

# PROUD

# To Be

The official publication of the Way-Ahead Process

Volume 5, Summer 1999

# CADETS



## Elks' Youth Centre



In this issue...

'Proud to be' cadets  
in Canada's new territory

Page 4

Being a cadet set  
his direction for life

Page 9

How do local units see  
Way-Ahead 'results'?

Page 20

Is anybody listening to cadets?

Page 23

Photo contest for cadets

Centrefold



National  
Defence

Défense  
nationale

Canada



Cadet Sgt Francine Doucet stands tall during the inaugural ceremony of Canada's new territory of Nunavut April 1. Sharing the platform with her are, from left, Nunavut Premier Paul Okalik; Prime Minister Jean Chretien; Governor General Romeo LeBlanc; and the new commissioner of Nunavut, Helen Maksagak. The cadet was one of four cadets from 795 Royal Canadian Air Cadet Squadron in Iqaluit, the capital of Nunavut, who took part in the historic ceremony. See story page 4. (Photo by Sgt Chris Coulombe)

**ON THE COVER:** Five cadets from 825 Royal Canadian Air Cadet Squadron in Yellowknife, NWT, were among 70,000 cadets and their leaders who took part in this year's national Cadets Caring for Canada clean-up. From left, Leading Air Cadet Ron Potter, Cadet Cpl 'J. P.' Leblanc, Cadet Sgt Celine Gauthier, Leading Air Cadet Eddie Peart and Cadet Sgt Stuart York prepare to clean up the Yellowknife Ski Club area, as well as a street in the Yellowknife community.

(Photo by Capt Steve Daniel, unit commanding officer.)

## Copy Deadlines

The copy deadline for the fall issue of *Proud To Be* is July 26. The deadline for the winter issue is October 25.



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

**Volume 5** Summer 1999

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

*Proud To Be* is published four times a year. We welcome submissions of no more than 750 words, as well as photos. We reserve the right to edit all submissions for length and style.

For further information, please contact the Editor — Marsha Scott.

Editor, *Proud To Be*  
Way-Ahead Process  
Directorate of Cadets  
MGen Pearkes Bldg, NDHQ  
101 Colonel By Dr.  
Ottawa, ON K1A 0K2

**Toll-free:** 1-800-627-0828  
**Fax:** (613) 992-8956  
**E-Mail:**  
ad612@issc.debbs.ndhq.dnd.ca

**Visit our Web site at**  
[www.vcds.dnd.ca/visioncadets](http://www.vcds.dnd.ca/visioncadets)

**Art Direction:**  
DGPA Creative Services 99CS-0229

## A Future Founded in Renewal

From the Editor



As you read this issue, many of you will be at cadet summer training centres across the country. We hope you enjoy this summer issue of your change and renewal newsletter.

We think it's a good read. In it, VAdm Gary Garnett, the Canadian Forces' vice-chief of the defence staff, shares some of his cadet experiences with us, as well as some of his ideas about the Canadian Cadet Movement (CCM) and the Way-Ahead (pages 9-12). Commanding officers from three cadet units tell us how they **really** feel at the local level about an extra officer position, an extra day of pay and computers in their squadrons (pages 20, 21). Director of cadets Col Rick Hardy speaks about the greater visibility of cadets in the 'way ahead' (page 18). Cadet WO1 Nicole Nagy of Winnipeg gives her opinion in this issue's Speakers' Corner on whether or not anyone is listening to cadets through this whole Way-Ahead process (page 23). We share the pride of four air cadets who were 'proud to be' cadets as they took part in the inaugural ceremony of Canada's new territory, Nunavut, April 1 (page 4). This issue brings you Way-Ahead feedback from former cadet action team leaders (page 14-15) and from the Army Cadet League of Canada (page 17). It also brings you more action team news.

This newsletter's mandate is to inform and educate you, not just about the activities of the action teams in the Way-Ahead process, but also about change and renewal in general within the CCM. As you go through this

and future issues of *Proud To Be*, you might wonder what some of the stories have to do with the Way-Ahead. In this issue, for instance, why do we carry stories on the new Cadet Harassment and Abuse Prevention (CHAP) program, the new cadet shorts, or on Cadets Caring for Canada? The reason is that every one of these stories has a Way-Ahead message. The CHAP story is about a program that is helping the cadet movement evolve to stay relevant to the youth of Canada. (This is also one reason for the Way-Ahead process.) The story on new cadet shorts talks of a supply system with a new way of doing business that is more responsive to the 'customer' — in this case, cadets who didn't like their shorts. The shorts story shows if you want to make change happen, you just have to get involved. Cadets Caring for Canada is an example of a local program that, in becoming national, raises the profile of cadets. A national event that involves 70,000 cadets and cadet instructor cadre officers attracts the kind of publicity that can put "Canada's best kept secret" on the national news. Isn't that the kind of 'power boost' you were looking for when you identified some of those key activities for the Way-Ahead communication and image teams? Change and renewal in the Canadian Cadet Movement goes beyond the work of the Way-Ahead action teams. Remember that as you read each *Proud To Be*. ❖

*Marsha Scott*

## Phone numbers

### **Maj Serge Dubé**

Way-Ahead co-ordinator  
(613) 996-4175  
Cellular (613) 769-2888

### **Marsha Scott**

Editor, *Proud To Be*  
(905) 420-6569 (before Aug 5)  
(905) 468-9371 (after)

### **Capt Kim March**

Way-Ahead logistics officer  
(613) 996-1316

### **Leo Kelly**

Way-Ahead facilitator  
(613) 851-7259 (cell)  
(613) 837-0308

### **Capt Mark David**

Administrative officer  
(613) 996-1279

# Nunavut — 'Proud To Be' In Canada's New Territory

Four cadets from 795 Royal Canadian Air Cadet Squadron (RCACS) in Iqaluit witnessed changing history when they were chosen to participate in the inaugural ceremony of Canada's new territory, Nunavut, April 1.

Cadet Sgt Francine Doucet, Cadet Flight Sergeant Nuqlu Hess, Leading air cadet Diana Graham, and Cadet Sgt Steven Emmons took part in the nation-building event.

"It was an historical occasion — the first time the map of Canada has been changed in 50 years," says unit commanding officer Capt John Graham, who also acted as aide-de-camp for the Nunavut commissioner, Helen Maksagak.

"It was like a Hollywood production and everyone was like an actor with a part to play" he says.

The cadets were 'on stage' most of the time, providing ceremonial and logistical support.

They carried out the proclamation scroll that was signed by Governor General Romeo LeBlanc declaring Nunavut as Canada's new territory. They also took part in the proclamation of Nunavut's new coat of arms and flag.

"It was a time when the cadets were really proud to be cadets," says Capt Graham. "They were proud to meet the Prime Minister, Governor General and the Chief of the Defence Staff. And they were proud to be involved."

He admits, however, that it was hard at the time for the cadets to reflect on the historical significance of the event because there was so much going on. The cadets had to focus on the job they had to do.

In Inuktitut, Nunavut means "our land". Covering an area larger than Newfoundland, Prince Edward Island, Nova Scotia, New Brunswick and Quebec combined, it represents an enormous

landmass. It also represents a new partnership between Canada and its Aboriginal people, as well as this country's willingness to support diversity. Inuit make up 85 per cent of the territory's population.

According to the Department of Indian Affairs and Northern Development, one of Nunavut's greatest challenges and greatest strengths is the age of its population — almost 60 per cent under 25, whom it describes as "the leadership of tomorrow".



Governor General Romeo LeBlanc greets Cadet Flight Sergeant Nuqlu Hess, left, and Leading air cadet Diana Graham following the inaugural ceremony of the new territory of Nunavut April 1. (Photo by Sgt Chris Coulombe)

## A Future Founded in Renewal

As part of the Canadian Cadet Movement, 795 RCACS in Iqaluit is actively helping build those leaders.

“Our cadet unit is just starting its 30<sup>th</sup> year,” says Capt Graham, who’s been unit CO since 1985 and is manager of the local airport. “No-one realizes how important a cadet unit is to a community like this. It’s the longest running youth organization here. The leadership skills developed in cadets are attributes which are important, not only to our squadron, but to the community of Iqaluit, the new Nunavut territory and to Canada as a whole.”

Capt Graham, who spent four years in the Air Training Corps (the British version of cadets) and became a cadet instructor cadre officer as “pay back”, views the Way-Ahead as a “grand initiative”. And in spite of his deep respect for the cadet movement, he admits some things need changing. He feels the work of the values and diversity action team is especially important and agrees with the words of Prime Minister Jean Chretien, “that respect for diversity is an essential and enduring aspect of our history and our future together.” ❖

---

# Way-Ahead: Two-Way Street

What have you done to support the Way-Ahead process?

How can the co-ordination cell help you?

Answer these questions and you’ll know whether you’re travelling in the right direction in the Way-Ahead.

When people attending the regional cadet officers’ conference in Ottawa in April answered these questions, it was clear that the Way-Ahead is a two-way street. The co-ordination cell has a part to play, and so does everyone in the field.

At the conference, we learned what regional staffs are doing to support the Way-Ahead. They’re giving briefings and attending meetings with stakeholders. Some are members of the strategic team. They are doing Way-Ahead updates for their regional newsletters and routine orders. They are giving up staff and personal time to take part. They are encouraging others to get involved and to read *Proud To Be*. They have appointed regional Way-Ahead co-ordinators to help out. And they are providing moral and logistical support.

How do they want the co-ordination cell to support them? They want us to provide more briefings at large events like the cadet summer training centre commanding officers’ conference, the regional cadet officers’ conference and league annual meetings. They want us to visit summer training centres. And they want us to create briefing packages, targetting various audiences, for people in the regions. They want us to keep them informed, focussed and up-to-date. And they want us to give them feedback on the regional Way-Ahead co-ordinators.

The Way-Ahead is a two-way street. We’re trying to go in the right direction; we hope you are too! ❖



# News From Your Co-ordination Cell

- **In the past few months, we've seized every opportunity to spread the Way-Ahead news and get stakeholder feedback.** We made presentations at the regional cadet officers' conference in Ottawa, the cadet summer training centres commanding officers' conference in Ottawa, and the annual general meeting of the Army Cadet League of Canada.

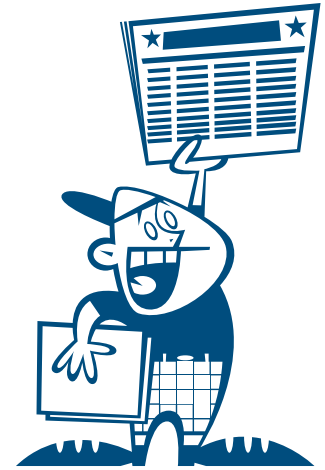
- **Feedback is good, even when it's bad.** It helps us keep our fingers on the pulse of the process and respond to changing needs in the field. We're a small cell co-ordinating a huge change/renewal program. We can't be everywhere at once, so keep that feedback coming.

- **We asked for feedback on *Proud To Be*** at our group action team leaders meeting in Toronto in March and we got it. Because we had so many stories for this issue, we'll carry that feedback — and our responses — in our fall issue.

- **The group action team leaders meeting in Toronto** was a huge success in terms of "connecting". Co-ordination cell members provided advice and facilitated where needed. Cpts Kim March and Mark David took care of logistical and administrative issues and gave teams the additional tools they need to continue their work. Action team leaders met co-leaders from other parts of the country and planned the work ahead of them. Regional Way-Ahead co-ordinators worked out their terms of reference and met with action team leaders from their regions. Team leaders gave updates on their progress to date. They also com-

miserated over common problems. Most of all they agreed on the importance of getting together a couple of times a year to get connected and recharged.

- **We facilitated a CIC/CI policy change team meeting in Winnipeg in April,** when representatives from each province became new members of the team. The team developed an action plan for the work to be done as a result of strategic team decisions in March. And we attended the group meeting in May of the external and internal communication teams, the recruiting and image teams, and the new directorate of cadets communications cell. The co-ordination cell was not surprised by the outcome of the meeting — the merger of four action teams into a single communications action team to work in conjunction with the national communications cell. (See story page 24). All of the players were planning another meeting for June.
- **We also worked along with the co-leaders of the values and diversity action team** to help prepare them for the mid-May presentation to the strategic team. Co-ordination cell facilitator Leo Kelly introduced them to Brenda Parris of Ottawa, who has vast personal and professional experience with issues of diversity, and did some teambuilding with them. Look for the story on this action team's encounter with the strategic team in the fall issue of *Proud To Be*, as well as our full report on that strategic team meeting.



- **As the newest member of the co-ordination cell** and editor of *Proud to Be*, I got into the change game too and changed my name and address. As you read this issue, I'll be editing the next issue from Niagara-on-the-Lake, ON. I'll communicate electronically with my Ottawa designer and printer. Future submissions to the newsletter should be directed to my new name, Marsha Scott, at my new address: 48 Harmony Drive, Niagara-on-the-Lake, ON, L0S 1J0. My phone and fax number, after Aug 4, will be (905) 468-9371. You can continue

to communicate with me through the Way-Ahead co-ordination cell in Ottawa until then.

- **What's ahead for the Way-Ahead cell?** By the time you read this, cell members will have helped the administration action team build an action plan. Over the summer, Leo Kelly and Maj Serge Dubé will brief at regional cadet instructor schools and troubleshoot with teams that have gotten off to a slower start. They will also visit some summer training centres. ❖

## Former cadets wanted!

Directorate of cadets is looking for names of famous Canadians who were cadets. If you know of former cadets who have become regionally, provincially, nationally or internationally prominent, please let us know. They may have made their mark in the military, business, politics, sports, the arts, or other fields. They may be internationally acclaimed heroes, or regionally recognized volunteers.

Submissions should include their name, their claim to fame, and, if possible, the name of their former cadet unit. A phone number to reach the person would be most appreciated.

Please forward your submission to:  
Directorate of cadets — Public Relations  
National Defence Headquarters  
101 Colonel By Drive  
Ottawa, ON K1A 0K2  
Attention: Stéphane Ippersiel  
phone: (613) 996-6135  
fax: (613) 992-8956



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

# Cadets Caring For Canada Goes National

For the first time ever, 70,000 cadets and their leaders joined efforts to make a national contribution to Canada's environment.

On June 12, Cadets Caring for Canada beautified local parks, streams and trails, cleaned up landscapes, restored cemeteries, painted play structures and did a thousand other things to help clean up their community environments. Cadet units in more than 1,000 communities took part, choosing the environmental project they would carry out.

The event was held May 8 in the North West Territories, the Yukon and Nunavut. Three Northern Region cadet units — 2961 Royal Canadian Army Cadet Corps in Rae Edzo, 2748 Royal Canadian Army Cadet Corps in Fort Smith, and 825 Elks Royal Canadian Air Cadet Squadron in Yellowknife — took part in the May 8 event. Other corps and squadrons in the North were expected to do their community clean-ups later.

"It's tough for our 25 Northern Region cadet units to take part so early, because the snow is barely gone in most places," says Capt Alex Ross, cadet administration officer for the region.

The reason for moving the event ahead of the national date in the North was good, according to Capt Ross, because in June, a lot of people start leaving their communities to live off the land at hunting and fishing camps for the summer. "Even some of our cadet leaders do that," says Capt Ross. "But the fall might work better in the North for this event in future. If it's early enough in September, there's no snow on the ground, and the communities are back."

Cadets Caring for Canada became a national event this summer. It grew out of a Newfoundland and Labrador initiative in 1991-1992, when army cadets there decided to commemorate the 125<sup>th</sup> anniversary of Canada with an environmental project. A committee, led by LCol Tom McGrath —

area cadet instructor cadre officer (army) for Newfoundland and Labrador — organized the province-wide event. (LCol McGrath is now a co-leader of the Way-Ahead communication action team)

The project spread to the Atlantic Provinces last year and now involves sea, army, air and navy league cadets across the country.

Cadets Caring for Canada allows cadets to express their civic pride and give something back to the communities that support them. "Cadets realize that without their communities, local organizing committees, and those people who stay on even after their children leave the cadet units, there'd be no cadets," says VAdm Gary Garnett, vice-chief of the defence staff. "And they are happy to give something back to the movement and to the community."

The national event is the culmination of everything cadets learn about caring for the environment in their corps and squadrons throughout the year. ❖



**Cadets from Newfoundland and Labrador posed for this poster, publicizing Cadets Caring for Canada.**



# Being A Cadet Set His Direction For Life...

VAdm Gary Garnett credits the cadet movement for setting his direction for life.

**This navy league uniform was the first of many for VAdm Gary Garnett, shown here at the age of 10.**



The vice-chief of the defence staff says he was a classic rural kid whose forays from his Stoney Creek home to his cadet unit in the “big city” helped open his eyes to the wider world of Canada and Canadians. “If it hadn’t been for cadets, I likely never would have had that same appreciation, or the opportunities to travel and meet people from across the country,” he says.

He might not have joined the Navy either and subsequently become accountable for the Canadian Forces side of the Canadian Cadet Movement.

**Cadet PO1 Garnett, Royal Canadian Sea Cadet Corps Lion in Hamilton, topped his division when he took the boatswain’s course at HMCS Cornwallis in Sidney, NS, in 1961.**

At 54 years of age, VAdm Garnett is visibly proud of having worn a uniform for more than 44 years.

His father, who served in the Navy during the Second World War and was a cadet instructor for years, encouraged him to become a navy league cadet at the age of 10. He became active in the sea cadet program at Royal Canadian Sea Cadet Corps Lion in Hamilton and has fond memories of the fierce spirit of competition among corps at Point Edward Cadet Camp in 1959; topping his division when he trained as a boatswain at HMCS Cornwallis in Sydney, NS; and returning from Cornwallis to become the chief gunnery instructor at his cadet corps. With 225 cadets, the corps was one of the largest in Canada.

## Down memory lane

His only ‘bad’ memories are of his return trip from cadet camp in a “flying boxcar”. The two-engine airplane the corps was flying in was struck by lightning. Following a forced landing, some cadets had broken eardrums. The only after-effect for Cadet Garnett was that he was “put off flying for a while.”

Oh — and there was that one time he got seasick on the ferry going across the Bay of Fundy. And there was that **long** time it took to get his cross rifles qualification.

He claims his “best” cadet experience was going off on his own to the massive naval recruit school in Cornwallis for his trades training. He trained for seven weeks, in similar circumstances to naval recruits, and it was at about this time that Cadet Garnett realized he wanted to join the Navy.





**Cadet Garnett receives an award from the Imperial Order of Daughters of the Empire as the runner-up to the top cadet at RCSCC Lion in 1961. He was top cadet a year later.**

"I learned a lot about self-worth and confidence as a cadet," he says. "I gained confidence in my own abilities."

Those abilities propelled him through his officer cadet days at Ottawa's Carleton University to his current position as second-in-command of the Canadian Forces.

#### **Staying involved with cadets**

Along the way, one of his greatest satisfactions was being involved with cadets as regional commander of Maritime Forces (Atlantic). "It was an opportunity to give something back to cadets," he says.

LCol Ed Schrader, regional cadet officer for Atlantic Region, says, "When he was commander, he was always aware — in considerable detail — of what was going on in the cadet world and he was always truly supportive. He really helped us establish a first-class regional cadet sailing school and he was interested in the regional gliding school (although he would never go up in a glider). He would always press us to have civilian officials and government authorities at annual inspections

to let them know what was happening to the youth of the country. He never said no to the real needs of the cadets."

VAdm Garnett never forgot cadets when he was a ship's commanding officer, or a squadron commander either. "I used to take cadets to sea," he says. "We took a number of cadets on a big trip to the Pacific. In the hierarchy of learning new things and challenges, that is the ultimate learning experience. It can't be done in large numbers, but it provides cadets with extra incentive."

Commanding officers of the Navy's patrol frigates are encouraged to do the same with cadets

in the ships' namesake cities, says the VCDS.

"There's been an appreciation in the Regular Force for getting involved with cadets, especially the commanders and regional and area commanders involved in program delivery."

In his official capacity as vice-chief of the defence staff, he's asked cadets a lot of questions and received a lot of feedback. "I've been most intrigued by their responses," he says. "They like the uniform, the discipline, the structure with its hierarchical relationships — these seem to be the things they joined for. But at the more senior level, cadets are looking for added challenges, like adventure training for army cadet corps and tall ship or warship experience for sea cadet corps. The glider program seems to provide that kind of challenge for air cadet squadrons."

#### **Changing times**

The former cadet admits, however, that the youth of today are different from the youth of his day. And cadet programs need to adapt. Elements of change, he says, are evident in the new Millennium and Youth Initiative Programs, as well as in Cadets Caring for Canada.

## A Future Founded in Renewal

One message he got from cadets is they don't like selling tags. They don't like "mooching". On the other hand, they are happy to give something back to their local communities through programs like Cadets Caring for Canada.

The VCDS sees new programs like this as opportunities for publicity. "We have trouble getting the communities to understand what cadets do," he says. They need to discover what these young people represent.

As much as he believes the cadet movement must change, VAdm Garnett believes other things must be preserved — the uniforms, the organizational hierarchy, the elements of the program that teach cadets about Canada, citizenship and diversity, and programs like the Millennium program which emphasize these things.

One of his most satisfying moments was his inspection in 1997 of his former cadet unit, RCSCC Lion. "That cadet corps was an absolute representation of the city of Hamilton," he says. "Their diversity represented the entire cultural makeup of the city. We need that diversity to grow."

The VCDS believes strongly in the new Cadet Harassment and Abuse Prevention program. "Society and norms change. How people perceive harassment has changed. We need to realize that not respecting the dignity of others is harassment. We have a hierarchical structure in cadets. People of rank and authority need to understand that rank and authority do not bring abusive powers."

VAdm Garnett highly values mutual respect and consideration for others. At annual inspections, his former cadet corps presents a trophy, in his and his father's name, to the cadet who participates the most and helps others. "Those things are not often recognized," he says. "But I believe they are important."

VAdm Garnett is a former cadet who serves as a role model for all cadets in the Canadian Cadet Movement.

In the words of Gerrie Hay, director of the Ontario Division of the Navy Cadet League of Canada, "He's a real human being. He remembers his roots, where he came from. And the cadet movement is fortunate he has gone through the system. He's travelled that road, and it's a benefit. He can still bring himself back down to the cadet level."

Adds regional cadet sea training officer (Atlantic) LCdr Fred McKee, who was coxswain in HMCS *Algonquin* when VAdm Garnett was the executive officer of that ship, "The VCDS has always been really interested in cadets. And I think even after he leaves the military, he'll stay involved with them. He's a great leader — the epitome of leadership." ❖



**As Commander of Maritime Command in 1995, then RAdm Garnett conducts an inspection of sea cadets. (CF Photo)**

# The VCDS On The Way-Ahead

“One element of the Way-Ahead that I’m personally interested in is the issue of too much administration in the cadet corps,” says VAdm Gary Garnett. “I flagged an item in *Proud To Be* — the item on 0 per cent of officers joining the Cadet Instructor Cadre (CIC) to do paperwork — for the Deputy Minister.”



**VAdm Gary Garnett, vice-chief of the defence staff.**

*(CF Photo)*

The vice-chief of the defence staff is also interested in an issue facing the recruiting action team — the problem of recruiting enough CIC officers to support the Canadian Cadet Movement. He thinks an encouraging step has been the agreement of the Royal Canadian Mounted Police in the past year to allow their members to become CIC officers.

“This will be especially good in small communities and rural areas in the western provinces,” he says. “In my father’s day, a lot of policemen became cadet instructors. He’s glad to see younger CIC officers in the units and thinks a mixture of younger and older instructors is best for cadets.”

He says that since he has been in the VCDS position, he has made a difference in the partnership between the Canadian Forces and the leagues. “I’ve tried to promote a true two-way partnership. I have tried to change the whole tone of our communications and give the leagues the sense that we share in the responsibility, accountability and the success of the Canadian Cadet Movement.”

According to LCol Ed Schrader, regional cadet officer for Atlantic region, the VCDS has always been proactive regarding the partnership with the leagues. “When he was Commander of Maritime Forces (Atlantic), one of the first things I ever consulted him on was choosing commanding officers for our five summer training centres. He said we had to ensure consultation with the leagues,” says LCol Schrader. “He always tested me on whether I had consulted with the leagues. He would say, ‘What does the league think?’”

VAdm Garnett thinks the partnership and command and control issues facing the Way-Ahead require dialogue at the top-most levels, including league presidents. “League membership has been very much encouraged on action teams and in the youth initiatives as well,” he says.

The issue of partnership especially is near and dear to his heart and he praises the work of community volunteers like Gerrie Hey, who has been involved in the Hamilton branch of the navy league for 18 years, is director of the Ontario division of the Navy League and president of the league’s provincial women’s auxiliary. “We couldn’t get along without these volunteers who stay on even after their children leave the cadet units,” he says. Indeed, Ms Hey, whose own children have been out of the cadet movement for many years now, says she has three children and 100 kids. “I look at cadets as my kids,” she says. The partnership is also important to her. “The leagues and the Canadian Forces have to have this partnership. If they didn’t, where would the kids be?” she asks.

“The thing that always produces the best results is a good mix,” concludes VAdm Garnett. “We need to use the talents of each group working together in the cadet movement.” ❖

# Helping Hands

*By Capt Beverley Deck*

Another request has been fulfilled in the Way-Ahead process! It was suggested that with all of the work taking place, perhaps a support position needed to be established to help out those who are involved in the Way-Ahead in each region. In March, the regional Way-Ahead co-ordinators (fondly known as WACOs) were introduced!

Each Way-Ahead co-ordinator's mandate is to co-ordinate support for the process for all stakeholders within the region. This means that each region now has a person to assist in the co-ordination of administrative support to action team members. That person will also act as a regional contact point for all those involved, or those wanting to become involved, in the Way-Ahead.

WACOs will attend action team leader group meetings, assist in the selection of action team members and maintain communication among all stakeholders. On top of that, they will seek feedback and information for *Proud To Be*.

If your action team needs help, or if you're interested in learning more about the Way-Ahead, please contact your regional Way-Ahead co-ordinator.

"We don't want to add to the layers of communication to make things more complicated," says Lt(N) Peter Ferst, WACO for Eastern Region. "We are here because we want to be and we are here to help!" ❖

**Capt Beverley Deck,  
Pacific Region,  
(250) 363-0804**



**Lt(N) Tracey Roath,  
Prairie Region,  
(204) 833-2500,  
extension 6975**

**Maj Guay Munro,  
Central Region,  
(613) 392-2811,  
extension 2529**



**Lt(N) Peter Ferst,  
Eastern Region,  
(450) 358-7099,  
extension 7324 or  
(800) 681-8180,  
extension 7324**

**LCdr Rick Powell,  
Atlantic Region,  
(902) 460-1011,  
extension 1590**



**LCdr Dave Kirby,  
Northern Region,  
(867) 873-0830**

# Cadet Corner



**F**rom the editor: One criticism of Proud To Be (PTB) has been its shortage of stories on cadets. We hope to change that. As a start, we chatted with six cadets who are, or were, action team leaders. As a group of young people, they were thought-provoking and entertaining. In this issue we feature Cadet CPO1 Kirk Larivière, formerly of 45 Jervis Bay Royal Canadian Sea Cadet Corps in Saskatoon, SK; and Cadet WO Shannon Glenney, formerly with 2870 Royal Canadian Army Cadet Corps in Ottawa. At 19, the two have “aged out” as cadet leaders on the cadet training action team. They’ll remain as team members, however. The remaining four cadets, as well as other cadets, will be featured in future issues.



**Cadet WO Shannon Glenney loves action. Last year while she was at cadet summer training camp, she took up skydiving on her own time. The former action team leader is shown here after “a really great” jump.**

## **PTB: What does the Canadian Cadet Movement mean to you?**

**Kirk:** The Canadian Cadet Movement is a chance to take part in ‘once-in-a-lifetime’ opportunities. One of those for me was attending the christening of the new patrol frigate HMCS *Saskatoon*.

**Shannon:** It’s a youth movement that doesn’t discriminate socio-economically. It’s not elitist. Everyone can be a part of it, no matter what their IQ (intelligence quotient) or their economic background.

## **PTB: Why did you want to be a leader on the cadet training action team?**

**Kirk:** I thought it would be interesting to see change taking effect. I’ve had a lot of cadet experience. I know what I like and don’t like. I had such a good relationship with the junior cadets and I know what they like to do too. I felt I could contribute to the team.

**Shannon:** Training is what benefits cadets most. I’ve had experience in all sorts of training — summer camps, a summer exchange, cadet officer staff training. Training encompasses and can change the whole organization.

## A Future Founded in Renewal

**PTB: What did taking part in the process mean to you?**

**Kirk:** It gave me a say in what happens to training in the cadet movement. I think I had a lot of input on the team and accomplished a lot as an action team leader.

**Shannon:** Being an action team leader gave me a chance to contribute to a team that I think has the most important mandate.

**PTB: Do you think we need to change, or renew the Canadian Cadet Movement? If so, why?**

**Kirk:** Of course. It's got to be brought into the 21<sup>st</sup> century. One major example is computers. If every corps was linked, cadets would be able to exchange ideas and share best practices.

**Shannon:** The movement needs to renew and change with the changing needs of society. It's been in existence a long time, and there's no question parts of it need to be updated and reviewed.

**PTB: If you woke up tomorrow and could change just one thing about the cadet movement, what would it be?**

**Kirk:** There would be more hands-on experience for everyone — sea cadets would go to sea; army cadets would spend a weekend with the army; and air cadets would fly with pilots. I found I got better results when the young cadets were **doing** things with me and when I wasn't just **talking**.

**Shannon:** I would increase the pay of summer camp staff to reflect more accurately the number of hours they work. Some people work extraordinarily long hours and it's hard work mentally and physically.



**Cadet CPO1 Kirk Larivière**

**PTB: What's the most exciting thing you've ever done in cadets?**

**Kirk:** There are just too many things to single out a "best" thing. In cadets, I was always into everything like a dirty shirt.

**Shannon:** It was my experience on summer exchange in Scotland and England. I found myself standing in the shadow of a thousand years of history. Part of my family is from the clan Macintosh and it was amazing to see things like the cairn engraved to the memory of those who fought at Cullodden.

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

**Kirk:** I'm going to technical school to study physiology and anatomy and become an emergency medical technician. As a cadet, I've learned to manage stress and take on more than one thing at a time. I've also learned management skills and standard first aid.

**Shannon:** I'm going to university in the fall to study history, political science and international relations. I'd like to work with Foreign Affairs or CSIS (Canadian Security Intelligence Service). In cadets I've learned a lot about dealing with people from every background and about networking. ❖

# 'Hands-on' Deck

Former action team leader CPO1 Kirk Larivière said if he could change “just one thing about the Canadian Cadet Movement, he would have more hands-on experience for cadets because that’s how they really learn. So when we received a letter from Toni Maier, president of the Red Deer branch of the Navy League of Canada, letting us know about the hands-on experience of two cadets from 126 Royal Canadian Sea Cadet Corps in Red Deer, AB, we couldn’t resist mentioning it. Cadet CPO1 Tanis Campbell and Cadet CPO2 Sean Pickering were among several Alberta cadets who trained aboard one of the Navy’s newest maritime coastal defence vessels, HMCS *Edmonton*, in February. For eight days, they took part in daily exercises aboard the ship, while she patrolled the Georgia Strait off the coast of British Columbia. “We did everything the regular ship’s crew did,” says Cadet CPO2 Pickering. The cadets agreed the hands-on experience was a great way to learn. Of his first hands-on experience, Sean says, “It took everything I’ve been taught as a cadet and made sense of it. I can definitely apply it back at the corps, especially the seamanship parts.” Looks like you were right on the mark Kirk! And guess what? VAdm Gary Garnett, vice chief of the defence staff, agrees with you (see page 10). So who knows. Maybe there will be even more hands-on training when the cadet training action team finishes its work. ❖



Cadet CPO1 Tanis Campbell



Cadet CPO2 Sean Pickering

## In Our Next Issue...

- Strategic team decisions on partnership and command and control
- Spotlight on the cadet training action team
- Values and diversity — even bigger than we thought
- The former and current national executive directors of the Air Cadet League of Canada speak out



## Some Like It Hot

Opening up dialogue is key to any change and renewal program.

That's why we were excited when we were invited to give a Way-Ahead presentation at the annual general meeting of the Army Cadet League of Canada. It was a chance for dialogue.

We know the Way-Ahead will only be successful if we listen to every stakeholder in the Canadian Cadet Movement (CCM). And the cadet leagues are a big stakeholder. So we were eager to listen to what some league members had to say about the Way-Ahead, even though we expected we'd be on the hot seat. (Change agents are always on the hot seat!)

We were not surprised by some concerns expressed by league members because they are concerns common to all change programs.

One concern was the fact that Way-Ahead is "preaching" that the system is broken, when in fact, there are many areas that are functioning very well and producing excellent citizens.

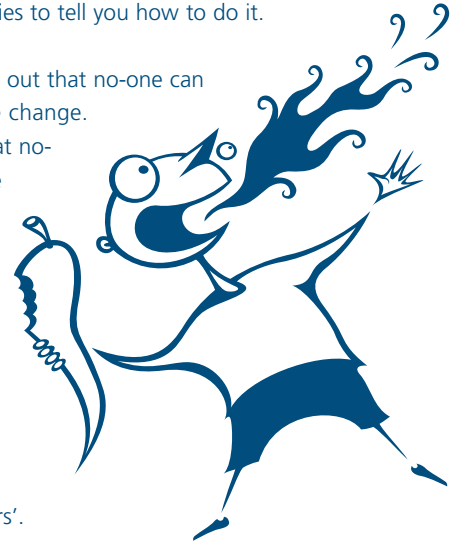
Co-ordination cell member Leo Kelly responded that the Way-Ahead was born because the grassroots of the CCM said the system is broken in many ways. "The Way Ahead is just bringing what the grassroots wants to the table," he said.

Another concern expressed was the amount of money being spent on the Way-Ahead, when it could be better spent on such things as communication of best practices.

Although this concern is expressed time and time again, what usually happens is that change programs result in more savings (often through the creation and communication of better practices) than are ever spent on change programs themselves.

Another issue raised was the credibility of a process where an outsider says something has to change and tries to tell you how to do it.

Mr. Kelly pointed out that no-one can force or legislate change. But he added that no-one from outside told the cadet movement it had to change. The change was recommended from within, he said, and that's when change usually goes 'gangbusters'.



Another concern was that the Way-Ahead does not address the uniqueness of the army, air and sea cadet organizations and that they are being "zipped into a blender" to make them part of the CCM.

Mr. Kelly responded that the Way Ahead process has been in place for two years and that people wanting to be heard should "get their oar in the water". "We haven't heard a lot from the army league," he said. "The best way to be heard is to become part of the process."

The league representatives were led through an exercise to demonstrate what change feels like. Some of them (like others taken through the same exercise in the past) were clearly uncomfortable with the simple exercise. "You were frustrated, angry, had negative feelings, thought the exercise a waste of time and couldn't wait until it was over," said Mr. Kelly. "Well, that's exactly how change feels." And he reminded them that change isn't just about throwing all the old stuff away. It's about a bunch of people deciding to do some things in a different way." ❖

# Greater Cadet Visibility Is The 'Way Ahead'

"People like you take away my breath because of your fierce dedication and commitment to the Canadian Cadet Movement (CCM)," Director of Cadets Col Rick Hardy told delegates at the annual general meeting of the Army Cadet League of Canada in April. "You are all doing this because you care."



**Director of Cadets  
Col Rick Hardy**

Giving credit where credit is due was Col Hardy's first message on the occasion of the 120<sup>th</sup> anniversary of the army cadet organization.

His second message was about a 'way ahead' in which the cadet movement enjoys much higher visibility.

In spite of the fact that the movement is the largest federally funded youth program in the country and very successful, Col Hardy calls the movement Canada's best kept secret. "How did I, along with many other officers, get to the ripe old rank of colonel and still know so little about cadets," he asked? "How is this possible when the movement now has more people in uniform than the Regular Force, and moves thousands and thousands of cadets to summer training centres every summer without a hitch?"

Col Hardy asked other questions too. Why haven't cadets received more coverage in the past in the *Maple Leaf*, the national Canadian Forces newspaper? Why hasn't the Canadian Forces Liaison Council (an organization promoting employer support for the Reserve Force) recognized Cadet Instructor Cadre (CIC) officers, like other reservists? Why didn't he know that CIC officers have the same commissions as Regular Force officers and therefore are subject to the same codes of ethics and discipline? Why have cadet issues been raised so seldom before Armed Forces Council?

These things are changing. The CFLC is taking a fresh look at recognizing the CIC in its employer support program for reservists. Col Hardy is appearing more often before Armed Forces Council and he's also making presentations to the environmental commanders. And the Regular Force posting priority to the cadet movement is now first, instead of sixth.

As these things change, so will the visibility of the cadet movement. Col Hardy's hard-hitting message made it clear the movement's visibility is climbing steadily.

He said the government is going to ask the CCM how it's spending its Millennium, Youth Initiative Program and other money. "We have to prove we have spent our money well and produced young people who are healthy in mind and body, who have an interest in and care about the defence forces of our country," said Col Hardy.

The director told league delegates of the more than \$20 million needed over the next 10 to 20 years to support the infrastructure of the 17 summer training centres located on Canadian Forces (CF) bases. He also spoke of the need to hire people to replace the Regular Force officers who used to work as summer training centre staff, but are no longer available because of CF downsizing. "We had to go to Armed Forces Council to ask for the money to pay other staff," he said. He got that and he also got more Regular Force support positions for the cadet movement

According to Col Hardy, one of the most pressing issues facing the organization is the fact that it is 2,000 short of its 7,000 CIC officer quota. "Volunteerism is starting to die. Although we pay people for 21 days of work, they are virtually volunteers because they work many times that," he said. "We're losing them."

## A Future Founded in Renewal

Our cadets who become CIC officers are going off to university, getting married, starting new careers and families. They can't afford to dedicate that kind of time to the movement anymore. We have to reduce the workload, make the job more streamlined, fun and easier. We have to give them a pat on the back and say thanks publicly. My job is to remember the leaders of cadets. Without the CIC, there is no program."

In speaking of the changing way ahead for cadets, the directorreferred to the new Cadet Harassment and Abuse Prevention (CHAP) program — a program that promises to give cadets high visibility. (See story, page 26)

He said league members may find the program unsettling and controversial, but begged them to be open-minded when they see it. "I want you to remember that the program is meant to further the aims of the CCM — to build better, stronger citizens," he said. "We are using this program to make sure our young people understand racism, harassment and abuse, and what they can do to prevent them."



**Among those celebrating the 120<sup>th</sup> anniversary of the Army Cadet League of Canada in April were, from left, VAdm Gary Garnett, vice-chief of the defence staff; Cadet CWO Christine Comeau; Cadet CWO Genevieve Dussault; and Mrs. Debbie Craig, league president.**

Finally, Col Hardy spoke of the new national public relations cell within directorate of cadets that is working to raise the visibility of the movement. "We didn't have a public relations strategy before," he said, "but we have one now." The new cell will distribute a public relations toolbox that will describe the CCM and list every cadet activity until 2001. "That should help make the CCM very visible and spread the message that we have 56,000 cadets who are not little soldiers, but proud, capable Canadians," he said. ❖

## Why Do We Need A Way-Ahead?

**I**f you are like millions of others who have gone through change, you have probably asked many times, "Why do we need a change/renewal program?"

**Why does the Canadian Cadet Movement (CCM) need a Way-Ahead, when there appear to be 55,000 happy cadets out there? Here are just a few reasons why:**

- In Cornwall in 1997, a grassroots consensus of the CCM decided the movement needs to change.
- A whopping 113 key activities were identified as needing to be addressed through a change program.
- There is a serious shortfall in the numbers of people volunteering to be Cadet Instructor Cadre officers.
- The CCM attracts less than three per cent of Canada's youth and has trouble retaining them.
- The CCM needs to evolve to stay relevant to the youth of the country.

# How Do Local Units See Way-Ahead Results?

**C**ynicism is one of the biggest challenges of every change program. Why? In the past, people have made promises and then not delivered on them. Or, people have talked about great results that aren't so great.

Our spring issue of *Proud To Be* talked about three Way-Ahead results: one extra day of pay for officers, one extra officer position, and computers, software and internet connections for local units. We wanted to know how, or if, these results have affected local units. This issue features the answers of Maj Sherman MacLean, commanding officer (CO) of 173 Royal Canadian Air Cadet Squadron (RCACS) in Trenton, ON; Maj Rod Collyer, CO of 18 Dartmouth Lions RCACS in Dartmouth, NS; and Capt Tom Alguire, CO of 103 Thunderbird RCACS in North Vancouver, BC. We hope to feature the responses of commanding officers from other regions in our next issue.

**Question: Can you describe the impact of the Way-Ahead results, if any, on your unit so far?**

## **Maj MacLean:**

- **Extra day of pay.** This is a very positive step, but each squadron should have one officer on regular Class C pay — 10 to 14 days' pay per month. This would enable the local unit to better prepare for upcoming weekend training and all the administrative work required to keep the squadron at the peak of its performance, whether it be in training, supply or administrative work.
- **Extra officer position.** We only regained the position we had lost because of money cutbacks. But we still consider it a positive step and a welcomed one.
- **Computers, software and so on.** We welcomed the computers we received, but they were outdated and didn't really help the local unit much until a Pentium computer was issued. That computer didn't have a modem for the Internet connection.

## **Maj Collyer:**

- **Extra day of pay.** If one extra day of pay is going to make that big a difference in anyone's personal situation, then they should sit down and evaluate seriously their position in life.
- **Extra officer position.** This is an excellent idea. In a perfect world, each unit would have sufficient officers and civilian instructors to properly manage the unit. Unfortunately, the world is a whole lot less than perfect. This result also

presupposes that a unit needs an extra officer. For a unit of 30 cadets to get another officer could be a little ridiculous. If the unit has already filled its quota for officers, an extra officer would likely be ill used and an unneeded expense to the system. On the other hand, a unit of 100 cadets or more conceivably could use another two or three officers effectively. I think the idea is sound, but COs and others are going to have to use some common sense in the application.

- **Computers, software and so on.** The used computers we received from DND required fairly extensive renovations to become useful. We were fortunate to have the extra funds and in-house expertise we needed to upgrade. We also scrounged our own software and Internet connection. What started out as

**Maj Rod Collyer,  
commanding officer,  
18 Dartmouth Lions  
Royal Canadian Air  
Cadet Squadron.**





**Capt Tim Alguire, commanding officer 103 Thunderbird Squadron in North Vancouver, gives his "simulator group" some direction on the future use of the Internet for computerized aircraft simulation centre training.**

a sound idea turned into a small, unneeded pain for many units. Having an e-mail address in our region is of no consequence yet, but that could change soon. I think it is more important to get the cadets involved in creating a web site — controlled, but telling the world what the unit is up to.

**Capt Alguire:**

- **Extra day of pay.** Pay for a Cadet Instructor Cadre officer is looked at by some as a perk, or pocket change, but to others it is a part-time job and a necessity to help pay the bills. When I start to tally up the total days that the officer cadre put in, it is typically around seven to 10 days per officer per month for officer positions such as training, administration, supply and commanding officer. That means officers could put in about 100 days in a fiscal year and be paid for only 20 per cent of their time. An outsider (such as my wife) would ask, "Why?". The answer is, "We do it for the cadets". I don't think a well-run squadron could function realistically if we had a work-to-rule campaign and worked only four half-days a month. My point is that an extra day has not really made an impact one way or another.

- **Extra officer position.** We have been able to use this new position to put one of our civilian instructors into uniform and allow him to get paid for some of his time. The only problem with this new quota system is that we assume that cadet units have their full quota already and are able to put an additional person into uniform. From what I have seen in our region, many squadrons and units are starving for officers to meet the old quota, let alone the new one. Perhaps providing additional pay incentives, or allowing units to pay civilian instructors who are not in a mandatory training role may have made more sense. (It looks like a great topic for the CO's conference in the fall.)

- **Computers, software and so on.**

Before answering this question, I went to the Department of National Defence web site and looked at the latest photographs of Canadian fighter pilots and support personnel in Kosova. The Internet is a very powerful medium that brings information quickly to the public. We have just connected a single computer system at our squadron and are using it for administration. But we aren't using it for training yet. The first task will be to connect it to the Internet so cadets can access information related to training and perhaps correspond via e-mail with other cadet units. Cadets look at the Internet as a means of keeping in touch with each other. We also see the Internet as a teaching aid in our computerized aircraft simulation centre. Anyone using Microsoft Flight Simulator will be able to fly with our cadets in our virtual world. Cadets will be able to exchange information with cadets across Canada and around the world as they train. We also plan to use software that will allow us to act as an air traffic control centre for aircraft that are connected on the Internet in our session. We have already experimented with this and are looking at implementing it in the fall. I invite anyone to visit our squadron web site at [www.trinet.com/103](http://www.trinet.com/103). ❖

# COs Share Thoughts On Change And Renewal

## *Question: How do you view the Way-Ahead process?*

### **Maj MacLean:**

Our squadron feels that the Way-Ahead is definitely a positive effort and was required so that field units could get their concerns to the right people without all the political hassle.

### **Maj Collyer:**

The idea of this process is long overdue and as long as it keeps focused on units' rational requirements and cadets' needs and welfare, it should serve a valid purpose. Most of us take anything that comes down the pike and try to make it work within the unit. Most of us will give more than a fair try. If it will benefit cadets or the units, we'll try

our darndest. It's the stupid, foolish things that we are sometimes asked to do that get our dander up. Maybe this program will help reduce some of these dander-raising items.

### **Capt Alquire:**

The Way-Ahead process exists only to improve the Canadian cadet program for the benefit of Canada's youth so they become strong leaders for tomorrow. These are the same reasons I put on the uniform and work as a proud member of the movement. I was a cadet once too and know first-hand the advantage of being a cadet and how it directly affects the positive directions we take in life.

## *Question: As a unit CO, what would your change/renewal priority be?*



**Maj Sherman MacLean**

### **Maj MacLean:**

Our squadron would like to see more paid days for our squadron officers, as the normal time worked is eight days per month. We'd like to see more computer-generated forms to cut down on transmission time and workload. We'd like to see more financial support from DND (Department of National Defence) for things like citizenship trips. These trips

should not be just to the local area. They should be to other places of interest to broaden their horizons.

### **Maj Collyer:**

The recruiting and retention of cadets is still a big issue. I'd like to offer an example of what I think is a common-sense approach to this issue, based on my experience as the former CO of Royal Canadian Sea Cadet Corps 24 Magnificent and on my current experience. I try to allow the junior officers to run as good a program as they are able to, within the set parameters. The programs they put on attract young people to join sea cadets and air cadets.

(That's recruiting!). The majority of these young cadets remain in the program. (That's retention!). What is even more important, these cadets tell their friends and their friends join. (That's recruiting, at no extra effort or cost to the unit!) It's not my idea, or even a new idea. It sounds like common sense, but few units are doing it. Why not? Maybe because of the initial work required to make the mandatory subjects more interesting and exciting, or because of the extra effort needed to find and present an interesting optional program. Who knows? But both of my units have been in the 100 plus cadets range for quite a few years now. I think a good hard look should be taken at any national recruiting program to see if it is valid.

### **Capt Alquire:**

Some sort of pay for civilian instructors would be my priority. Right now, civilian instructors can be paid only if they fill administration, supply, commanding officer and training positions. That's if I don't have a Cadet Instructor Cadre officer to fill those positions. Yet, I couldn't operate the unit without my civilian volunteers. I have 110 cadets and 16 to 20 instructors and staff. My allotment is for eight paid officers. ❖

# Speakers' Corner

## Is anybody listening to cadets?

*By Cadet WO1 Nicole Nagy*

I have heard many times in my cadet career how officers value our opinions. They ask for our thoughts, recommendations and comments to improve things. Sometimes I see changes, but the changes don't always have any relation to the thoughts of cadets. Or there is no change. It sometimes gets to the point of "Why bother? They aren't going to listen anyway."



**Cadet WO1 Nicole Nagy**

I've been with the Way-Ahead since March of 1998. I was very skeptical because people were saying that the changes were going to be based on cadet opinion. Listening and trying to participate in the conversations at our first workshop in Borden didn't do much to change my skeptical views. At some points, I was made to feel like some stupid kid who was reaching for the stars. I have to admit that some of the topics were over my head. I don't know the 'office side' of the cadet system. I've only ever been a cadet. I've only gotten information on a need to learn basis. So I asked questions to help me understand. Getting the indifference that I did, I soon stopped asking questions.

Last November, we had another workshop in Cornwall. Not sure of what to expect and still feeling uneasy after Borden, I went to Cornwall still feeling uneasy. Many new people were there and we had almost completed our leadership team. Cornwall's workshop was organized differently than Borden and allowed for more open



conversation. Also, time had caused some people to be more open. By the end of the conference, we were all complete equals. Thoughts and questions were well received, and we all worked on understanding where each other was coming from. The biggest challenge we faced was learning to work for the common good of the whole cadet movement and not for our own personal gain.

Our most recent workshop was held in Toronto. My feeling in going to Toronto was a complete 180-degree turn from when I went to Cornwall. Every cadet involved in that workshop — myself included — knew our opinions did matter.

As cadets, all of us are going to have an affect on how the system is changed. It took a lot of convincing for me to believe that cadets are going to have a say. Without cadet opinion, there won't be enough reason to change.

The biggest thing to remember is you can't make a difference unless your opinion is heard. When you get a letter, read it and respond. When you are asked for your opinion, give it. Just be heard! ❖

**– WO1 Nagy is a team leader with the cadet training action team. She is a member of 177 Air Canada Royal Canadian Air Cadet Squadron in Winnipeg.**

# New Communications Action Team



“As long as our effort is co-ordinated, there is no downside to it.”  
— Elsie Edwards,  
co-leader, former internal communications action team.



**T**he internal and external communication action teams, as well as the image and recruiting action teams, felt they were on the outside looking in when they heard that a new national communications cell had been established within directorate of cadets (DCdts) in Ottawa. They wondered, “Where do we fit in?”

At the action team leaders meeting in Toronto at the end of March, they said:

- I thought that was what we were supposed to do.
- Won't there be duplication?
- We might as well shut down the teams.
- Do we need four teams, and a national cell, to deal with communication?
- How do we interact with the national public affairs cell?
- Should we form a new team?

The action team leaders soon had their answers. By the end of that meeting and a follow-up meeting in May, they clearly saw the value of merging all four action teams into one action team dedicated to communications. The merger has been approved by the Way-Ahead co-ordination cell.

“We were four teams running off in all sorts of directions,” said LCol Tom McGrath of St. John's, Newfoundland and Labrador, co-leader of the former image action team. “We couldn't work independently and be isolated. We needed to work together because we're all intertwined.”

There were worries that combining the teams would create a structure that was unwieldy, especially from Elsie Edwards, a navy league representative from Winnipeg and co-leader of the internal communication team. “But as long as our effort is co-ordinated,” she said, there is no downside to it.”



“I see our people as being a resource to the national (DCdts communication) cell.”  
— Dick Donaldson,  
co-leader, former external communications action team.







“We needed to work together because we’re all intertwined.”

— LCol Tom McGrath,  
co-leader, former image action team.



Although each action team was looking at a specialized area of communication, there was obvious overlap. What the recruiting team did, for instance, was tied in with what the image action team did because imaging affects the numbers of people who want to join the Canadian Cadet Movement (CCM).

The proposal to merge came from LCol McGrath, who felt there was so much overlap among the teams that a decision taken by one team could conceivably throw the other three teams off-balance.

The decision results in one communications action team with nine team leaders (taken from the four previous teams). These leaders bring a wealth of experience to the overall communication challenge and complement each other.

The team leaders reviewed their 23 key activities with the national communications cell to identify how their Way-Ahead initiatives could mesh with those of the national cell. The communications action team will continue to work closely with the national cell.

In the words of Stephane Ippersiel, the new DCdts communications manager, “We are the structure that’s been put in place to implement **your** ideas. We don’t want to take over what you’re doing — we want to work with you and enhance it.”

To show leaders of the newly formed team how the new relationship can work, Mr. Ippersiel asked for their input into a national communication plan for cadets. “It’s a piece of clay we need to mould by consulting people like you,” he said.

He also asked the communications action team leaders to submit potential questions that might be asked when public opinion research begins. “We want to find out how Canadians perceive the Canadian Cadet Movement,” said Mr. Ippersiel. “Right now, we’re shooting in the dark. Surveys and focus groups are going to help us target our communications so the movement can get the understanding and support it needs to grow and continue to have a positive effect on Canada’s youth.”

He asked the leaders to think of information they may need about a specific age group for the work they are doing — information that could be gathered through the surveys and focus groups. He added, “You are more aware of regional and geographical diversities than we are, and this is an opportunity to provide input, as well as get what you need.” The action team leaders provided their input in May. Once the survey results are in, all cadet public relations activities will be redirected to bridge any information gaps.

“I see our people as being a resource to the national cell,” said Dick Donaldson, an air league representative from Smith Falls, ON, and co-leader of the former external communication action team. “We must work closely with it.” ❖

# Evolving To Stay Relevant To The Youth Of Canada

**E**volving to stay relevant to the youth of Canada is one reason the Canadian Cadet Movement (CCM) began its Way-Ahead process.

It's also one reason for the Cadet Harassment and Abuse Prevention (CHAP) program.

Cadet organizations have always been committed to providing a safe and healthy environment in which young people can develop as strong and effective citizens of Canada. And that commitment is just as solid today as it ever was.

But changing society and norms are affecting how the CCM delivers on that commitment. There was a time when respect for the dignity of others was something everyone took for granted. Today, however, newspaper headlines are daily reminders that mutual respect is no longer a given. These changing values and norms have touched the cadet movement, like every other sector of society.

If the main objective of the cadet program is to create better leaders and citizens, then there is enormous value in sensitizing cadets — and their leaders — to important issues that threaten core values like mutual respect.



**Cadet WO2 Christopher Ricard, centre, asks a question during a CHAP training session. With him are Cadet WO1 Michael Blakely-Bazinet and Cadet WO2 Nancy Paquette.**



**From left, Cadet WO2 Peter Veltheim, Cadet FSgt Zacharie Charbonneau and Cadet FSgt Rheal Duchesne receive CHAP training.**

In November of 1997, the decision was made to develop an age-sensitive harassment prevention program for cadets. The CHAP program was developed to provide both cadets and adults with an awareness of their rights and responsibilities with regard to harassment and abuse. This summer, it is being introduced at cadet summer training centres. In September, it will be introduced to corps and squadrons.

The CCM is the largest youth organization in Canada providing this type of formalized training for young people. In the words of Col Rick Hardy, director of cadets, "This is one of the most progressive and important things to happen to our young people. We've been told we're on the crest of an incredible program." And in the words of VAdm Gary Garnett, vice-chief of the defence staff, the time it takes each year to review "what does respect the dignity of others", is time well spent.

Every cadet, cadet instructor and civilian volunteer will receive the harassment and abuse prevention training.

Training is divided into two modules. A sensitization module — for all cadets and staff — focuses on recognizing harassment and abuse issues and provides guidelines for seeking assistance. A leadership module — for senior staff/cadets and adults — focuses on leadership roles in situations where harassment or abuse may occur.

## A Future Founded in Renewal

The program has been well thought out. Its designers have tailored it mostly to meet the needs of younger people.

It's video-based, with facilitated discussion. The language reflects the target audience of 12 to 18-year-old youths. Following the videos, cadets meet in groups to discuss brief written scenarios. In one, for example, a senior cadet berates a junior cadet. Cadets are asked if this is harassment or not, abuse or not. What the cadets learn quickly is that issues are seldom black and white. Everything depends on how actions are perceived. Cadets learn to recognize, and respect, the fact that perceptions differ.

In group exercises, cadets are asked to stand if they have ever experienced some of the examples given of racism, lewd comments, taunts, or teasing. "Of course, everyone stands because everyone has experienced harassment in one form or another," says Capt Kevin Cowieson, program manager for CHAP in directorate of cadets.

CHAP training is given in both official languages. It is also given to cadets out of uniform, where practicable, to encourage open communication.

The training period is about three hours for a unit of 30 people. "It was purposely designed to be delivered in one training evening, because we were sensitive to the fact that there are only 30 training evenings in the year," says Capt Cowieson. "In fact, the training will spill over several evenings in bigger units, but the importance of sensitizing young people to harassment and abuse, and teaching them to prevent it, is paramount."

An important element of CHAP's quality control is the screening of the people who will deliver the program. Cadet Instructor Cadre (CIC) officers are recruited, screened and processed through Canadian Forces recruiting centres. Their suitability to supervise youth is assessed during an interview. Only qualified CIC officers give the CHAP training.

In May, the first master trainers of the CHAP program — about 10 from each region — received four days of training. Normally, trainers have a minimum rank of lieutenant and some social issues training.

Then, for the first time, each unit selected a CIC who would also act as unit human rights advisors (UHRA) at each corps/squadron and cadet summer training centre. The master trainers then gave each UHRA two days of training. The unit human rights advisors will deliver the CHAP training to cadets and will also remain at camps as points of contact for cadets over the summer.

Cadets receiving the CHAP training at summer camp can opt out of the unit/squadron-level training in the fall. However, every cadet must receive the training once a year. The fact that cadets will receive the training year after year was taken into account in designing the training material. "We have created two different sets of videos, each with nine different vignettes (two-minute video clips demonstrating various types of behaviour), so people won't be viewing the same thing two years in a row," says Capt Cowieson. "Over a period of years, it could be a bit redundant, but it's also reinforcement."

The training material was tested during a pilot project with two English cadet units (one urban and one rural) and one French cadet unit (urban) in the Ottawa area.

After one of the trials, a senior cadet (whose privacy we respect here) approached Capt Cowieson with his opinion of the CHAP training. "I was abused when I was younger," he said. "My father committed suicide. I had suicidal thoughts and the only reason I'm here today is because of the support I received from my friends and officers in cadets. This training is very important because it will save lives."

That just about says it all! ❖

– **Editor's note: Cadets in these photos are all from 325 Cornwall Kiwanis Royal Canadian Air Cadet Squadron.**



**Cadet WO2 Michelle Hughes views a CHAP video. Cadets were asked for feedback on the quality and value of the training program.**

# Action Team **Spotlight**

This issue's spotlight is on the Cadet Instructor Cadre/Civilian Instructor (CIC/CI) policy action team.

The name is a mouthful and so is its work. But as mentioned in our spring issue, this team appeared before the strategic team in mid-February, which approved everything as recommended!

One of the most important outcomes of that meeting was agreement that CIC officer promotions should be based on merit.



**Capt John Torneby (left) and LCol Francois Bertrand discuss next steps for the CIC/CI policy action team during the group action team leaders' meeting in Toronto.**

"We have addressed one of the major dissatisfiers in the Cadet Instructor Cadre (CIC)," says team co-leader LCol Francois Bertrand, of Montreal. "Promotion from captain to major, for instance, has always been based on a quota of 90 cadets in a unit. This problem was always discussed and complained about, but was never fixed."

Putting a process in place to fix the problem, however, will take time. A performance evaluation report system, various courses and regional merit boards need to be established. A major qualification course has to be introduced as a prerequisite for promotion to major.

"Many things are going to happen that are beneficial to cadet instructors," says LCol Bertrand. "But they have to be patient — again."

"The important thing is we want them to know people are thinking of them, and things are moving," adds co-leader Capt John Torneby of Edmonton.

The strategic team also approved the action team recommendation to establish area cadet instructor cadre officer positions in every region.

"It was important that something be done formally," says LCol Bertrand. "Although it was being done in some regions, it wasn't done in all of them. Yet the area CIC officer position can serve as an excellent position for unit commanding officers, who have finished their term but want to continue helping units achieve the aims of the Canadian Cadet Movement."

In our last issue, team co-leader Dennis Fleck — who has since retired — talked about the lead this team is taking in drafting a revised Canadian Forces Administrative Order (CFAO) 49-6 to reflect the recommendations agreed to by the strategic team. The draft amendments were completed in April and will go through a series of revisions as further input is offered.

"Things aren't going to happen overnight. We don't want to create unrealistic expectations," stresses co-leader LCol Bertrand. "A lot of staffing needs to be done to tie up loose ends. And a lot of things need to be studied by other action teams."

## **The long haul**

But, as John Torneby says, even though it's sometimes hard to see, things are moving. The CIC/CI policy action team leaders are first to admit, however, that getting to this stage has been a long haul.

Many of the recommendations approved by the strategic team came from the CIC/CI Promotion and Employment Working Group, established by directorate of cadets in 1995. Over the next year and a half, representatives of regions and DCdts reviewed CIC terms of reference and recommended improvements to further the needs of the cadet organization. Among the things they looked at were CFAO 49-6; CIC and CI enrolment standards; and CIC promotions. In March of 1997, the work of that group was taken over by the Way-Ahead process.

## A Future Founded in Renewal

Because the group's work was somewhat dated, the first step for the CIC/CI policy action team was to validate it. "We wanted to make sure that the opinions of the whole cross-section of the cadet movement were represented," says LCol Bertrand.

So the team sent surveys last June to every CIC/CI action team member, as well as regional cadet officers, commanding officers of the summer cadet training centres and regional cadet instructor schools, league national headquarters and staff at directorate of cadets. They were surveyed on CIC enrolment standards, CIC promotions, civilian instructor employment standards and civilian instructor issues like functions, status and pay scale. And they were surveyed on miscellaneous subjects like the establishment of area CIC officers, class B tenure and the tenure of a unit commanding officer.

The survey results were powerful. Overwhelming numbers agreed with the 1995 working group recommendations. For example, 94 per cent of

those surveyed thought area CIC officer positions should be established in every region. The action team had the solid support it needed to go before the strategic team.

### What's next?

In April, the action team leaders selected a team member from each province to help them follow up on the strategic team meeting results and enter the next phase. The new team members looked at each area of work, defined what needed doing and each volunteered to tackle a chunk of the work. When they have done their part, they'll meet again with fellow team members and distribute their work provincially for comment.

In the meantime, the team leaders have found new team leader Capt Michael Blackwell of Kingston, ON, to replace Dennis Fleck. "Dennis was a member of the army league in Edmonton and gave us an important league perspective, as well as an ex-cadet perspective," says John. "He made a fine contribution and we'll miss him." ❖

---

# Meet the leaders...of the CIC/CI policy action team

## Capt Michael Blackwell



As a member of this branch, I'd like to be able to shape the make-up of it for future Cadet Instructor Cadre officers," says Capt Blackwell, the newest CIC/CI policy action team leader. The CIC officer (army) sees his new role as the continuation of a mission that began in 1995 when for one week, he joined a working group tasked with developing CIC officer general specifications.

Capt Blackwell is now a student at Royal Military College in Kingston, ON, pursuing a bachelor of military arts and science in the college's continuing studies program. He's also on regional cadet staff, Central Region, and is employed by the army cadet national summer training centre at Connaught.

He spent six years as a cadet in Ottawa and Kingston. He was an army cadet for one year and an air cadet after that.

---

*Continued on page 30*

## Meet the leaders...of the CIC/CI policy action team

### LCol Francois Bertrand

You might say that LCol François Bertrand is well-rounded. He's worn the Canadian Forces uniform for 38 years — as a Regular Force officer, a Cadet Instructor Cadre (CIC) officer and a cadet.



It's a kind of 'diversity' that LCol Bertrand feels is good for the Canadian Cadet Movement (CCM). "A lot of ex-Regular Force people are involved in the movement, but we couldn't run it all with Regular Force people," he says. "The Regular Force is not what the CCM is all about. Everyone plays a certain role. The Cadet Instructor Cadre has a major role in training at all levels. On the other hand, the people who do the administration, logistics and finance and interact with the Canadian Forces must know the system."

### Capt John Torneby

"I joined the Cadet Instructor Cadre to repay a debt to someone who gave time to me," says Capt Torneby, who got his cadet wings in 1962. "That was 22 years ago, and here I still are," quips the CIC officer with 810 Grant McConachie Air Cadet Squadron in Edmonton. That must have been some big debt!

Capt Torneby became a co-leader of the CIC/CI action team because he had a profound interest in it after "kicking around" for so many years. "This team is going to have an effect and I wanted to provide input as a CIC", he says. "I feel we can make a difference, or we wouldn't have lasted this long."

As deputy regional cadet officer (RCO) Eastern Region since 1994, and former RCO Eastern Region (as a Regular Force officer) from 1989 to 1992, he's in a good position to recognize that most Regular Force members don't know much about the cadet movement. "It's getting better," he admits, "but the Regular Force — as the cadets' major provider of summer camp infrastructure and transport — is an important target audience for cadet communications."

Why was he interested in becoming an action team leader on the CIC/Civilian instructor policy action team? Policy, promotion and enrolment issues were always deferred at national meetings, he says. So when he became deputy RCO, he headed a working group on CIC/CI policy. A report was produced and tabled in 1995, but then along came the Way Ahead. "I wanted to finish something I'd started," he admits, "so I got involved."

Capt Torneby says he's personally attached, so much so, that both he and LCol Bertrand would have suffered a major setback if the strategic team had ignored their recommendations in February.

The action team leader has more time on his hands these days to devote to the CIC/CI action team. He retired from his job in air pollution monitoring and assessment with the Alberta government last September.

As he gets on with his work as action team leader, what's most important to him? "Remembering the cadet," he says. "Cadets are at the top of the organization chart. Without them, none of us would have a job." ❖



# Shorts Changed

Cadets said the shorts were too short. They didn't fit right. The fabric was the pits. They didn't have pockets. And the liners weren't comfortable either. Cadets wanted a pair of shorts that were comfortable and stylish.

They voiced their concerns and they were heard. Action has been taken to give cadets new shorts for this summer's training.

"We're trying to react to change," says Capt Chris DeMerchant, the Cadet Instructor Cadre officer who works in the supply cell (plans and requirements) of directorate of cadets. The former cadet, who has spent 10 years at National Defence Headquarters in Ottawa, knows how important style and fit can be to young people.

"Cadets initiated and brought about the change in the design of the old shorts," he says.

"The directorate of soldier systems and program management gave us some new shorts to test, and an Ottawa squadron conducted a trial of them last December. Based on feedback cadets gave, the new shorts are better designed and more comfortable to wear than the old ones."

The replacement shorts are a unisex design and made of softer fabric. The legs are longer, the shorts have functional pockets (including an inner pocket) and a drawstring waist. In 'short', cadets who've seen and worn them think they're great. "And that's what counts," says Capt DeMerchant.

## **Cadet tunic (jacket) under review**

Cadets have also complained about the tight fit of their distinctive environmental uniform jackets. This problem is also being looked at, and hopefully, cadets will see a better fitting jacket in the near future

## **All-season coat — replacement item**

Another clothing item being looked at is an all-season coat. This coat will replace the all-weather coat now being worn by cadets.

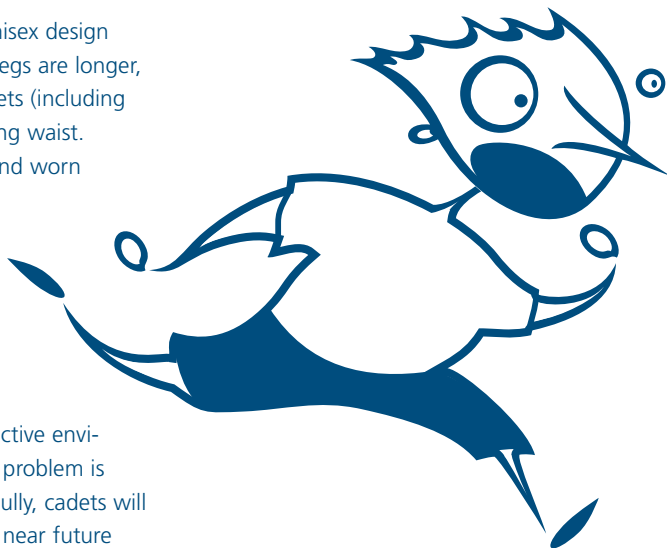
"No-one liked the old coat," says Capt DeMerchant. "The new one will be parka-style with a zip-in liner."

During the national biathlon championship, a small quantity of coats were issued to test design and fit and get feedback on what cadets are looking for in a new all-season coat.

"Based on the mini-trial results, we will improve the design and fit of the first prototype if necessary," says Capt DeMerchant.

"We plan to have a more extensive trial to test the design, fit and function of the new all-season coat by a larger number of cadets across the country. Hopefully this will take place soon."

So what's the moral of this story? If you get involved, you can make change happen! That's the philosophy of the Way-Ahead process. ❖



# Feedback From The Field

Thank you for your letter with respect to the Canadian Cadet Movement's Way-Ahead process. I share your interest in renewing the cadet program for the future, and I was wondering if you could provide me with the contact addresses of cadet units in Winnipeg.

– **Bill Blaikie**  
**Member of Parliament**  
**Winnipeg-Transcona**

The Minister of National Defence wrote on Feb 16 and kindly enclosed a copy of your form letter of Jan 7, together with a copy of the Summer 1998 edition of *Proud To Be*.

The effort to involve people in the process should pay handsome dividends in the future. Having the contributions of a large number of people to draw on will help to ensure that the programs are useful and relevant, as well as helping to foster a continuing sense of commitment among those who participated. I note that the national cadet web site has a considerable amount of information for those interested, although the promise to have the national cadet directory ready by mid-August of 1998 seems to have been unduly optimistic. Thanks again for taking the time to write and for the copy of *Proud To Be*. I appreciate being kept informed this way.

– **Ron Ghitter, QC**  
**Standing Senate Committee**  
**On Energy, the Environment**  
**and Natural Resources**  
**The Senate of Canada**

I read with interest the latest edition of *Proud To Be* (Vol 4, Spring 1999). On page 18, I noted a couple of concerns raised regarding documentation required in support of CIC (Cadet Instructor Cadre) officer processing. I'll jump on both of these. I believe we already have guidance out that allows a CFRC (Canadian Forces Recruiting Centre) to waive the requirement for the documentation cited to ensure we are only asking for what is absolutely necessary. I'd ask that if your (Way-Ahead) staff come across more of these examples, they

get brought to my attention for resolution. This includes specific cases where we can take action before someone walks away from the process. If you see a role for myself (or any of my staff) in your action team activities, please do not hesitate to call. It may be as simple as attending one of the meetings to receive the team's ideas and problem areas that we need to address.

– **Capt(N) Bryn Weadon**  
**Commander Recruiting Services**  
**CFB Borden**

*From the editor: The next two letters appeared on the Air Cadets Online web site. They are in response to an article debunking the Way-Ahead process by Taylor Garries, a civilian instructor with 699 Jasper Place Royal Canadian Air Cadet Squadron. Because we featured his article in our Speaker's Corner last issue, we decided to print a couple of the responses he received. Says Taylor, "I received a bit of mail about what I had to say about the Way-Ahead process. Not many people agreed with me."*

I think the (Way-Ahead) recommendations are great! More training is absolutely needed. The mandatory training cycle is absolutely needed. These things have been needed for a long time and just now, they're being discussed. The CIC (Cadet Instructor Cadre) is the most misunderstood of the Forces.

– **Ivan Yiu**

I totally disagree with a lot of the stuff Taylor said in that article. The only way that the Way-Ahead process will fail like Taylor said is if everyone acts like him. The whole process is based on finding out what people want changed. If everyone just bitches about how things are being done wrong in forums like this, and not to the right people, then things will never change and they have wasted their breath.

– **Greg Van Herten**



## New Cadet Action Team Leaders...

The cadet training action team has welcomed two new cadet leaders to the team. The cadet training team is the action team with the largest number of leaders and the team where cadet input is most important. Cadet CPO2 Clint Chartrand, 16, deputy coxswain of #101 Tiger Royal Canadian Sea Cadet Corps in Timmins, ON, and Cadet WO Chantal Richard, 17, of 743 St-Jerome Royal Canadian Army Cadet Corps in St-Jerome, Que., have been cadets for four years. They replace Cadet CPO1 Kirk Larivière of Saskatoon, SK, and Cadet WO Shannon Glenney of Ottawa, who have “aged out” as cadet leaders. Our thanks go out to Kirk and Shannon for their valuable contributions to the Way-Ahead. ❖



Cadet CPO2 Clint Chartrand hopes to bring new ideas from Northern Ontario to the cadet training action team.

Cadet WO Chantal Richard feels a lot can be improved in the cadet training program.



## More New Action Team Leaders...

We welcome the following new leaders to Way-Ahead action teams:

**Maj Ken Fells**, Cadet Instructor Cadre (CIC) (Army) from Halifax, NS, and **Lt(N) Pierre Lefebvre**, CIC (Sea) of Montreal, have joined the values and diversity action team.

**Lt Lawrence Pelletier**, CIC (Air), of St. Anthony, Newfoundland and Labrador, has joined the new communications action team, representing internal communications.

**Capt Michael Blackwell**, CIC (Army), of Kingston, ON, has joined the CIC/Civilian instructor policy action team. ❖

## Volunteers

One of our action team leaders — Capt Alison MacRae-Miller of the values and diversity action team — has brought us word that some volunteers are concerned because they haven’t heard anything from the Way-Ahead action teams they volunteered for. Are you wondering if your name has been lost, or if your name has made it to the Way-Ahead volunteer data base? Or are you a new cadet wanting to get involved? Give the Way-Ahead co-ordination cell a call at our toll-free number 1-800-627-0828. We’ll check the data base and make sure your name is there.

# Good photos boost image

Vincent Harnell, a civilian instructor with Royal Canadian Army Cadet Corps (RCACC) 1979 in Greenfield Park (a suburb of Montreal), is also an amateur photographer. His black and white photographs have earned him numerous Canadian Forces Photo Contest awards in the past three years.

So, why does this interest us? Mr. Harnell's photographs are the kind of good photos needed to help boost the image of the Canadian Cadet Movement. They are the kind of photos we hope to receive in our national photo contest for cadets. **(See centrefold poster).**

Proactive communication is key to the cadet movement's new communication plan. The idea is to let people across Canada know about the many good things cadets are doing. The new communications action team is working with the new directorate of cadets (DCdts) communications cell to raise the profile of the CCM. But communication needs photographs. *Proud To Be*, the national web site, recruiters and the DCdts communications team need photographs.

So directorate of cadets is inviting cadets everywhere to take part in a national photo contest. And *Proud To Be* is hoping Vincent Harnell's story will inspire cadets and others to take photographs and send them this way.

Vincent started out as an army cadet in Montreal in 1979 and retired as a cadet master warrant officer in 1983. He got back into the cadet movement when he officiated one winter at a national cadet rifle competition and in 1989, he became a civilian instructor with the Greenfield Park army cadet unit where he's been ever since. The smallbore rifle team he helps to coach represented Quebec at the National Cadet Marksmanship Championships in May.

Even as a cadet, Vince was interested in photography. "My folks took non-stop pictures," he says. "My father is a superb photo technician and my mother takes wonderful candid shots with her point and shoot camera." He soon inherited his father's hand-me-down camera.

But it was not until 1990 that he really got interested in photography. He borrowed his girlfriend's camera for a weekend biathlon training course and followed the manual camera's light meter instructions. His photos looked good and he was hooked. After that, his camera was always around his neck during field training and shooting exercises.

Members of his cadet corps were soon circulating his photo albums and commenting that some of his candid photographs were "pretty good".

**This photo won Vincent Harnell the deputy minister's award for the best military life entry in the 1996 Canadian Forces photo contest.**



## A Future Founded in Renewal

Mr. Harnell began to take formal studio portrait shots. "My regimental sergeant major was aging out and wanted some photos of herself before she left," he says. "I took half a roll of her and half a roll of another rifle team member who came along for the shoot. The photos were garbage — technically ugly. My lighting was horrible, but the poses were interesting and the facial expressions were good."

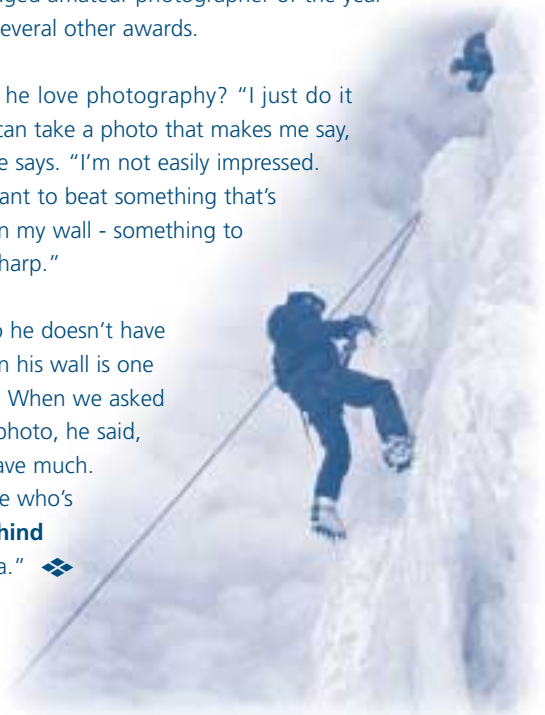
So the budding portrait photographer went to a camera shop for some advice and he repeated the photo shoot. "Some of those shots were unbelievable," he says. Since then, he has specialized in black and white, "almost classic Hollywood studio portrait photography".

He first entered photos in the Canadian Forces Photo contest in 1996 and won the Deputy Minister's award for best military life photo. He also won a couple of honourable mentions and a third place. The next year, he tied with someone as amateur photographer of the year, swept the black and white portrait category, and won second place in military life. In 1998,

he was judged amateur photographer of the year and won several other awards.

Why does he love photography? "I just do it to see if I can take a photo that makes me say, 'wow'," he says. "I'm not easily impressed. I always want to beat something that's hanging on my wall - something to keep me sharp."

One photo he doesn't have hanging on his wall is one of himself. When we asked him for a photo, he said, "I don't have much. I'm the one who's always **behind** the camera." ❖

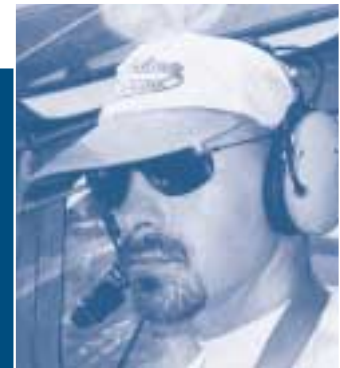


Mr. Harnell took this photograph of an ice-climber and photographer at Les Cedres, Que., with a simple 'point and shoot' camera.

## Vincent Harnell's Tips

### For Budding Photographers

- Get a camera — even a \$12 disposable will do.
- Look at your photos critically and show them to others.
- If someone looks at your photo and says, "Wow", figure out why and try to do it again.
- Visit the smaller 'mom and pop' camera stores. They often have a professional photographer on staff who is happy to give advice.
- Be critical of your own work and don't be afraid to get other's opinions.
- Don't be afraid to take pictures. Film is cheap.



A self-portrait of Mr. Harnell, taken in the rear seat of an air cadet glider tow-plane at the cadet summer training centre in Bagotville, Que. in 1998.

# Taking the pulse of the regions

“What are you hearing out there about the Way-Ahead?” asked co-ordination cell members Leo Kelly and Maj Serge Dubé when regional cadet officers, their deputies and league representatives met in Ottawa in April.

“I hear, you’ve finally found the way,” answered Dick Logan, long-time national executive director of the Air Cadet League of Canada, who admitted to earlier frustrations with the process.

Other feedback from the regions — good and bad — went something like this:

- The people who are involved are very happy. But a lot of people out there are still waiting.
- Appointing the regional Way-Ahead co-ordinators has been a help.
- There’s a lot of skepticism from older people in the movement.
- Notwithstanding that there’s been a lot of communication, there are many who have no clue about what’s going on.
- There’s an overload of information out there. The Way-Ahead is not of high importance to Cadet Instructor Cadre officers in the field. You can lead them to water, but you can’t make them drink.
- Working directly with cadets is a lot more fun than working on a Way-Ahead committee.
- The unit level didn’t have much interest in the Way-Ahead. But since February’s strategic meeting, strategic guidance was issued to the unit for feedback and there’s been more response and interest.
- We need to get the Way-Ahead energy back up.

Mr. Kelly admitted that the Way-Ahead has **earned** skepticism. “It’s something the Way-Ahead needs to overcome,” he said. And he also agrees that after stumbling at the gate, the Way-Ahead needs to re-energize people.

“It takes time,” said Mr. Kelly. “Results are never quick enough because change is a slow process.”

Speaking of slow, someone asked, “When is the partnership action team coming?” Mr. Kelly answered that partnership and command and control are strategic issues which exceed the experience and knowledge of volunteer membership. He said the issue would be placed before the strategic team in May.

One topic that generated discussion was the overall interpretation of direction to the field to do nothing to impede the Way-Ahead process. LCdr David Kirby, regional cadet officer for Northern Region, felt that this meant functional decisions could not be made for fear of pre-empting the Way-Ahead process.

“Things can’t stop for the Way-Ahead process,” said Mr. Kelly. “The Way-Ahead is long-term change. You can’t shut down functions in between.”

“When things look messy — that’s change and renewal,” added Col Rick Hardy, director of cadets. “Change and renewal go on forever. The Way-Ahead simply gives people in the field a chance to participate in change.”

“We are all doing this together — engaging as many people as possible in a dream and a vision,” said Mr. Kelly. “We’re not saying ‘don’t make progress’; we’re saying ‘just don’t break the process’.”

So what’s the regional pulse prognosis? Sometimes the pulse is fast; sometimes it’s slow. But mostly, it’s about normal for a change and renewal program. ❖

# 1999 National Cadet PHOTO CONTEST

Got any good cadet pictures? If so, enter them. You could win some cool prizes! Act quickly, because the contest closes October 1st 1999!

Send your pictures (limit three per person) to:

1999 National Cadet Photo Contest  
c/o National Defence Headquarters  
Director Cadets  
101 Colonel By Drive  
Ottawa, ON K1A 0K2

You can also e-mail them to:  
af397@issc.debbs.ndhq.dnd.ca

Be sure to let us know your name and address!  
Full contest details can be found on the  
Cadet Website at [www.vcds.dnd.ca/cadets](http://www.vcds.dnd.ca/cadets)

Tu as des bonnes photos de cadets ? Si oui, présente-les. Tu pourrais remporter des prix très cool ! Fais vite, car le concours se termine le 1er octobre 1999 !

## CONCOURS national de PHOTOGRAPHIE des cadets 1999

Envoies tes photos (limite de trois par personne) à l'adresse suivante :

Concours national de photographie des cadets 1999  
a/s Quartier général de la Défense nationale  
Direction des cadets  
101, promenade du colonel By  
Ottawa, ON K1A 0K2

Tu peux aussi nous faire parvenir tes photos par courrier électronique à l'adresse internet suivant :  
af397@issc.debbs.ndhq.dnd.ca

Assure-toi de nous laisser savoir ton nom et ton adresse ! Les détails approfondis du concours se trouvent sur le site web des cadets au [www.vcds.dnd.ca/cadets](http://www.vcds.dnd.ca/cadets)