts, agrees with the national army cadet writing board credo that 'Adventure will differentiate army cadets and offer identity just as sailing and gliding are identified with sea and air cadets.'

Adventure has become part of the region's business plan. With investments in equipment and personnel, the region designed a challenging and adventurous regional expedition, an international expedition to Florida in March, and are putting 'adventure' into its army cadet training.

The initial steps of amassing appropriate equipment began at the beginning of 1999. Central Region purchased mountain

bikes, whitewater canoes, 26-foot voyageur canoes, assault boats, hand-held global positioning systems, satellite telephones, tents, backpacks, goretex expedition suits, water purification kits, and archery equipment, as well as other equipment.

What better place to introduce its new adventure focus into army cadet training than at Blackdown army cadet summer training centre — the region's most populous summer camp and the largest austere tented camp in Canada? Each summer more than 2,000 army cadets undergo summer training at the centre, located at Canadian Forces Base Borden, west of Barrie, ON.

The newly purchased adventure equipment provided challenges for each and every cadet under training at Blackdown! The voyageur canoes, assault boats, mountain bikes and archery equipment never had one idle day throughout the summer. Every army cadet had a taste of adventure.

In future, to further the training centre's adventure concentration, every six-week course cadet will take part in a three day adventure trek!

The adventure doesn't stop when summer camp ends, however. The same adventure equipment is made available to cadet units for weekend training, and



The cadets began their Florida expedition in the choked Wekiva River.

(Photo by Bruce Beckwith, Florida Pack and Paddle)

Cadet WO Winslow Taylor, 557 (Lorne Scots) Royal Canadian Army Cadet Corps in Brampton (foreground), and Cadet Sgt Eric Griffiths, 11 Royal Canadian Army Cadet Corps in Strathroy, circumnavigate an obstruction on Black Water Creek in the Seminole swamp in Florida.

is used for adventure challenges during the regional skills verification competition.

Central Region designed its regional adventure expedition in conjunction with summer training period. Last summer, the 30 cadets chosen for the regional expedition learned the basics of mountain biking and canoeing, search and rescue and wilderness first-aid; improved their fitness levels; and familiarized themselves with the new equipment in preparation for a 21-day expedition into the northern Ottawa river corridor between North Bay and Petawawa, ON.

On the expedition, the cadets mountain biked, canoed in 10-person voyageur canoes, hiked, explored, canoed in white-water, rappelled, abseiled, did indoor rock climbing, rafted in whitewater and parachuted from a mock tower in the Petawawa area. Small-party tasks and leadership scenarios complemented the trek and added additional challenges for the cadets. The expedition provided continual personal and group challenges and proved to be a life-changing activity for the cadets.

The adventure resources were also used for the first Central Region army cadet international adventure expedition to Florida in March. A dozen participants paddled, trekked and explored Black Water Creek, the Wekiva River and the world-renowned Seminole swamp near Orlando.

They encountered numerous challenges and experienced a first-hand sampling of the last vestiges of the Florida wilds for eight exciting days. Among the challenges were alligators, scorpions, spiders, fire ants and snakes which were unimpressed with having to share their waterway habitat with floating intruders. The cadets soon learned the best way to deal with them — leave them alone. “I was expecting the snakes and that to be a big problem, but after I got used to them, they didn’t bother me anymore. We just went around them. I learned a lot about canoeing and wildlife,” says Cadet MWO Mireille Binet, 3018 Royal Canadian Army Cadet Corps in Ottawa.


The swamp’s isolation was a highlight. The cadets carried their own food and equipment, subsisting on individual meal packs. Although Cadet MWO Chris Langemann, 2912 Irish Royal Canadian Army Cadet Corps in Sudbury, ON, thought it “wasn’t that bad eating rations all the time”, he was glad to get what he called “real food” later. He says he also came home “really skilled in canoeing”.

Black Water Creek was extraordinarily low with many obstructing logs and branches. Semi-submerged dead wood and roots required some imaginative manoeuvring and hundreds of canoe pullovers. This required patience, teamwork, cooperation and leadership.

“The biggest challenge were the haul-overs,” admits MWO Binet. “When you spend a whole day doing that, log after log....” But she gained a lot of self-confidence on the trip. She also learned about teamwork. “When we first met, we weren’t sure what to think of each other,” she says. “But by the end of the trip, we could do anything together.”

Central Region is planning more adventure initiatives. More army cadets are being exposed to adventure, and with the recent introduction of a weekend adventure training guide for local headquarters training, Central Region will surely be known as adventure central.

– *Capt Montague is staff officer army cadet training at Central Region headquarters in Trenton, ON.* ❖



Cadet MWO Chris Langemann, (foreground) and Cadet Sgt Eugene Sackfield, 2799 Royal Canadian Army Cadet Corps in Etobicoke, prepare for a difficult canoe lift-over on Black Water Creek.

Diving in the Sea of Cortez

Cadets in Pacific Region chose La Paz, the state capital of Baja California South in Mexico, for their adventure training from Nov 26 to Dec 4 last year.

Their adventure was completing the professional association of dive instructors'

open water scuba course. Yup, they could have completed a dive course in Canada, but the challenge wouldn't have been as great and the training had to be completed before the end of March of this year. The Pacific isn't all that warm in December!

"Going to a foreign country to do any type of training compounds the difficulty

of training," says trip leader Capt Steve Kearsley, area cadet officer (land) for Pacific Region. "Diet, language, weather, environment and social attitudes challenge the cadets, and they don't have that 'comfort zone' to go home to."

The cadets had five class sessions, five in-water training sessions (in a pool) and four open water dives in the Sea of Cortez. The open-water dives as deep as 60 feet were, of course, the highlight of



Cadet David Kyllonen, 1838 Maple Ridge Royal Canadian Army Cadet Corps in Maple Ridge, BC, tries to achieve neutral buoyancy. The aim is to float motionlessly, while controlling the amount of air in the buoyancy control device and lungs.



A group of the Pacific region cadets are introduced to dive equipment. The first time they breathed underwater was in the pool.



Cadet Bobbi-Jo Sutton, 2757 Royal Canadian Army Cadet Corps in Fernie, BC, assembles and disassembles her gear — tanks, regulators and a buoyancy control device — while blindfolded. Drills are necessary to work with gear underwater if masks are removed. The cadet at left is Cadet Steven Oliver, 2947 Royal Canadian Army Cadet Corps in Richmond, BC.

Voyageur canoeing in Nunavik

the trip — even though the photographs don't show it. (The visibility factor at 40 to 60 foot-depths in the ocean isn't great). Another thrill, of course, was sharing the sea with sea lions, rays, hammerhead sharks, porpoises, fish and sea life of indescribable colours.

The adventure training was designed to challenge the cadets with a perceived element of risk to develop personal character, teamwork and physical fitness. "A scuba course in a foreign country — while not climbing the tallest mountain — put the cadets in situations they wouldn't meet elsewhere," says Capt Kearsey.

Will the region do a scuba course next year? Probably not, as adventure training is going in the direction of 'expedition' versus 'course' — type training. But, according to Capt Kearsey, "For the first year, a scuba course met our needs to challenge the cadets with an exciting activity that gave them an internationally recognized qualification." ❖



Trip leader Capt Steve Kearsey, takes a break between in-water training sessions.

It's the first time — in as long as we can remember — that army cadets are taking part in national adventure training, says Capt Alec Scott, the army cadet training development officer in directorate of cadets. And there's a lot of excitement brewing over the Nunavik 2000 Expedition.

Cadets and Junior Canadian Rangers are taking part in a joint voyageur canoe trip from Hudson's Bay to the Bay of Ungava, along the *Rivière aux feuilles* across the Nunavik Territory of Northern Quebec. The expedition, which started June 27, will continue until July 24. Following a preparatory period, participants will be canoeing about five hours a day to complete the more than 400-kilometer voyage.

It will involve cadets and cadet instructor cadre officers from across Canada, as well as Rangers and Junior Canadian Rangers from Land Forces Quebec Area and a number of Regular Forces and Reserve Force personnel.

The adventure expedition will provide sizeable challenges — and an enriching cultural experience — for the 48 army cadets, 32 Junior Canadian Rangers and three cadets from England.

Previous adventure training experience, as well as physical fitness, were among the prerequisites for the cadets chosen for the expedition.

The expedition challenges will help the young people further develop self-discipline, leadership, initiative and courage. Safety, cooperation and team spirit will be the cornerstone of the expedition, which will require imagination and determination to complete.

Information on the voyage will be posted daily on the Internet. Visit the national cadet web site for further information at www.cadetscanada.com, or tune in directly to Eastern Region's website at www.cadets.ca/estnunavik-en.htm for daily reports.

In the words of Capt Scott, "We hope to have a permanent national adventure training activity like this by budgeting for it each year." ❖



A Commander's perspective

By RAdm Ron Buck

As Maritime Pacific (MARPAAC) Commander and the cadet movement's Pacific Region Commander since 1998, I have had the tremendous pleasure of seeing cadets in action both in their home corps/squadrons and at all British Columbia summer camps. I believe in getting out and about as proactively as I can.

In fact, I consider that I have succeeded when I can appear unannounced and just talk to cadets and those who make it happen without pomp or ceremony. I find that I learn much more. As a result, I have seen cadets participating in and winning at national regattas and band competitions. But just as importantly, I've seen them practising and at annual inspections, making an extra effort

to show their skill and pride. Above all, I've seen them excelling at the challenges they face at summer camp at Vernon, Albert Head and *Quadra*. None of this would be possible without the unstinting support of their parents, our league partners, the cadet instructor cadre, civilian instructors and untold volunteers. To you all, thank you for what you make possible. I firmly believe that as a result of your efforts you are contributing not only to providing absolutely wonderful opportunities for cadets themselves but also to the future of our country.

I should also apologize (but I don't) to my regional cadet officer, Cdr Barry Saladana, because I know that he finds himself getting more 'help' from me than he needs. But that is because I enjoy so much my opportunities to see cadets and their leaders in action. I like to ask questions with the aim of turning what sometimes seem as challenges into opportunities to make the program even better. I must also compliment the supporting wing, base and garrison commanders who do so much to make our cadet facilities better. A particular tribute



RAdm Ron Buck during Maritime Pacific's First Nation's Awareness Day — which included First Nation's veterans — last summer. The cadets with him are Leading Air Cadet Lyle Jordan, 848 (Royal Roads) Royal Canadian Air Cadet Squadron in Colwood, BC, left, and Cpl Gary Hollinger, 2483 (Princess Patricia's) Royal Canadian Army Cadet Corps in Esquimalt, BC.



“I like to ask questions with the aim of turning what sometimes seem as challenges into opportunities.”

“We are dealing with the youth of our country — we owe them the highest of standards and the best program.”

– RAdm Ron Buck



is owed to 19 Wing Comox for the infrastructure efforts at *Quadra* and in particular, the new regional gliding school hangar at Comox — bringing to an end its rather nomadic existence throughout the hinterland of British Columbia. Another fact with which I am always struck is the wonderful community support for the program, so well orchestrated by the leagues at local and provincial levels.

When I speak to groups throughout Western Canada about my functions and the role of Canada’s military, I always talk about the cadet program. Normally, after I have explained a little, I get two very consistent positive reactions — either they know someone (cadet or leader) involved in the cadet program, or they have witnessed a cadet event, normally in the context of support to the community.

Regional cadet commanders must be proactive in changing what needs changing and in identifying further opportunities for cadet activity and partnerships to enhance the program. I think I can best help the program by personally participating, asking questions, looking out for — and then fixing — the things that need improving. These may be things under the control of myself or the regional cadet officer, or things that can only be changed from Ottawa. I also believe it is my role to set leadership standards that apply equally to myself; corps/squadron commanding officers and officers; camp commanding officers and officers; and to anyone involved with cadets, for whom

“Regional cadet commanders must be proactive in changing what needs changing.”

the Canadian Forces is responsible. We are dealing with the youth of our country — we owe them the highest of standards and the best program.

It is my firm belief that the cadet programs are dynamic and rich, but together we can make them even better. To that end,

I invite you all to help in tackling the challenges, in providing absolutely the best leadership to these young men and women and to ensuring that we lead change in a positive and proactive manner. Please feel free to contact me with any ideas you may have, as I see my job as finding ways to make the positive happen! Sorry Barry, more help! ❖



From the strategic change manager

Change is not finite

By Maj Kevin Cowieson

There's been another change in the change process.

The Way-Ahead has been affected directly by the many changes that have been made to improve the efficiency and effectiveness of the directorate of cadets.

The cadet movement — like the department of national defence and the Canadian Forces (DND/CF) — has realized that change is not finite. So the directorate of cadets has created a permanent position within the organization called strategic change manager. That's me! In my new position, I will oversee the Way-Ahead, as well as other aspects of strategic change. I replace former Way-Ahead co-ordinator, Maj Serge Dube.

One of the most difficult things to do during change is to measure success. How can we tell if we are making progress in improving the way that Cadets Canada operates and in making it one of the best youth organizations in the country? To use the analogy of Director of Cadets Col Rick Hardy, trying to change such a huge organization is like trying to move an elephant.

Due to the size and scope of the cadet movement, change is often seen as slow and bureaucratic. To be sure, change does not happen that quickly, but that does not mean that it cannot be effective. The elephant may not be moving as fast as some would like, but it is going in the right direction.

All levels of the organization have reaffirmed that the Way-Ahead is an extremely important grassroots' initiative. A mechanism must be maintained to allow all members of the cadet movement to voice their concerns to the highest levels of the organization. In the last issue of *Proud to Be*, Col Hardy reiterated the commitment of DND/CF that, "a change and renewal program will be ingrained in every organization." However, suggestions have been made that the Way-Ahead could be more focussed and results-oriented.

To achieve this, some short-term initiatives are under way. First, it is clear that the most successful action teams are those with full-time members working within the cadet movement. Consequently, each action team will be paired up shortly with

a full-time staff officer who deals with the particular issues of that action team. For example, the training action team will be paired up with LCdr Peter Kay who is responsible for cadet training development at the directorate of cadets. Second, the composition and terms of reference of the strategic team will be reviewed.

This summer, we will analyze the accomplishments to date and future challenges of the Way-Ahead. Our intent is to bring together action team leaders this fall to rebuild momentum. Meanwhile, we are still recruiting volunteers who wish to be part of this change initiative.

For example, Cadet Sgt Kaylan Horner recently wrote, asking to become an action team leader. (Her letter is carried on the Letters to the Editor page.) Although we are not looking for action team leaders at this time, we are still welcoming volunteer support to the action teams. This kind of enthusiasm and commitment are the building blocks of the movement and the change program. With your continued help and support, I am confident that we can add to our successes. ❖

Communication...

A key to group dynamics

By Lt Larry Pelletier



Communication is a lost art and skill sometimes neglected by cadet instructor cadre (CIC) officers operating local cadet units.

Effective unit communication is a responsibility of commanding officers. The lack of it creates internal and external conflicts that affect a cadet unit's group dynamics. Effective communication enables a cadet unit to deal with change.

Communication is a key to officer or cadet retention, sponsor or parental satisfaction and *esprit de corps*. Communication is at the centre of all we are. It is the action of receiving, decoding and sending information among ourselves and to external agencies, either written, verbal or by indirect methods.

Who do we communicate with? We communicate with our staffs, cadets, parents, sponsors, league members and representatives of the department of national defence. How do we practise good communications? Here are some suggestions:

- **Produce a one-page or two-page cadet newsletter.** This could include a summary of activities, awards, promotions, sponsor notes, an upcoming calendar of events and items of interest. The newsletter should be bi-monthly at least. It should have an officer or civilian instructor to oversee it and a staff of cadets.
- **Maintain a 'read folder' for staff.** The folder could include outgoing and incoming correspondence, operations orders for upcoming events, regional routine orders, and so on. An informed staff is a professional staff.
- **Communicate in writing.** Verbal communication is adequate but written provides less opportunity for misinterpretation.
- **Hold a monthly meeting for senior cadets in leadership roles** to review past activities, upcoming events and concerns. Senior cadets deserve to be heard and have some of their ideas accepted.
- **Take 10 to 15 minutes** at the end of a parade night to assess the evening with staff.
- **Provide access to cadet movement publications.** Circulate *Proud to Be* and the *CIC Newsletter*. These reflect changes and concerns that affect local units, cadets and staffs. Everyone is affected, so everyone should be informed.
- **Hold a unit open house.** Open up units occasionally to sponsors and parents. This allows them to see what units do and avoids misinformation.
- **Provide a recruit information package** that includes phone numbers, background on staff, promotion policy, award information and so on. It is good to inform people of what is expected nationally and locally of a cadet.
- **Prepare operational orders** — with situation, mission, execution, administration and logistics and command and control information — for cadet activities. This is an effective way to relay information on tasks, program and requirements.
- **Make a cadet call list** that cadets can use to relay information, or catch up after absences. This can provide good junior and senior NCM leadership training and build *esprit de corps*.

The communication action team has discussed several communication concerns within the cadet movement. CIC officers at summer training centres have voiced similar concerns. The root of the issue is timely, clear and effective communication from local cadet units, as well as district/regional and national offices.

In this information age, we — as CIC officers — should not be intimidated by receiving or providing information. In times of change, communication is a priority.

– Lt Pelletier, St. Anthony, NF, is a member of the communication action team. He is a former training officer and deputy squadron commander. ❖

Keeping in step with the changing times

By Cadet Sgt Adam Rudny

People say that the 21st century will be the “technology age.” According to the *Oxford English Dictionary*, *technology* is: “The study or use of mechanical arts and applied sciences.” But what does this mean for cadets? Technology is a tool to help get the job done, and in this computer age, it can help us in more ways than one.

How many times have we been on a cadet function or activity where something didn’t get done because there was a ‘miscommunication’? At least once, I’m sure. But how can technology help us prevent these occurrences? Not by replacing cadets and officers, but by teaching them the formulas and procedures for getting the job done and making sure that in the case of an emergency, they can get help quickly.

The use of cell phones is increasing at a dramatic rate, as is the use of small hand-held radios with incredible range and capabilities. Can you imagine an army fighting a war without being able to communicate between companies? Or how about a navy firing on its own ships because it didn’t know they were there? How about an air force trying to land without radioing in for clearance? Now some people say “that’s how they used to do it in the old days”. Perhaps, but now shouldn’t we take advantage of the tools we have and use them to their fullest potential?

This is Canada, in the year 2000. We have the technical know-how to communicate, so let’s use it!

Of course, it is important to remember that cadets are not always on an exercise away from home! Every cadet night, cadets flock from all over to a local public building to do what? To be taught what they need to know!



“A cadet unit is like a Canada goose. From the surface, it glides gently and smoothly across the water. Underneath though, it’s paddling like mad trying to keep up.”

– Cadet Sgt Adam Rudny



We’ve all heard the provincial and territorial education ministries’ slogan “technology in the classroom.” Cadets are no exception. Wouldn’t it be better to show cadets a video of field movements or a multimedia presentation on camouflage rather than just trying to explain it in words? Or wouldn’t it be better to try to explain the difference between sleeping bags with a graph rather than just meaningless figures? *PowerPoint* presentations and multimedia are becoming the industry standard and their use prepares cadets for an ever-changing job market. Technology is what must be used to get the job done, as well as to get the instruction done!

A cadet unit is like a Canada goose. From the surface, it glides gently and smoothly across the water. Underneath though, it’s paddling like mad trying to keep up. Every officer in the country knows what I’m talking about — the backroom tasks of sorting papers, mailing bills, making calls and trying to make it to final parade at the

end of the evening. In recent years, computers have taken on new forms and functions for cadets. At first, warehouses used computers to keep track of massive stockpiles. In some cadet units today, supply rooms have more gear than they can manage! Computers and other technologies can help facilitate the everyday tasks and keep records so that temporary issue cards aren't lost or taken home in the last cadet's pocket. The cadet movement has to gear itself towards the further use of technology as a tool, to keep track of activities without the piles of paper.

Many of the cadets reading this article are probably thinking to themselves, "Why don't we have that at my unit?" Most of the officers are probably subconsciously answering with the words of that old country song: "If I had a million dollars...."

The fact is that although the money for cadets does not grow on trees, it is far from unreachable for most, if not all cadet units. Computing at 2137 Royal Canadian Army Cadet Corps, for example, is taking on a new and greater role than before, and that's without any special department of national defence or cadet league grants. The Calgary Highlander cadets have a computer in every office linked to the Internet, a

shared database for training and administration, on-line ordering systems and bar coding software for supply as well as an internal finance and e-mail system.

How does this corps manage to do this? With donations from corporations. Many companies rid themselves of excess hardware and software quite often, and donating these to cadet corps is always a more pleasant alternative to just chucking them in the bin. How do you approach these corporations? Easy: just use the simple formula provided by Anthony Robbins for getting anything you want:

Ask. That's all.

So, as we enter the new millennium with renewed aspirations and hopes for the years to come, let us remember as cadets and officers that we are not alone. Marching side by side with us is the new and ever-changing face of technology, waiting for its orders.

– *Cadet Sgt Rudney is the information technology administrator and technology adviser for 2137 Royal Canadian Army Cadet Corps in Calgary, AB.* ❖

R-E-S-P-E-C-T

Cadet instructor cadre (CIC) officers have a certain expertise as CIC that no Regular Force officer has, says the executive director of the Army Cadet League of Canada. And Dave Boudreau should know. He's been both.

Mr. Boudreau is as concerned as anyone about the shortage of CICs in the cadet movement. He thinks being a CIC is not as much fun as it used to be. For one thing, there's too much administration.

"The amount of paperwork in an average week drags you down, so that after three or four years, you've had enough," he says. He hopes the Way-Ahead administration action team will remedy that.

But he thinks perhaps an even bigger reason for the shortage is the weak system that's in place for recognizing the cadet instructor cadre. "If you recognize the accomplishments of the CICs and treat them with respect,

they will be more likely to hang around," he says.

"The Regular Force needs to be educated about the cadet program," he adds. "There is a total misunderstanding of what the CIC is, and treating CIC officers as inexperienced military officers is no way to treat them. These people have totally different skills and they are at least as valuable as any Regular or Reserve Force officer. They should be recognized for that. They deserve respect." ❖

Taking care of **business**

By Ron Bell

On my return from one of the many productive meetings I've attended in the past few months as co-leader of the cadet instructor cadre/league training action team, I reread Director of Cadets Col Rick Hardy's "Having a say" article in *Proud to Be* (Fall 99, page 10). He said that having a say is what the Way-Ahead is all about; that everyone in the cadet movement has a right — and a duty — to have a say and that everyone has a right to influence decisions and policy. I'm proud to report that our change and renewal program is a 'way-ahead' program, that I have influenced policy and decisions, that I was listened to and that we are all sincerely trying to do the right thing.

The CIC/league training action team is steadily making progress.

In early February both myself and co-leader Paul Dowling attended the renewal meeting for regional cadet

instructor school (RCIS) staffs and their headquarters counterparts. This gave us a chance to get in on the ground floor of RCIS training program renewal plans and to meet most of the RCIS players. The RCIS commandants and their staffs developed an extensive and comprehensive action plan. We learned that we had strong support for issues that we are addressing and that the RCIS staffs are eager to get on with advancing the training program to meet today's and tomorrow's challenges. The minutes of this meeting are recommended reading for all.

When our team reported to the strategic team in February, I believe we met all of the accountability objectives. The atmosphere was open and frank. At that meeting, it was decided that our team will continue to work closely with the directorate of cadet officers involved in training and with the leagues to resolve our key issues.

Our team's role is not to implement anything, but rather to gather information and data on the current system, analyze this information for problem areas, examine alternatives for problem resolution, recommend a solution, report the recommended alternative to the strategic team for consideration and monitor implementation to ensure solutions address the original problems.

Our team met in May to reaffirm major tasks, update our activity plans (to take the RCIS and strategic team decisions

into consideration) and to critique our work to date before circulating it for consultation.

With organization and personnel changes at directorate of cadets April 1, we also needed to meet with Maj Kevin Cowieson, the new strategic change manager, and with LCdr Peter Kay, the directorate of cadets officer in charge of cadet program development.

Maj Cowieson sees his mandate as taking the energy and enthusiasm created by former Way-Ahead coordination cell members and putting structure to it. During the next few months he will formalize a plan detailing where we are and where we're going. Following this he plans a full meeting of action team leaders to kick-start activities where necessary. The Way-Ahead budget is less than in previous years and will mean more accountability and deliverables from all of us. Action teams will be aligned with an individual or section in directorate of cadets for support and communication. Other directorate of cadets changes — such as posting changes for a number of director-level officers, the physical move of the directorate, a new director of strategic change and a new director general for reserves and cadets — will affect action teams in various ways.

Maj Cowieson pointed us in new directions, put us in contact with new resources and gave us good vibes that Way-Ahead is continuing in new, different and positive ways.



The CIC/league training action team is working closely with LCdr Peter Kay, to resolve some of its key issues.

LCdr Kay mentioned that when the cadet instructor cadre branch advisory council met in May, it decided on restructuring and new ways of doing business. You'll hear more about this soon.

By meeting with Regular Force recruiting, education and training system staffs, LCdr Kay has been successful in getting some CICs on the advanced training instructors' course. He says he is addressing the 'disconnect' that sometimes occurs between cadet and CIC training. He is waiting for the results of the Military Occupational Structure (MOS) study to address the needs of CICs.

The team clarified a number of concerns regarding distance learning. LCdr Kay is our sponsor on this subject and we have

to find ways to keep each other informed without slowing progress. The headquarters' workload is extremely heavy. This meeting was useful in assisting us to search for ways to complement each other's work and avoid duplication.

For information on the status of this team's tasks, see the story that follows.

I have received e-mails from a number of people volunteering to help on our activities. These volunteers have been set up as a first line of consultation. We would appreciate any feedback.

Contact:
Ron Bell, (780)438-0377 or
cpbell@telusplanet.net.

Paul Dowling, (506)357-4012;
(506)446-4297; or
dowling@nbnet.nb.ca. ❖



"I have influenced policy and decisions and I am listened to...."
– Ron Bell, action team leader.

Progress report

1. **Define training requirements for the Canadian Forces/leagues/cadets to recognize and promote the mission, vision and shared values of the cadet movement.**
The mission, vision and value statement has been issued as a poster. Maj Cowieson has put us in touch with a Regular Force group that is developing training modules for values and ethics. These will be reviewed for applicability to the cadet movement.
2. **Develop and recommend a means to co-ordinate common CIC standards by directorate of cadets.**
LCdr Kay expects his staff will have 98 per cent of the qualification standards plans completed by September. A review of outstanding training needs at that time will be combined with a review of the new CIC military occupation structure. Also, our team was put in touch with the directorate of cadets quality assessment contact for assistance in examining the department of national defence methodology for quality evaluation.
3. **Study and recommend methods to continue the timely production of course study standards to reflect the needs of current social conditions and the CIC.**
This activity is closely linked to the MOS study. The team will request a September briefing from the directorate of cadets staff officer performing the MOS study. In the interim, the team will continue to examine methods to improve this function.

Continued on page 20

CIC/league training action team

Progress report... continued from page 19

- 4. Study and recommend methods to continue to align CIC training to the cadet core program.**
Work on this activity has just begun. Team members Andrew Mardell (British Columbia) and Bob MacKay (New Brunswick) plan to review work done by the cadet training action team.
- 5. Recommend a refresher program for CIC officers coming back into the system.**
Paul Dowling and team member Lisa Burton will produce a draft working paper by June. Lisa has previously developed a rough draft based on interviews with CICs.
- 6. Recommend the establishment of an ongoing professional development program for CIC officers.**
LCdr Kay is the directorate of cadets sponsor for this activity, which includes the examination of youth leader education credits.
- 7. Recommend training requirements for officers in conflict resolution techniques.**
Team member Ben Douglas has met with a number of officials from universities and colleges in British Columbia. Team member Andrew Mardell's education is applicable in this area as well. The department of national defence has recognized the need for similar training and has recently established dispute resolu-
- tion offices in a number of major centres. Our team will contact these new offices and will report further. This activity is being combined with task six.
- 8. Investigate and recommend means of providing training for CIC officers in remote locations.**
This has been combined with task nine.
- 9. Study and recommend innovative methods for teaching and course presentation using state-of-the-art technology.**
The team has produced two draft papers on distance learning, one explaining advantages and different methods of distance learning and the other dealing with technology for distance learning. The team is now finalizing its working papers for distribution and feedback. The general plan is to recommend a number of Internet-based pilot projects to prove the workability and acceptability for this type of training.
- 10. Implement the 'major' qualification course.**
It is believed that the current course loading requirement is 75. However, progress is tied to the MOS study. Further work on a discussion paper for an interim pilot project is being developed. There will be co-ordination with the CIC/civilian instructor policy action team.
- 11. Recommend means to follow up validation of CIC training.**
This has been linked to tasks two and three and will be dealt with as they are developed.
- 12. Investigate and recommend a formalized training program for league members in various aspects of the cadet program (cadet movement, cadet instructor cadre, leagues, sponsors, Regular and Reserve Force).**
Team member Al Boileau has met with a number of league members in the provinces and with the army and air league executive directors. He is now preparing a discussion paper and draft slide presentation for league review and feedback.
- 13. Study and recommend an ongoing professional development program for civilian instructor specialists.**
A major issue on this subject is the status of civilian instructors. This task will be discussed with the CIC/CI policy change action team before further work is done. ❖

Kids today are different

In case you haven't noticed, today's young people are a lot different from yesterday's young people.

Teens today are more individualistic, hedonistic and enthusiastic. And young people in particular, between 10 and 12 years old, are super techies. They have much more confidence in their own futures than adults do.

Today's young people have a need for intense emotional connections. They are risk seekers. They are attracted towards consumption and brand names. They are attracted to crowds.

From very early on, young people are very aware of what is happening in the world around them. So they have their own opinions and make them known.

These were some of the findings of the poll conducted by CROP for the Canadian Cadet Movement. When paired with the findings of an annual survey conducted by CROP as part of a research program studying social-cultural changes in Canada since 1983, these findings can be useful to leaders and communicators in the cadet movement.

As people involved in a youth movement, it is helpful to know how young people think. And even if we think we know, it's good to challenge our perceptions. For example, when surveyed, 94 per cent of the teens said getting as much education as possible was important to them. Yet, 59 per cent of the adults interviewed said today's teenagers do not attach enough importance to their education. Similarly, 89 per cent of the teens considered obeying rules and regulations (being respectful) as very important. In contrast, 67 per cent of the adults thought today's teens do not attach enough importance to being respectful.

Understanding young people can assist communications planning for the cadet movement. Some CROP recommendations were to:

- Create communications that reflect teen values, some of which are closely related to the values of Cadets — such as education/training; professionalism; autonomy and mutual respect; and integrity. Involve young cadets in the design of a

communication plan. Move away from the traditional model suggested by adults.

- Promote the cadet movement through media sources that are close to young people and reflect their interests. Increase visibility in youth magazines, 'hip' radio stations and on television channels such as *YTV*, *Much Music* and so on. Use the Internet to arrange chats with personalities like former cadet Myriam Bedard, or astronaut Col Chris Hadfield. Create an interactive game for cadets.
- Increase communications for 14 to 16-year-old cadets. Encourage testimonials from cadets of all ages. Show that Cadets is open to novel ideas and there is room for expression of the personal values so important to younger and older teens.
- Open cadet activities to teenagers who are not currently cadets. ❖

Just for fun we asked one of our training action team leaders, Cadet W01 Rebecca Evans, how important getting as much education as possible, or obeying rules and regulations (being respectful), are to her. W01 Evans answered, "very important". Then, she asked her mother what she thought teens' views are on those questions. Like parents in the poll, her mother thought that teens think they're a lot less important. "It's just that the focus of education has changed," say W01 Evans. "Today, it's important to educate the whole being instead of being educated specifically for the workforce. Education is no longer coming simply from schools, but from outside activities that enable youth to grow with a more rounded education." And, though her mom thinks that youth in general have little respect for rules, Rebecca disagrees. "Youth have and always will resist rules, but that doesn't mean we do not have respect. We just need to understand why the rules have been put in place. In Cadets, rules and standards are gladly followed when they are implemented by the leaders — the youth themselves."



Cadet W01 Rebecca Evans, 330 Royal Canadian Air Cadet Squadron, Toronto

Some things need to change. But in the opinion of Cadet MCpl Katie Kristensen of Moncton, NB, winter survival training for cadets is not one of them!

Battling the wilderness

By Lisa Currie

Stranded on the outskirts of New Brunswick's Fundy National Park during one of the worst Atlantic blizzards in over a decade tested the winter survival skills that Cadet MCpl Katie Kristensen learned in Cadets. Cadet Kristensen and her father, Peter, were isolated in the bitter cold 18 miles from civilization for three days in January. Instead of panicking, they remained calm. Mr. Kristensen believes his daughter's confidence, boosted by her army cadet training, made all the difference in their survival.

The 15-year-old army cadet with 560 Royal Canadian Army Cadet Corps in Moncton, NB, agrees the situation could easily have turned disastrous, had it not been for her cadet experience. Having winter camped many times in New Brunswick, often in colder temperatures, she was properly prepared and educated on winter survival techniques.

According to Mr. Kristensen, for Katie that training made the difference between panicking, or assessing the situation and reacting accordingly.

Stranded

On Jan 16, Mr. Kristensen was delivering medical supplies to the outskirts of



Cadet MCpl Katie Kristensen and her father, Peter, think the cadet movement's winter survival training is great!

Fundy National Park. His daughter went along on the routine delivery. When snow began to fall, the gravel road became a slick slab of ice and the hilly terrain became treacherous. After placing evergreen boughs underneath the tires for increased traction, they reached the top of a steep incline. But it soon became apparent that it was impossible to continue. They decided to park and wait out the storm. After waiting several hours they opted to walk ahead and assess the situation.

Before leaving the van, the father-daughter team discussed different courses of action and decided to walk to a main route where they hoped to find a phone or someone to assist them. Katie ensured

they were both dressed properly and well equipped for their hike. Fortunately, their medical supply van was stocked with items they could use. They taped plastic around their boots to keep their feet dry, and took along a rope, an axe, an emergency first aid kit and a *Coleman* stove to melt snow. They both knew the importance of replenishing fluids.

When her father thawed some snow to drink and then began cooling it off, Katie told him that Cadets had taught her to drink something warm in winter. "I didn't argue with her, because I knew she had some good training," says Mr. Kristensen. "It made really good sense. She wouldn't say it if she wasn't sure."

The pair walked for three hours through snow with ice beneath, during which time Mr. Kristensen fell and strained the muscles in his hip. Not wanting to become a liability, and with Katie's insistence, they turned back to the van — the only safe shelter they were certain of. "Katie took over and wasn't taking 'no' for an answer," admits her dad. So the pair spent the first night huddled together under emergency blankets. Every couple of hours they turned on the motor briefly and warmed up, before going back to sleep.



Cold and hungry

The second day they awoke cold, hungry and tired, but still optimistic. It had snowed throughout the night and the snow measured half way up their van. They decided to try walking in the opposite direction to find help, and carried all the survival equipment they felt they might need.

"It was really hard walking, but our plan was to walk out so far, then bivouac and get rested and warmed up, not pushing my leg too far," says Mr. Kristensen.

An hour's walk brought them to a camp owned by Frank McDonald, who purposely leaves his cabin open and stocked with food in case of emergencies. It was one of only two existing camps in the area.

"We were very happy to come upon the camp," says Cadet Kristensen. "We figured that it was too hard to continue walking. The snow was waist deep. It would've been taking an unnecessary risk." Adds her dad, "It was a God-send."

The weather was still bad and they knew that a rescue party would not be out to look for them until visibility improved, so the Kristensens rested.



Cadet MCpl Kristensen received a citation in April for meritorious conduct from a search and rescue organization in her area. The citation recognized her "outstanding conduct in the application of wilderness training and safety." She also received the cadet certificate of commendation from the vice-chief of the defence staff.

Remembering what she learned in Cadets

The following day, as the storm began to subside, father and daughter dried clothes, melted water, and prepared a signal fire for when the weather cleared. Cadet Kristensen remembered that fires made from evergreen boughs make a lot of smoke so she was sure her fire would be noticed.

When the snow stopped Wednesday morning, Katie made a huge SOS in a nearby clearing, with ashes from the cabin's wood stove. The pair then hiked back to the van. Their van radio soon confirmed that authorities knew they were missing in the Fundy Park area, so they headed back to the camp to light their signal fire.

Meanwhile, members of the New Brunswick Snowmobile Federation spotted the van. They also spotted the rope with reflectors that Katie had strung across the road, along with a sign she had created saying they were in need of help. It wasn't long before they discovered the pair on the trail. A snowmobiler went up a large mountain and made an emergency call from his cellular phone. He was able to relay their location before losing the signal.

An RCMP helicopter rescue crew involved in the search were impressed with the Kristensens survival skills. When Mr. Kristensen asked if they had seen the SOS in the clearing, they jokingly commented that it was so large that they landed in the O.

"Katie's SOS was very visible," says Fundy National Park Warden George Sinclair. "The two were well prepared and took action to take care of themselves."

The search and rescue team was impressed by the amount of training Cadet Kristensen had.

A parent's encouragement

A single parent, Mr. Kristensen has strongly encouraged Katie's active and adventurous lifestyle and supported her participation in cadets. Both enjoy many physically challenging activities such as skiing, hiking, and kayaking. Mr. Kristensen is proud that his daughter has become a skilled, level-headed young adult, able to handle stressful situations.

"Many teenagers would panic in a similar situation," he says. "But it was more like being with an adult than with a child. I was trying to keep her spirits up, and suddenly realized that she'd been doing the same with me. My appreciation for her skill has come way up."

— Lisa Currie is the public relations officer for 242 Fredericton Royal Canadian Army Cadet Corps and for the millennium parade, New Brunswick/Prince Edward Island Cadet Detachment. ❖

Partners in youth

By Maj Bruce Covington

"The times they are a changing" is a statement as true today as the day it was written by Bob Dylan in the 1960s. In our changing business climate of faster communication and the search for more value for dollar, the federal government has helped to create a tool to improve the coordination between federal departments with an interest in youth. Known as the Youth Employment Strategy (YES), this tool has been particularly useful to Cadets Canada, Rangers/Junior Canadian Rangers and the Primary Reserve.

The Youth Employment Strategy is an umbrella for youth-related services and programs within the federal government. YES promotes the concept of partnerships that benefit all parties concerned. Partnering is a major change in the way we do business and so far, it has been a good one.

The shift to partnering has enabled Cadets Canada to achieve two specific objectives — both Way-Ahead action items. They are better communication and better training. It has facilitated our communications and given us access to more communication vehicles so we can begin the process of changing our "best kept secret" image to that of the leading youth program for adventure, leadership

and challenge that we know it to be. It has also given us access to some truly outstanding educational products and services, which add to our own dynamic training program.

Over the last 18 months, Cadets Canada has embarked on 19 partnerships with eight different federal departments under the auspices of the Youth Employment Strategy. While YES has been our catalyst to partnerships within the federal government it has also been the catalyst to partnering with non-governmental organizations such as the Tree Canada Foundation and the Ontario Service Safety Alliance. Putting a dollar figure on these partnerships is extremely difficult. However, they lead to good visibility and good will. Cadets Canada is gaining considerable exposure and interdepartmental synergies are being launched every month that will benefit the cadet movement for years to come.

Partnerships are nothing new to Cadets Canada. We have long-standing partnerships with the navy, army and air cadet leagues. But even the department of national defence and the leagues are learning new ways of doing things. The collaborative management of Cadets Caring for Canada is proof of this. In addition to DND and the leagues, the Tree Canada Foundation, Environment Canada and the Millennium Bureau of Canada have lent their support to Cadets Caring for Canada this June. This creates a diverse alliance, but each partner has a part to play in promoting the environment and youth.

Developing partnerships can have many pitfalls, so in order to improve the chances of success in my work with the Youth Employment Strategy, I've developed a five-step process to guide me. Perhaps my system can help out others in Cadets Canada, who are interested in partnering.



Awareness:

Try to be aware of what other organizations are doing on behalf of youth and equally, try to create an awareness of Cadets Canada. You can do this by

- Finding what organizations are 'out there' — those interested in youth and even those who may not yet have considered youth.
- Expanding your network of youth professionals to help connect and further broaden the field.

Opportunities:

Look for a win — win opportunity for Cadets Canada and the other organization by matching up the organizational goals and priorities. Thinking out of the box helps a great deal to find the practical and cost-effective partnerships that benefit both organizations equally.

Enabling:

This is the nuts and bolts step. Communication and clarity are key to success. For simpler partnerships, a straight handshake may suffice between those in authority. For more complex partnerships, a detailed letter of arrangement or memorandum of understanding may be required. Good negotiation skills are required. The importance of partnerships over the long haul cannot be overestimated, resulting in more benefits for everyone concerned.

Implementation:

Good intentions and conceptual ideas begin to materialize during this step and it is here that implementation requires the most coordination. It is where product is delivered and services rendered.

Follow-Up:

This is the step where it comes time to measure our performance and stay in touch for any possible follow-up partner-

ships that might develop. This is where 'lessons learned' are noted for future.

As we continue to promote Cadets Canada to the public and try to get the most value for our dollar, more partnerships will surely result. If you have partnership opportunities and would like my help, drop me a line at maj.b.covington@debbs.ndhq.dnd.ca.

If you would like a resource book, Treasury Board has produced a book entitled *The Federal Government as Partner*. Industry Canada has published a guide called *Intermediaries and the Delivery of Programs and Services*. And the department of national defence has a pamphlet entitled *Guide to Partnering*.

– Maj Covington is the millennium coordinator with directorate general reserves and cadets in Ottawa. ❖



Tree Canada Reboisons le Canada



Youth
Employment
Strategy

Stratégie
emploi
jeunesse

Generous donations to benefit sea cadet corps by year's end

By Kevin Guérin

“With the success of the league’s fund-raising endeavours, we shall have to change our thinking about how we do business,” says Albert Foster, national president of the Navy League of Canada. “For the first time in our history, considerable resources are at our disposal...and we have a responsibility to use them for the purposes for which they were solicited — to institute or enhance the navy league cadet and sea cadet programs.”



Navy League of Canada benefactors, from left, Sonya Bata, James K. Irving, Jack Leitch and John Bahen.

The league is nearing the \$1 million mark in its fund-raising efforts, with a total to date of cash, pledges and gifts-in-kind exceeding \$960,000. The league’s national fund-raising goal is \$5 million.

Although every donation, from \$20 to \$5,000, has made a difference, substantial donations from four prominent Canadians have provided the league with the funds and credibility to seek support from the rest of corporate Canada. The league’s three honorary co-chairpersons — Sonya Bata of Bata International, James K. Irving of Saint John Shipbuilding and Jack Leitch of Upper Lakes Group have contributed more than \$70,000 to the league. In addition, John Bahen, former president of the construction company Peter Kiewit and Sons recently donated \$200,000 to the campaign.

With these resources, “The league is launching a series of initiatives to ensure its cadet programs offer more opportunities and better tools to prepare youth for today’s world,” says Clifford Kennedy, chairman of the fund development.

Here’s where the funds are going:

- National navy league cadet training program, including new water safety and sail training programs
- Maritime affairs training module for sea cadets, including material on a wide variety of marine subjects, from shipping and commerce to resource management, marine biology and careers
- National navy league cadet officer training program
- The improvement of the national information systems infrastructure
- The development of bilingual web site content

- The national sea cadet forum, which brings cadets from all across the country to share their views and vision of the cadet program

The readers of this publication are likely most interested in the

development of the maritime affairs training module for the sea cadet program. In keeping with the league’s agreement with the department of national defence to support optional training for sea cadets, the league plans to develop a series of training modules. The first will be a maritime affairs training module. Corps’ training officers will have ‘off-the-shelf’ training packages that they can insert into the program as they require. The goal of the maritime affairs training module for sea cadets is to develop in our youth an appreciation of the challenges and responsibilities of a sovereign maritime nation. Corps will receive instructors’ manuals, lesson guides and support materials — including overheads and videotapes — for each eight-period optional training module for each rank group. A total of 32 periods will be developed. The final product should be delivered to all cadet corps by the end of the year.

— Kevin Guerin is the fund development administrator at the Navy League of Canada’s national office. ❖

Community support raises public profile

Raising the public profile of Cadets Canada is a strategic aim of the movement's new communication strategy. Canadians in general will learn more about Cadets as cadets across the country take part in activities that gain national attention. However, cadet support to local community activities is also vitally important in helping Canadians understand the values of the cadet movement — particularly leadership and citizenship values. Cadet Sgt Stephanie Hartzell has been a cadet with 102 Silver Fox Air Cadet Squadron in Barrie, ON, for three years. She is also a volunteer swim team coach for 15 Special Olympic athletes.

When her team hosted the regional qualifying meet for the provincial Special Olympics earlier this year, she saw it as a great opportunity to involve her cadet corps in a community event. "Volunteers play a big role in the community and I saw the meet as a great way to get the

squadron involved in a worthy event," she says. "We were quite visible that day and many were impressed by our leadership and support of the athletes. It was great to show Barrie that air cadets are part of the community and that as cadets, we are learning what citizenship is all about." The seventeen cadets spent the whole day helping where needed to ensure the event's success. Their smiles and words of encouragement to the athletes did not go unnoticed. ❖



Sgt Hartzell, centre, with two members of the Special Olympic swim team that she coaches in Barrie, ON.



Cadet FSGt Pamela Hewitt and Cadet FSGt Sheldon Carroll worked as timers for the Provincial Special Olympics Spring Games.

If you have a question about the Way-Ahead, want to reach an action team, want to volunteer, have a good idea for change, or want to share a lesson learned or best practice,

call us TOLL-FREE at:

1-800-627-0828

'Unthinking' religious practices — **One parent's view of diversity**

By Capt Tony Keene



A quarter of a century ago, I stood aghast at a cadet summer training centre as a sergeant ordered cadets into a Christian church service under threat of extra work or drill. My complaints were brushed aside because "this is a Christian country."

Two decades later, when my children became cadets, they were ordered into compulsory Christian worship services when they went to camp. In addition, narrowly focussed Christian prayers were said on parade at every opportunity, and at the lowering of the Canadian flag. Once again, my complaints were met by lectures on "who founded this country" and comments about how "these people" who come to Canada should do things "our way."

That is why I found your issue on diversity so interesting, because while so many people seem so willing to accept that the cadet program must change to be relevant to all young Canadians, many of these unthinking religious practices continue. Commanding officers who would not even dream about saying anything racist or sexist, will still call on Christian ministers to bless or pray over an entire parade of cadets, with no thought to the individual faiths or freedom of conscience of the cadets, staff and parents.

A few years ago, when ordered point-blank to halt compulsory Christian services, one summer training centre commanding officer ordered all cadets who chose not to go to church to be marched right off the camp, like defaulters. Last summer, after being repeatedly assured it would not happen, I watched again in disbelief as two summer camp padres, Christian crosses on their uniforms, again stepped up to the microphone to pray over my son's graduation parade.

The cadet program is, I believe, the finest youth movement in this country. But it seems to have a blind spot when it comes to religion on parade. All these traditional ceremonies could be retained, almost unchanged, if time for silent contemplation or personal prayer were used instead of "Remove headdress!" and "Let us pray!"

One other point: Much has been said in the debate over religion in schools and at government functions about something called a 'generic prayer'. Essentially, there is no such thing. These prayers are simply Christian invocations that don't use the name of Christ. Also, each Canadian has the right to decide when and how he or she will pray, if at all. They don't surrender that right when they become cadets.

Maybe it is time to look closely at how we present these men and women who serve as chaplains at our cadet camps. Many of them are not ordained ministers, but are students on summer jobs. Having them at summer training centres with Christian crosses emblazoned on their uniforms must be curious indeed to many young Canadians of other faiths and beliefs.

Don't get me wrong. The padres do a great job and should be retained. I just think it's time we looked at how we can dress them, employ them and have them talk to the cadets in a 'rainbow' society such as we now enjoy.



Does the cadet movement have a blind spot when it comes to religion on parade, asks Capt Tony Keene, a reserve public affairs officer now in Bosnia?

I realize that regulations and policies now in place forbid discrimination on the basis of religion as much as they do on the basis of race or sex. Frankly, it was illegal to force someone to go to church 25 years ago, but that didn't stop it being policy at almost all cadet camps. Threats for non-attendance have included drill, extra work, and filling sandbags. Regulations mean little if people aren't willing to obey them, or enforce them.

One last point: I noticed in the diversity article that some senior officers appear to defend regional differences within the cadet program. I strongly disagree.

The cadet movement is a national program, and must set and enforce national standards. A proper haircut is the same in Halifax as in Toronto, and the Charter of Rights and Freedoms holds just as strongly in the Maritimes as it does in Nunavut. Diversity means you have a program to welcome all people; it doesn't mean you change or lower your standards to suit some of them.

Keep up the good work. Both my children are better people for having been cadets.

– Capt Keene is a reservist who lives in Oro Station, ON. ❖



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

Tying together past, present and future

Capt Don Lim, an administrative officer with 2501 Royal Canadian Army Cadet Corps in Halifax, NS, asked Proud to Be to provide a forum where members of the cadet movement can share their stories and photographs to present an image of who we are today, our memories of the past and our hope for the future.

Recognizing that as we go through change and renewal, it is also important to honour our past, we share Capt Lim's story with you. We also share a second story with you. It is an after-action letter from a first-year cadet recruit to his commanding officer, Capt Maureen Hayes, 3036 Lions Royal Canadian Army Cadet Corps in Lower Sackville, NS. Cadet Bergman wrote the letter following a trip to Camp Aldershot. When Capt Hayes read the letter, she was reminded of why she is in the cadet movement. "I am always looking for socio-economic issues to educate other (cadet instructor cadre) officers about," she says. "Today's youth are fighting a different battle than their forefathers. Some fight for survival in this mixed-up world. If we can give them hope, a gentle word and a place to go, then we have done our job."

Both stories link our past and present to our future — an important element of change. They also remind us of the diversity — in its many shapes and forms — that is Cadets Canada.

The Chinese-Irish connection

By Capt Don Lim

Around March 17 in the late 1950s, stencilled shamrocks sprouted about Grandview — an ethnic community in Vancouver East, BC. Directly below the shamrocks, a capsule stated "The Mad Irish strike again."

As a Chinese Canadian, I asked what this meant.

I was told that it was the work of the Irish cadets and that if I wanted to be 'in', I would have to join this popular group in the neighbourhood.

Exploiting the chance to integrate with Canadian society, I immediately signed up with the Irish Fusiliers of Canada (The Vancouver Regiment) Cadet Corps.

As they say, "the rest is history". The military was to become my career. I was pleasantly surprised to discover the high number of students from my secondary school, Britannia,



Capt Don Lim serving dinner to cadets at the 1 Field Regiment Christmas dinner at the Halifax armouries in 1997.

(CF Photo by MCpl S. McNeil)

who were also members of the Irish. Some would evolve, in part through our military escapades, to become my best life-long buddies.

Did this Irish organization actually help me to integrate into Vancouver's and Canadian societies?

Let me answer in this way. After serving as a cadet and reservist (proudly wearing a caubeen, headdress, with a magnificent green hackle) for over seven lucky years, I was bestowed the affectionate distinction of being dubbed, "Don O'Lim".

Our trip to Aldershot

By Cadet Corey Bergman

This weekend was the best part of cadets. It was so much fun being able to go away with a group of people and learn things you would never learn in our society. Army cadets are good because it prepares you for things you never do at home, or in your lifestyle. Last weekend was the first time I ever made a bed, and it wasn't really that hard. I just had to be shown.

Army cadets are good because I have something to do and it keeps me out of trouble. It provides me with a task and a real goal. My goal is to become a private before the year is through. I am in the army (cadets) because I can make my grandfather proud when he hears

I am in the army like he was. My grandfather was in the Black Watch. I am proud to follow in his footsteps. Aldershot is where my grandparents met.

If the government did not give money to Cadets, some kids might not have a chance in life, or own anything. Kids who come to cadets learn new things and maybe have a future in the force (Canadian Forces).

I never went to camp before and this gave me a chance to experience just what camp might be like. I can't wait to go to camp now. When army cadets have trips like this, kids like to be in army cadets. I hope we can have more trips in the future. Thank you. ❖



Cadet Corey Bergman with his commanding officer, Capt Maureen Hayes

What's **your** beef?

We introduced *What's your beef?* in our last issue of Proud to Be as a two-way discussion forum. It gives cadets — and others in the cadet movement — an opportunity to ask questions about change and also, a chance to respond.

Capt Carl Ducharme (a cadet instructor cadre (CIC) officer at the army cadet summer training centre Cap-Chat — Eastern Region) complains that certain benefits are offered to Primary Reserve members, but not to CIC officers:

Members of the Primary Reserve are entitled to a retirement annuity tied to their years of service in the Reserve Force. Does the Way-Ahead process provide for the drafting of recommendations that would oblige DND to change its existing policy and include CIC officers in this program? At the very least, a large part of our volunteer work with cadet units might be "recognized upon our departure from the CIC".

During a discussion I had with the Service Income Security Insurance Plan (SISIP) representative for the province of Quebec, I was briefed on the various elements of the plan offered to CIC members and Primary Reserve members. I was unpleasantly surprised to discover that, in this area as well, it is as if CIC officers are not real members of the Reserve Force. Or at least not as important. Several features of

this (disability insurance and group life insurance) plan differ and offer fewer benefits to CIC officers. Has anyone ever pointed this out to you?

CIC officers are not eligible for the Canadian Forces dental care plan! Why?

These questions have been bothering me for a long time. The article written by Director of Cadets Col Rick Hardy (Speaking up...that's the very essence of the Way Ahead process) was instrumental in inciting me to submit these issues to you today as a full-fledged member of the Canadian Cadet Movement.

These are the sorts of issues that may induce certain officers in our organization to reconsider their status as Reserve CIC officers.

Maj Kevin Cowieson, the new strategic change manager responsible for the Way-Ahead, responds:

The Way-Ahead is very aware of the issues you have raised. In fact, the Way-Ahead CIC/civilian instructor policy change action team has been working to develop structural guidelines within the CIC that will address long-standing, contentious and frustrating issues similar to these.

An article in the Fall 98 issue of the CIC Newsletter discussed the Reserve Force retirement gratuity and why CIC members are not eligible for it. According to LCdr Susan Naismith, director equal opportunities policies and planning (reserve policy section), one of the intents of the retirement gratuity is to acknowledge the higher level of expectation and obligation being placed on the Primary Reserve. CIC are excluded from it because they are not part of the CF military occupation structure



Capt Carl Ducharme

and “their utility to the Canadian Forces is not related to any military operational role”. Rather it is related to “the management of a youth program”.

Nevertheless, a full-time CIC — Capt Frank Carpentier — is working with human resources and recruiting, education and training system personnel to include the CIC in the military occupation structure. Although the main reason for creating an MOS is to encourage recruitment, progressive development and retention of CICs, it may also serve as a foundation for the CIC to create its own retirement package.

Cadet Cpl Jessica Reynolds, 110 Blackhawks Royal Canadian Air Cadet Squadron in Toronto, ON,

told us in our winter issue — when she was featured in Cadet Corner — that she had a ‘beef’ about cadets’ uniform pants. “Starch made the old cotton uniform hard,” she said. “That’s a desirable effect. But starch doesn’t work for the new pants which I think are a cotton/polyester blend. Creases won’t stay sharp. I’d like to go back to the old ones.”

Capt Chris DeMerchant, the directorate of cadets logistics officer responsible for clothing cadets and a member of the working group responsible for changing the way cadets are clothed and equipped, responds:

Both the old trousers and the newer ones are made from a polyester/cotton blend. The amount of polyester, as well as the fabric construction, is slightly different. That may account for the different effect of the starch.

The funny thing is the newer fabric was approved because trials showed it held a crease better. Colour retention along the press line was also better. The fact that the newer fabric holds the dye longer was one reason for changing to it. With the old fabric, the blue trousers were starting to fade after many washes, making

them a different colour from the jacket. Hopefully, we’ve fixed this problem now.

The bad news for you Jessica is we can’t go back to the old fabric. One of the reasons we had to stop using it was it wasn’t being manufactured anymore. ❖



Cadet Cpl Jessica Reynolds

We're on our way...

By Lt Hope Carr

If you had to pick one word to characterize the new communications movement in Cadets it would have to be 'change'. There is a new approach to communications. We no longer want to be "the best kept secret".

Last year saw the formation of the communications cell at the directorate of cadets. (DCdts). This year, change is taking place in the regions and at the cadet summer training centres. (CSTCs). To initiate change, the first ever CSTC public affairs conference was held in Ottawa in April.

The weekend, organized by directorate of cadets, brought together cadet summer training centre and regional public affairs officers from across the country to discuss national communications messages, the corporate image of Cadets Canada, and the broad communications picture. Speakers from directorate general public affairs and from the regions helped clarify the role of CSTC public affairs officers.

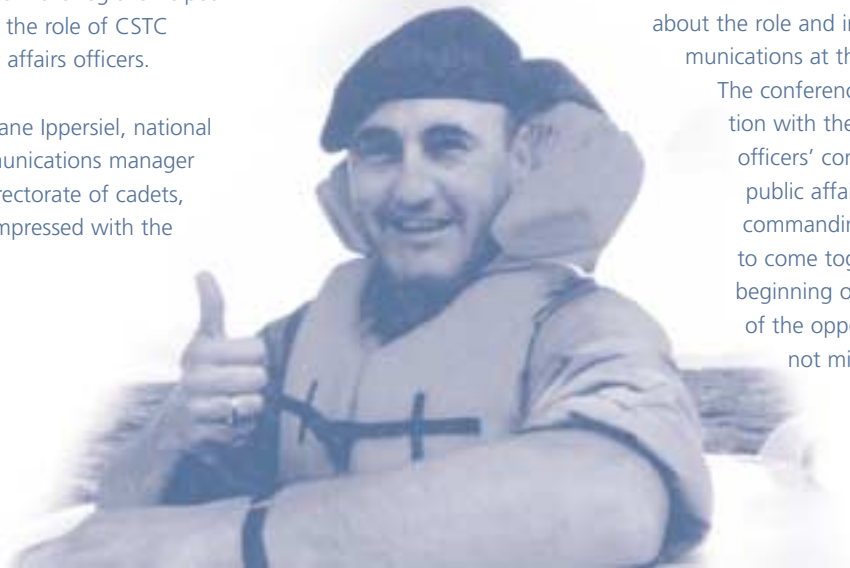
Stephane Ippersiel, national communications manager for directorate of cadets, was impressed with the

reaction to the course and the acknowledgement that we are heading in the right direction. "The feedback I got from the participants tells me that we struck a chord with this seminar," he said. "When I hear comments like 'Two days wasn't long enough', I get a sense that there is a need for more of this kind of training."

The biggest problem the training centre public affairs officers have faced in the past is the lack of a clear understanding of their role. Often it is a secondary position and the person filling it is tasked with everything from buying plaques to putting together the yearbook. As a result of this confusion, many opportunities to inform the public of all of the great activities that are part of the cadet movement have passed us by.

The conference offered a starting point for educating both the cadet summer training centre public affairs officers and commanding officers about the role and importance of communications at the training centres.

The conference, held in conjunction with the CSTC commanding officers' conference, gave the public affairs officers and the commanding officers a chance to come together before the beginning of camp. The value of the opportunity was not missed.



"Everything (at the conference) was worthwhile. It was a progressive step to put everyone on the same wavelength... and I hope they do it again," says Capt Kel Smith, shown here as a navy lieutenant aboard a motor seaboard from HMCS Quadra. He is currently a cadet instructor cadre officer with 2528 (12 Manitoba Dragoons) Royal Canadian Army Cadet Corps in Virden, MB.

On the last day of the conference, Barry McLoughlin, a well-known communication specialist and the owner of three communications firms across Canada and the United States, included two commanding officers (COs) and their public affairs officers (PAffOs) in media training exercises.

“It was great experience and a real eye-opener, especially for the new COs and PAffOs,” says LCol Bud Bernston, CO of Regional Gliding School Atlantic. “When you looked around the room during the media training you could tell a lot of people had a new appreciation for the role of the public affairs officer.”

Capt Rob Christie, whose secondary duty is public affairs at the cadet summer training centre in Cold Lake, AB, this summer, found the media training excellent. “It was good to see things from the media perspective and how we can work better to provide them with well thought out information that meets their deadlines,” he says. “That’s the way to get them to write the story in a way you want them to.”

In a job that is characterized by learning through experience, the conference also established a network that offers all public affairs officers in the cadet movement — whether regional or CSTC — a place to go for help.

OCdt Ginette Thibodeau, public affairs officer for Regional Gliding School Atlantic, felt that the conference defined her role, but more importantly opened the door to a number of resources. “There are so many tools and resources that I wasn’t aware of before the conference,” she says. “It makes my job easier because I have a support system.”



Communications specialist Barry McLoughlin, left, and Veronique-Marie Kaye pretend to be members of the media as they interview Maj Nelson Paquette, commanding officer of the cadet summer training centre in St-Jean, QC. The role-playing training exercise was designed to help prepare commanding officers and their public affairs officers for the media.

Everything was worthwhile, according to Capt Kel Smith, who has been doing public affairs for a number of years as a secondary duty. He is the public affairs officer at the cadet summer training centre in Rocky Mountain, AB, this summer. “It was a progressive step to put everyone on the same wave length,” he says. “It was well worth the effort and I hope they do it again.”

The conference was the first step in redefining not only the role of the CSTC PAffO, but also the relationship between PAffO and CO. This change will bring us one step closer to our goal of pro-active communications for Cadets Canada.

– Lt Carr is the public affairs officer for Atlantic Region. ❖

Wants to take part

For quite some time now, I have been reading *Proud to Be* and I have become very interested in the Way-Ahead process. The cadet organization has meant more to me than words can express and I am looking for a way to become even more immersed than I already am. I am always looking for new ways to get involved. I am the type of cadet who enjoys taking part in change...and I believe the Way-Ahead process can help me do this more fully. I have read articles from the other cadets who are action team leaders, and I identify with what they have to say. I too would like to become one of these leaders. I love to take initiative, I love to take a leadership role and I love to get as involved in cadets as I possibly can. I believe that as a member of the Way-Ahead process, I could not only communicate my opinions, but it would also be a way to meet new people and help the cadet organization truly flourish. If you have any information as to how I can become an action team leader, it would be greatly appreciated. I feel that I can truly make a difference, and I am eager to get started in any way I can.

– Cadet Sgt Kaylan Horner.
140 Aurora Royal Canadian
Air Cadet Squadron

Editor: You sound like just the right cadet to become involved in the Way-Ahead! As you know from the letter you received from the cadet training action team, that team is currently in the process of finalizing elemental questionnaires in all areas of training which will be distributed to corps/squadrons across Canada in the fall.

The training team has invited you to take part in drafting the air element questionnaire, involving other cadets if you wish. If you are attending a summer camp, you may also become involved in focus groups relating to camp or local headquarters training. Because yours' is not the only request we've received to become involved in the Way-Ahead at this point in time, our new strategic change manager, Maj Kevin Cowieson, comments on volunteers in his article on page 14. ❖



Cadet Sgt Kaylan Horner