

PROUD

To Be

The official publication of the Way-Ahead Process

Volume 11, Winter 2000

CADETS



'Budman' talks to cadets
Department of National
Defence/Canadian Forces
ombudsman says, "Call us!"

Hit list

Administration tiger team's
first 'hit list' means less
work for local units

**Kissing snakes and
climbing mountains**

Army cadets in Morocco



National
Defence

Défense
nationale

Canada



"Backpacking through Iceland" by MWO Allison Blundon was the cadet overall winner in this year's national photo contest. Thirty-six cadets submitted photographs in this year's national photo contest. MWO Blundon took the photograph with a disposable camera. The cadet with 2584 Royal Canadian Army Cadet Corps in Whitbourne, NF, was among 10 cadets to go on Atlantic Region's adventure expedition for a week in September. The cadets backpacked through southern Iceland for five days and did a cultural tour of Reykjavik.

ON THE COVER:

Cadets from the army cadet summer training centre in Cap Chat, QC, pose for a 'summit photo' after reaching the top of Mount Albert in the Gaspé region of Quebec in July. From left, are Cadet Myriam Janelle Rathé, Cadet Tanya Lévesque, Sgt Billy Boulet-Gagnon, Cadet Michel Faubert and Cadet Guillaume Pouliot. The photograph is one of several submitted by civilian instructor Francis Bourque in this year's national photo contest. Fifty-two people submitted 126 photos for the contest. Mr. Bourque won the 'adult overall' category of the photo contest with another photo, but its horizontal format made it impossible to reproduce effectively on the cover. The winning photo — and the photos of all of the contest winners — can be viewed on the national cadet web site at www.cadets.ca.

Copy

Deadline

Spring issue — February 8, 2001

If you intend to submit articles or photographs, please advise the editor well in advance of the deadline.



Proud To Be

The official publication
of the Way-Ahead Process

Volume 11 Winter 2000

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

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.
Internet E-mail: ghscott@netcom.ca

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

Art Direction:
DGPA Creative Services 2000CS-0572

From the Editor

This is our last issue of *Proud To Be*. As Maj Kevin Cowieson and Stéphane Ippersiel are both writing about this fact on the next page, I'm devoting this space to something more important than any words I could say. It's an article by **Pte John Morrell**, 2928 Royal Canadian Army Cadet Corps in Truro, NS. It arrived shortly after this issue's copy deadline. As the issue was already full — except for my own words — I decided to print what I could here. What follow are excerpts from his article.



Before I joined army cadets, I had been in Cubs for three years and in Scouts for one year. I didn't like Scouts very much and had decided not to return the next year. My parents ...encouraged me to see what army cadets were all about.

One of the reasons I like army cadets so much is because at school my grades

are getting much better. I am able to concentrate more and pay attention to my teachers, and now I don't get into trouble so much at school.

I have changed how I act at home too. I'm not as hyper as I used to be and I get my homework done right away, without my parents making me do it. I 'usually' remember to do my chores without being told and I don't get into trouble as much as I used to at home. I try to be a better person and I think my parents trust me more.

So here I am today, doing even better at home and in school and my attitude has changed a lot for the better, all thanks to army cadets. I really enjoy being a cadet and doing all the cadet activities. All I can do is thank Cadets for helping me out so much and hope it continues to help others like it has helped me." ❖

Thank **you** Pte Morrell!

Marsha Scott

In this issue...

Features

- Canada's only corps of deaf cadets
2965 Royal Canadian Army Cadet Corps at the Newfoundland School for the Deaf in St. John's, NF, turned 21 in September 6
- 'Budman' talks to cadets
The Department of National Defence/Canadian Forces ombudsman represents cadets, officers and civilian instructors too 8

Change and renewal news

- Evolution not revolution and The end or the beginning?
Proud to Be closes its pages 4
- Hit list
Reducing the administrative load for local units 10
- Structure under scrutiny...
Officer feedback on the structure supporting local units 16
- Another one bites the dust
CIC/CI policy change action team finishes its work 22
- Occupational structure update 23
- Democracy at work
The new CIC branch advisory council 26
- New faces at the top
A new chief and a new director general for Reserves and Cadets 29
- Winning through partnership 30
- Officer training 2000 and beyond 32

Best practice

- Tracking cadet alumni 12

Cadet stuff

- Deaf but determined
A Calgary cadet encourages cadets to join a section for deaf and hard of hearing cadets in her unit 5
- A word to webmasters
Tips for cadet unit webmasters 25
- Power pack
Power flying training in Cadets 40
- All in the family
The granddaughter of a renowned pilot pins on her gliding wings 41
- Cadets across Canada 42

Regular features

- Cadet Corner: A Yellowknife cadet faces a tough decision to get her 'jump wings' 14
- Speaker's corner: a concerned cadet speaks out about under-age drinking in Cadets 24
- Letters to the editor 28
- What's your beef?
A cadet wants "the army put back into army cadets" . . . 38

League news

- Maritime interests and cadet programs 19
- Kissing snakes and climbing mountains: Cadets in Morocco . . 20
- Following her dream: former air cadet becomes Air Canada pilot 34

Evolution not revolution

By Maj Kevin Cowieson



When I'm asked to write a story, I inevitably call my wife who, as a journalist, provides some much needed advice on the content and structure

of the piece. Needless to say, I am not a professional writer or internal communications expert.

To better serve our readers, the cadet movement's premier communication tool *Proud To Be* — is being put into the hands of communicators. The magazine has evolved from the official change and renewal publication to the official flagship publication of the cadet movement. It makes sense then that the new magazine will fall under the guidance of

Stéphane Ippersiel, the directorate of cadets' communications manager, rather than the strategic change manager.

Just as change and renewal have been integrated into the directorate of cadets organization, change and renewal news must be integrated into a magazine that gives a fuller picture of the cadet movement. The fact is cadets across Canada have stories to tell, as was so evident in the fall issue of *Proud To Be*. Our cadet instructors cadre officers have stories to tell. And our leagues have stories to tell. Some of these stories may be related to change and renewal. Some may not, but they are still important.

As change and continuous learning become integrated into an organization, there is no longer a line between change

and renewal and the everyday business of the organization. Change and renewal are integral to the healthy growth and development of the cadet movement. It becomes impossible to draw a line between a change and renewal story on best practices, for example, and a professional development story for a CIC officer. They are one and the same — essential to ensuring that the organization can change and renew itself to meet the future's needs.

Far from being a 'revolutionary' move, *Proud To Be* is simply evolving to provide the best service possible to the cadet movement.

In the meantime, the strategic change cell will continue to focus on **its** best possible service to the movement — continuous strategic change. ❖

The end or the beginning?

By Stéphane Ippersiel



The end of the millennium (and many people see 2000 as the end of the 1900s) is a fitting time for closure, and *Proud To Be* closes its doors here, along with the *CIC Newsletter*. It is not without a bit of irony that the *Way-Ahead* magazine is itself a victim of change!

Why close these publications? As with any change, the answer is efficiency and effectiveness. Instead of having two national cadet publications intended for the adults in the movement, we are joining the two into a single entity. In the process, we are streamlining our communications to give you all of the

information contained in *Proud To Be* and the *CIC Newsletter* in one tight and focussed package. This new magazine will speak to the leadership of the cadet movement, including league members, cadet instructors and senior cadets.

I hope that you will continue to support us with story ideas and your endless supply of suggestions to help make this new magazine the ideal publication to meet your needs. ❖

— Mr. Ippersiel is the communications manager in directorate of cadets.

Deaf but determined

Jenny Leung was born with hearing loss. An ear infection in her first couple of years of life resulted in deafness. Today, the 16-year-old wears hearing aids in both ears. She also wears an army cadet uniform.

Pte Leung is no different from other youth in the cadet movement. She joined Cadets because she was looking for new experiences and challenges. She loves outdoor activities. That's why in January 2000, she became the first deaf cadet to join 2137 Calgary Highlanders Royal Canadian Army Cadet Corps in Calgary, AB. Using her skills in sign language and lip reading, she parades weekly with other cadets.

It was Cadet Leung's idea to start a deaf and hard-of-hearing section in the corps. Today, the section includes five cadets, most of them Jenny's school friends, who attend a public school offering an integrated program for the deaf. "I'm trying to encourage young deaf and hard-of-hearing people to get motivated and join the corps," she says.

Corps commanding officer Lt Gord Cousins is negotiating to acquire the services of a professional interpreter to assist the cadets with star-level training on Monday parade nights and during field training exercises. According to

Lt Cousins, the services are subsidized through the translation bureau of Public Works and Government Services Canada because of the unit's affiliation with the Department of National Defence. He hoped to have the services by November for a mandatory exercise.

"Jenny is attempting to draw everything she can from the cadet program," says Lt Cousins. "She's gone abseiling; she's taken part in Cadets Caring for Canada; she's done marksmanship training; and she gave a three-minute speech in September on changes to the army cadet training program."

Until the unit gets a professional interpreter, fellow cadet Pte Danielle Tibbett, who learned sign language because she has a deaf sibling, is helping to interpret. She helped out with the deaf cadets' Cadet Harassment and Abuse Prevention (CHAP) training in October.

"The cadets help me a lot and I've made a lot of friends," says Jenny.

Because she reads lips, she is able to understand other cadets if they speak slowly. Sometimes she signs with her friends who understand sign language. Also, she says she speaks clearly. If she has trouble understanding something, she asks the cadets to write a note. "They bring a lot of papers and pens to write to me," she says.

What does she feel the young people she's encouraging to join will get out of Cadets? "They will learn a lot, take part in fun activities and learn very quickly to become good citizens," she responds.

As for herself, she's determined to get the most out of Cadets. "I'm working hard for the cadet movement. I can do anything if I'm trying my best."

For more information on the deaf section at 2137 RCACC, visit the corps' web site at www.calgaryhighlanderscadets.com. ❖



Pte Jenny Leung takes part in her corps' Cadets Caring for Canada outing. The cadets helped clear debris from the bottom of Elford Lake for the Alberta Hunter Training Education Society so wheelchair-bound patients could fish there without snagging their lines.

Canada's only corps of deaf cadets

In 1978, Charles Harkins, principal of the Newfoundland School for the Deaf (NSD) in St. John's, NF, felt his students needed some new extra-curricular activities. He knew school guidance counsellor Jack Jardine had a background in cadets. He approached Mr. Jardine to start a cadet corps, and the rest — as they say — is history.

Today, 2965 Royal Canadian Army Cadet Corps at NSD is the only corps in Canada consisting entirely of deaf cadets. The corps was formed in 1979 with 27 cadets and with Stokers Group of Rotary as its sponsor. As the corps began its 21st year in September with 16 cadets, it had the same sponsor and the same incredible support from NSD,



Deaf Cadet MCpl Stephen Kirby signs to Jim Shields, a war veteran — reviewing officer for the past few years at the Remembrance Day commemoration at the Newfoundland School for the Deaf. The cadets have invited war veterans to the school for the past several years for the event. They share lunch, conversation and a school production. A war veteran serves as the reviewing officer for a mini-inspection of the corps, and promotions are awarded.

which is operated by the provincial Department of Education, special services, for the Government of Newfoundland and Labrador.

In the early days, Rotarians would visit the corps and watch as corps leaders struggled through learning not only the drill of the day, but also, developing sign language to transmit the drill movements to the cadets. Back then, it was believed that summer camp would never be an option for deaf cadets.

Three years after the corps began, however, five deaf cadets attended Camp Argonaut in New Brunswick. Accompanying officers were Lt Jardine and Lt Desmond McCarthy, who went on to become corps commanding officer — a position he has held since 1987. The deaf cadets proved themselves and based on their performance, three of them received shadow ranks and leadership roles for the final inspection. Deaf cadets from the corps have attended summer camp many times since.

Says the long-time commanding officer, now a captain, "The first time we went to camp, everyone, including officers, had the feeling of 'What do we do now?' and 'How are we going to communicate with these cadets?'"

"And we were the same," he admits. "We didn't know how it was going to work out. We just knew we were going to give it a try."

The cadets had no problems. Other cadets mixed with them, they made a lot of good friends and everything worked well. They did the same program — first aid, physical education, and marksman-

ship on the range. Of course the cadets always had an interpreter with them during training — interpreting words into the sign language they understood. "People looked at us in awe," says Capt McCarthy.

This year, the corps' cadets are working on red, green and silver star-level programs, as well as the bronze and silver levels of the Duke of Edinburgh program. They are taking first aid, marksmanship and things like cross-country and downhill skiing. They go on weekend outings and exchanges, although Capt McCarthy would like to see more exchanges in future.

Each year, the corps attempts something new — something that will create a change for the better. Last year was the first time the corps had its colours on review. During the corps' annual review, there was a colour party, accompanied by an honour guard with rifles. The rifles were purchased thanks to a generous donation last year and a rifle drill team was created. All drill is taught through sign language.

"It's just amazing," says Capt McCarthy. "It's hard to believe unless you see it."

A former cadet instructors cadre officer with the corps, Capt Wanda Maynard, described drill at the corps in a former issue of the *CIC Newsletter*. According to Capt Maynard, a person's initial reaction to seeing the deaf cadets doing drill is to judge them as being "awfully crooked". But she explains, "If all the cadets were to line up exactly where they are supposed to be, none would be able to see the commands being given." As a result, the cadets are in two ranks with the per-



Capt McCarthy interprets a question from veteran Jim Shields for Cadet Cpl Jason Brace. With them is area cadet officer Lt Selby Luffman.

son giving the drill commands standing front and centre. Unlike other cadet chief warrant officers, the cadet CWO is never static on the parade square.

Capt McCarthy has seen more acceptance of the deaf corps over the years. "We're the same as any corps; we just have a different means of communicating," he says. We have 100 per cent support from our area cadet office, and army cadet league members are big supporters.

It's easy to see why, when you hear stories like the one Capt McCarthy tells about a physically challenged former corps member. When she started, the cadet — now attending university in the United States — had a balance problem. "It took everything she had just to keep up, but she did the best she could and we accepted that," says Capt McCarthy. "But by the end of her six years, her drill was as good as anyone else around. When she marched, she was balanced. Only when she stopped

marching, did she go back to her unbalanced gait." It didn't stop her from becoming the corps' cadet commanding officer though, with first-rate marching competence.

Over the years, approximately 300 deaf or hard-of-hearing cadets have belonged to the NSD cadet corps. "They graduate and 95 per cent of our corps leaders go on to university and end up with degrees," says Capt McCarthy. Sometimes they come back and work with the corps as civilian instructors and role models.

Currently, one of the corps' former cadets who is hard of hearing, Stesha Hodder, is a civilian instructor who has applied to become an officer.

Three volunteers — who are completing their final year of an interpreter's program at a local college — attend training nights and are becoming greater assets as the weeks pass.

Interpreters are key to the corps. Without them, the deaf cadets can't attend summer camp or go to higher levels in some activities. When he's able, Capt McCarthy, who has a master's degree in deaf education, interprets for them during summer training. Sometimes, other teachers from the school have gone to camp as well. But the trick is finding interpreters who do sign language and enjoy military-style activities. "Former cadets who know how to communicate with the deaf make our best interpreters," says Capt McCarthy.

No cadets were sent to summer camp this summer. But Capt McCarthy hopes some of his cadets will be ready for the junior leader and cadet leader program next summer. Already, two interpreters have expressed interest in summer positions. ❖



Cadet CWO Patricia Anderson and Cadet WO Stephen Rimmer sign the cadence of the drill for a march past. The signing for "left" is done high over the cadets' heads so it's visible to the deaf cadets. The photo was taken in 1999. The former cadet leaders have since become civilian instructors with the corps.

'Budman' talks to cadets

"If you feel that you're not getting a fair shake from the system, call us."

André Marin, the Department of National Defence and Canadian Forces (DND/CF) Ombudsman — sometimes known as the 'budman' — wants to get this message out to members of the Canadian Cadet Movement.

In July, Mr. Marin — a civilian with lieutenant-general status — visited cadets and staff at five cadet summer training centres in Canada to learn more about the cadet movement, as well as raise awareness of the role of the ombudsman office as it relates to Cadets.

"It became clear to me as I spoke to cadets that 99.9 per cent of them hadn't heard of the ombudsman," said Mr. Marin. The ombudsman visited the regional cadet school of music (Eastern) in Mont St-Sacrement, QC; the army cadet summer training centre in Valcartier, QC; the Blackdown army cadet summer training centre and the air cadet summer training centre in Borden, ON; and the regional gliding school and HMCS Quadra sea cadet summer training centre in Comox, BC.

So what is the DND/CF ombudsman? The ombudsman acts on behalf of the Minister of National Defence — independent of the chain of command — as a neutral and objective sounding board, mediator and reporter

to ensure that complaints of the Canadian military and National Defence community are dealt with promptly and fairly. That community includes current and former cadets, cadet instructors cadre officers, civilian instructors and all of their families. "The idea of the ombudsman is to be as inclusive as possible," says Mr. Marin.

So far, only .63 per cent of the complaints received by the civilian oversight body are from cadets. According to Mr. Marin, these cases are challenges to the release of a cadet, to allegations of abuse of authority, or claims of arbitrary, discriminatory treatment.

"Considering the number of people in the cadet movement and the fact that there is no formal complaints process for cadets, that's a very small number of complaints," says Mr. Marin. "That means that either there are no problems, or people are just not aware of us."

Mr. Marin believes it is more apt to be the latter, even though he was impressed by what he saw of the organization during his summer visits. "I think the cadet organization is sound, but when you put 60,000 people together — most of them vulnerable young people — I can't believe that their complaints would account for less than one per cent of all the cases I receive," he says.



The 'budman' talking to cadets at the Blackdown army cadet summer training centre in Borden, ON.



Ombudsman André Marin wanted to learn as much as he could about the cadet movement when he visited Cadets over the summer. Here, he looks comfortable in a glider at the regional gliding school (Pacific) in Comox, BC.

According to LCol William Smith, commanding officer of the Borden air cadet summer training centre this summer, the ombudsman's office promotes adherence to such principles as integrity, honesty, fairness and openness. At Borden, Mr. Marin spent a day talking to groups of officers, civilian instructors and cadets and listened intently to what they had to say.

Although most of the cadets the ombudsman met were open, they were puzzled about where he fits in to Cadets. "I need to reach out and educate them," says Mr. Marin.

A lawyer who has made a name for himself in the legal and investigative field, Mr. Marin was appointed as ombudsman in June of 1998. Since that time, his office has received more than 2,000 complaints and has had a high degree of success in resolving cases. The ombudsman employs a staff of close to 50 people — 23 of them hired in the fall. The office has its own lawyers and provides confidential services free of charge.

Although cadets have no existing formal complaint mechanism, cadet instructors cadre officers do and

are expected to use the Canadian Forces grievance system first for their complaints. "The notion of the ombudsman is built on respecting existing mechanisms to solve a problem," says Mr. Marin. "Officers must give the internal system a chance to resolve the issue first. If they feel they are still not happy after the system has tried to fix the problem, or have compelling circumstances, then they should come to us. We will determine the compelling circumstances.

"A case isn't compelling if it's just that you don't trust in the system, or you think it will take too long if it goes through the system," explains Mr. Marin. "Compelling is hardship — financial or otherwise."

He cites one of his success stories as a good example of "compelling circumstances". Last August, Mr. Marin intervened to help reunite a Canadian Forces member with his family after a separation of more than two years. Following an injury, Pte Chris Bone was forced into the long-term separation from his wife and new daughter by what Mr. Marin calls "a bureaucratic web". "His commanding officer's reaction was that he didn't want to set a precedent, so the private was left languishing for two years," says Mr. Marin. "We went right to the general." Within 24 hours, the private was back with his family.

In its outreach efforts, the ombudsman's office is making a video to get its message out to the Canadian Forces and National Defence community. The video will be delivered to every cadet unit across Canada.

Mr. Marin has been called 'the budman' since he visited troops in Bosnia. "People had a hard time pronouncing ombudsman, so they just called me budman," says Mr. Marin.

To reach the 'budman' call 1-888-8budman. Or, for more information, visit the ombudsman web site at www.ombudsman.dnd.ca. ❖

– *Written with the assistance of LCol William Smith.*

Reducing the administrative workload for local units

Beginning Jan. 1, local units are going to see some lightening of the administrative burden that has threatened to cripple them. The administration tiger team has its **first** 'hit list'.



“This is only one of many hit lists that I would like to see as our work progresses.”

— tiger team leader
Cdr Murray Wylie,
commanding officer of
regional cadet support
unit (Atlantic)



After four months of wrestling with the enemy, the team has identified 12 action items that will **begin** to reduce the administrative workload for local units. The hit list implementation date of Jan. 1 allowed national and regional headquarters staffs to make the necessary changes within their areas of responsibility.

From day one, the team's target has been to get rid of “any administration process that either stops or seriously delays a unit from continuing its training”. According to CWO Chuck Hannem, Prairie Region's administration officer and tiger team member, that's how his region's unit commanding officers have defined ‘administrative burden’.

Here's the first hit list:

- The cadet annual efficiency report (CF 790) will be replaced by a revised cadet unit visit report (CF 582). Collating the information will become the responsibility of the area cadet officer. “The lion's share of the information can be captured when area cadet officers (ACA/ACI officers) visit local units,” says Cdr Wylie. Some information currently in the CF790s will be input by cadet summer training centres, regional cadet instructor schools, regional headquarters and so on. “Everything in the current 790 will be retained. We'll just have different sources for the information,” assures Cdr Wylie. “We're just taking local headquarters out of the workload loop.”
- A mail log is no longer mandatory at the unit level. It will be deleted from the area cadet officers' checklist.
- Cadet administrative and training orders (CATOs) will be posted on CadetNet — the internal electronic network. There will be a search tool under “resources” and any changes to CATOs will be ‘flagged’ electronically to draw attention to them. CATOs define national policy. Regional orders are justified only to amplify national policy in CATOs, not replicate it.
- Any policy change (and resulting CATO) that has an impact on local headquarters will coincide with the start of each new training year.
- Regions must explain the new report on injuries or exposure to toxic material report (CF 98) to people at local headquarters. “We have to make sure folks are educated on the use of this form because of insurance and pension liability issues,” explains Cdr Wylie.
- The application for membership in the cadet movement (CF 1158) and the application and approval form — cadet activities (CF 51) will be combined. Filling in the religion space will be optional. The medical part of the questionnaire will be redefined and include all the medical information needed to determine medical restrictions on the cadet,

without getting into sensitive medical information. This ‘tombstone’ data will be fed into the Cadets database when it is established. “We want a one-time call for information needed to manage the administration and training of a cadet,” says Cdr Wylie. Once the database has the information, cadets will be provided with the information for update and ‘parental’ authorization as required. The Cadets database will be available on an as required basis through CadetNet.

- Military writing will be eliminated from the regional cadet instructor school programmed instruction package and curriculum.
- When the Cadets database is established, there will no longer be a need for the cadet record of service jackets. Though the jackets are useful now, they are expensive and each element has a different jacket. Stocks of these elemental jackets will not be replenished at supply depots. By the time stocks are depleted, the national database will be up and running. The associated CATO will be updated.
- Canadian Forces Supply System entitlements for local units will be validated and rationalized. This will ensure local units get what they need.
- All regions will use the same guidelines for unit quotas. The calculation of unit quotas from CF 790 data will be standardized nationally. The CATO will be revised accordingly.

Administrative burden:

any administration process that either stops or seriously delays a unit from continuing its training.

- Correspondence: local headquarters are only responsible for retaining the documents they originate. Guidelines will be distributed for the removal of other information, or retention by other authorities. Once this is completed, adequate storage arrangements at the local headquarters can be determined. The new approach will be monitored regularly during area cadet officer visits.
- Cadets instructors cadre/civilian instructor database: The national information management/information technology committee will identify a single CIC/CI database to be used nationally. Currently, there are at least four different databases in use across the country.

Many of the ‘hits’ are follow-ups to the modern management comptrollership review and recommendations of the Way-Ahead administration action team. This team had identified issues like mail logs and policy change coinciding with the start of the cadet training year as ‘quick wins’ — fairly easy issues to deal with and a good start for easing the local administrative burden. As a commanding officer of a local unit himself, the administration action team co-leader, LCdr Brent Newsome,

had bemoaned changes to things like quota policies, ranks and training plans in mid-year. “This year in the middle of the year, the sea cadet program eliminated a rank,” he said. “I found out about it after I finished promoting people to that rank.”

But most of the administrative issues the tiger team is dealing with are not quick wins. They are extremely complicated. Tiger team representatives have had to do their ‘homework’ on each hit list item. And even though eliminating a form sounds simple, it’s not. Team members have to determine if the information is needed at all, who needs it, who collects it and who stores it. Are the forms too lengthy? Are they too short? Are they too complex? Is there a security problem? What are the legal issues? Is the information collected elsewhere? Is it being asked for several times from several sources?

One issue the team has yet to grapple with is determining what forms and administrative material the leagues require. “We need to start that dialogue because so far, we haven’t engaged the leagues in this whole evolution of where we’re going,” says Cdr Wylie. That will be on the agenda in the new year. ❖

Tracking cadet alumni

Ed Statham of Moncton is like a tracking dog when he's on the scent of cadet alumni in New Brunswick. The regional chairman for the Air Cadet League of Canada, New Brunswick division, is dogged in his pursuit of former cadets in the province who've achieved success in their careers.

When someone told him that they thought Billy Riley, the first black hockey player in the National Hockey League was also a cadet with 334 Royal Canadian Air Cadet Squadron in Oromocto, NB, he was hot on the trail to confirm it. He's not interested in just air cadet alumni either. He's tracked down army and sea cadet alumni as well, and his list is growing steadily.

The list is impressive. In one week alone, Mr. Statham collected the names of more

than 50 former army, sea or air cadets — most of them in New Brunswick — who have gone on to lead successful careers. His list included a provincial court judge, a magistrate, several lawyers (one of them a former Liberal justice minister for the provincial government), doctors, an architect, two former mayors of Moncton, a university professor, provincial members of parliament (including New Brunswick's Speaker of the House); prominent business men (including the president of *Honeywell Canada*); pilots (among them test pilots for *Canadair* and *Bombardier* and a former pilot with the Canadian Forces *Snowbirds* aerobatic team); policemen; military members; and many other professionals. The list even includes a deputy accident investigator for Transport Canada who was senior investigator for the *Swissair* disaster.

So what's the list good for? And why do we consider making such a list a 'best practice'?

"I believe it's important not to lose track of our alumni because they can be helpful to today's corps and squadrons in so many ways," explains Mr. Statham. "Alumni can be asked to visit corps and squadrons to talk about their career choices, their experiences and about what Cadets did for them; they can be asked to join sponsoring committees or take staff positions; they can become mentors; they can make donations to units; and they can volunteer for cadet activities, such as coaching or acting as judges for public speaking."

Originally, Mr. Statham started the registry of ex-cadets for recruiting purposes. He often mentions successful former cadets when talking to parents and potential cadets.

But he's found it's good for other things. He 'drops' names when he's looking for publicity for cadet events. "They're good for catching people's attention," he says. "When I give the list to local politicians, it tends to raise the profile of the movement."

This year, when he asked Moncton's City Council to declare a Cadet Week in Moncton, he attached the list of former cadets to his letter. He pointed out that Cadets has been a way of life for thousands of New Brunswickers for generations and that people from every walk of life have passed through the cadet program to become productive and



Larry Vance, now living in Hull, QC, is on Mr. Statham's alumni list. The deputy accident investigator for Transport Canada was a senior investigator in the *Swissair* disaster. In this photo, he receives his pilot wings as a cadet in Sackville, NB.



Ed Statham chats with cadets

prominent citizens of every community across Canada. He said cadets deserve credit and praise for their hard work. His request was granted.

On top of that, Mr. Statham believes cadet alumni can be a real inspiration to cadets — especially professional people. When former air cadet Rod Ermen talked to a cadet unit two years ago, he wore his *Snowbirds* uniform. “He was a great speaker and spoke of his dream to become a *Snowbird*,” says Mr. Statham. He got his pilot’s license in Cadets and went on to get his commercial pilot’s licence and join the military. He became

a *Snowbird* on his second try. His message to the cadets was, “You’ve got to keep trying and work hard to reach your dream. That’s what it’s all about — encouraging the cadets to try hard and do their best.”

One former mayor of Moncton, Dennis Cochrane, was an army cadet for only a short while, but it had

an impact on him. “It helped him recognize his goals and gave him a sense of direction,” says Mr. Statham. He became the youngest mayor of Moncton and went on to become a federal member of parliament, leader of the opposition in New Brunswick and deputy minister of education in Nova Scotia.”

Mr. Statham also supports the formation of alumni associations for cadet corps and squadrons. When you graduate, you become a member. In addition to social functions, any profit over cost is donated back to the former corps/squadron. “It’s a chance to talk about old times and good times. People from the United

States, New Zealand and all over Canada attended the 40th anniversary banquet of a squadron I sponsor,” he says. “Cadets had brought together 13 married couples there.”

According to Mr. Statham, maintaining a cadet alumni list is a league responsibility. “I see this as one of our roles — to encourage the cadets to give back to their squadrons and corps,” he says.

Why not compile your own alumni list? Or if you’re interested in contributing to Mr. Statham’s list, contact him at (506)384-1923 or by e-mail at edstat@hotmail.com. ❖

– *Mr. Statham was an air cadet in England. He joined the Royal Air Force and then came to Canada, married a Canadian and settled in Moncton, NB. When his daughter joined air cadets, he became involved as a parent on a sponsoring committee. He later became involved in the Air Cadet League of Canada at local and regional levels. Involved with Cadets for 16 years, he views Cadets as his hobby.*



“You’ve got to keep trying and work hard to reach your dream,” Rod Ermen tells cadets. The former member of the Canadian Forces *Snowbirds* aerobatic team got his pilot’s license as a cadet.



Jumping 'Jill'

Cadet faces tough decision to get her 'jump wings'

"My father died on Aug. 4 and I really miss him. I hope I will continue to make him proud," says Cadet MWO Ruth Proulx of Yellowknife, NT.

How could she not?

MWO Proulx, the regimental sergeant major of Yellowknife's 2837 (PPCLI) Royal Canadian Army Cadet Corps, was training at the Canadian Parachute Centre in Trenton, ON, when her father, Michael Proulx, died in a motor vehicle accident. His death forced her to make the toughest decision of her life. She decided to complete the Canadian Forces basic parachute course she was on for her dad. Shortly after, she became one of only a handful of female cadets ever to earn their 'jump wings'.

"Mentally, that was really hard because I was so far away from my family," she says. And she was already feeling isolated as the only female among 51 cadets on course.

Adjusting had not been easy. Her peers treated her as an equal, but there was still an element of 'she's a girl'. She felt they expected her to be 'GI Jane'.

"When my father died, they didn't know what to do," she says. "But they kept my spirits up and helped me cope. People on the base helped me out too and I have never appreciated anything so much in my life. People were rooting for

me and I had no idea who some of them even were."

Although peer and leader support helped her cope, her success had its roots in her endurance, perseverance and willingness to work hard.

"There was no way that I wasn't working my butt off," says MWO Proulx. Even as a new cadet six years ago, she was interested in the parachute course, but she knew only the best were chosen. On the advice of a corps warrant officer, she started doing push-ups every night before going to bed.

It worked. To qualify for the course, she completed a 7.5 kilometre run in less than 32 minutes, did 50 push-ups, 60 sit-ups and 10 chin-ups.

And although she plays many sports (volleyball, soccer and basketball, to name a few), is a track and field star (holding numerous records and at least 60 medals in track events), competes in biathlon and has been named the best female athlete in the Northwest



MWO Proulx in one of her last photos with her dad, Michael.

Territories for the past four years, she found the parachute training tough.

The sprinter claims she never thought she could hate running so much as she did this summer. The running was all long-distance. Rope climbing was also a challenge. And push-ups — well, she did anywhere from 100 to 1,000 push-ups a day.

"I'm not complaining, but we're different from men — our frames, our shapes — we're different physically, mentally, and emotionally," she says. "It's true what they say about women — it's just harder for us."

The first time she climbed a rope, she made it half way to the ceiling. "My sergeant gave me an ear-full about how much I had to try and then said something else motivational," she says. "I felt so dumb I had tears coming down my face. But the next time, I made it to the top. Everyone was cheering and clapping. It felt really good to do it."

Although she felt "picked on" at times, she believes if staff hadn't trained cadets the way they did, more cadets would have failed and not jumped out of the plane.

In her first few days of training, Proulx worried that she might never jump out of a plane. A doctor said she might need surgery for an injured knee. Instead, she



was placed on light duties for two days and her corps captain gave her lots of support. "He told me he knew I could finish this course. He said I couldn't give up and if I didn't want to pass it for myself, then to pass it for him because he had faith in me."

The highlight of her course was passing her night jump. And she loved doing landings. During the six-week course, she jumped five times from a *Hercules* aircraft.

Proulx says the course's difficulty is what makes it so great. "If it was easy, everyone would be doing it," she says. Still, she would like to see more female cadets on the course.

About eight female cadets have passed the course in the last 10 years, according to Maj Lloyd Sainsbury, commanding officer of the national army cadet summer training centre at Connaught Range, near Ottawa. "Few females apply for the course, perhaps because jumping out of airplanes doesn't appeal to them," he says. Or perhaps it's because of the difficulty of the course. It has one of the highest drop-out rates. And it's the only cadet course, in all three elements, done to Canadian Forces' standards. Exactly the same course is taken by Reservists and Regular Force candidates. Normally, one cadet instructor cadre officer is also scheduled for the training each year.

"The course takes a lot of personal commitment," says Maj Sainsbury. "It's an individual skill course. Cadets have to be mentally and physically prepared to do it."

"If we make more females aware that they are able to do this course and that we are looking for some gutsy women, more may start to do these things," says MWO Proulx. "They have nothing to lose."

If you don't pass, you're still the same person that you were before you took the course. It doesn't make you less of a person." But she has a few words of advice: "Start training now".

According to MWO Proulx, Cadets has prepared her for the real world. "Cadets helps you grow your mind and expand your knowledge. I'm so happy with what Cadets has done for me. My experiences and memories are unbelievable — marksmanship teams, the drill team, biathlon and many amazing exercises. Not a day goes by when I don't think of someone I've met through Cadets."

She thanks her father for getting her interested in Cadets. "My father was always talking about the military. He worked for air search and rescue and had dreams of becoming a search and rescue technician," she says. "He wanted me to be in air cadets, but I joined army cadets because I already knew someone there."

Michael Proulx would be proud that his daughter is one of only a few female cadets to earn the coveted jump wings. And he would be proud that she wants to give back to the organization that has given her so much. She may join the military, but she is especially interested in social work or child psychology — things she believes would help her be a good cadet instructors cadre officer. ❖



Cadet MWO Ruth Proulx gives the thumbs up signal after completing a jump at the Canadian Parachute Centre in Trenton.

(Department of National Defence photo by Capt E.B. Landale)

CIC and CI feedback on cadet movement structure

The *Concise Oxford Dictionary* defines structure as “supporting framework”. Applied to the cadet movement, the Department of National Defence’s supporting framework for Cadets is the directorate of cadets, regional headquarters and detachments. These ‘structures’ exist to support local headquarters in their delivery of the cadet program to Canada’s 55,000 cadets.

So how are those structures doing?

Cadet instructors cadre (CIC) officers and civilian instructors (CIs) filled in a kind of ‘report card’ a year ago when they completed questionnaires distributed by the Way-Ahead structure action team to corps and squadron commanding officers across the country. They were asked to reproduce the questionnaires locally for other interested CICs and CIs. Of 1,200 questionnaires distributed, 508 were returned. Ninety-four per cent of the respondents were CIC officers, evenly distributed across regions and elements.

Not surprisingly, an important issue that emerged is the key requirement for all other levels of the organization to **support** local headquarters. “If it isn’t benefiting the local headquarters program, why are we doing it?” sums up the general feeling.

National support

The recent restructuring of the directorate of cadets in Ottawa — aligning departments into training programs, strategic planning, common programs

and administration/finance activity areas — was seen as a positive step towards achieving a better overall cadet program.

But just over 55 per cent of the respondents did not believe that the national defence headquarters policy makers recognize and are sensitive to the issues which corps/squadron staff and cadets see as important. In fact, 43 per cent of the respondents made suggestions on how the directorate could improve the program.

Detachment support

Most CIC were ‘somewhat satisfied’ to ‘very satisfied’ with detachments.

Just over 87 per cent believed cadet detachments are necessary, although most Pacific Region respondents had no knowledge of detachments. (There are no detachments in Pacific Region; instead there are elemental headquarters). Close to 44 per cent of respondents commented on how to improve detachment effectiveness.

Regional support

Most CIC were ‘somewhat satisfied’ to ‘not at all satisfied’ with regional headquarters.

According to Maj Roman Ciecwierz, the action team co-leader who prepared the report, the attitudes towards detachments and regions are “seen as a reflection of the amount of contact and support received at local headquarters.”

As many as 44.3 per cent of the respondents felt regional cadet officers and regional headquarters staff were out of touch with local issues, yet 85 per cent believed that regional headquarters as they are now are necessary.



The directorate of cadets, regional headquarters and detachments exist to support local headquarters in their delivery of the cadet program to Canada’s 55,000 cadets.



Just over 80 per cent thought that regional headquarters staff should not hold their positions indefinitely. And a whopping 87 per cent of those who responded to the question of how regional headquarters can be improved believe regional staff need to have regular, more direct contact with local staff and cadets, need to solicit input from CIC and should provide more support to the local level.

Many of the respondents seemed “unclear” on what the functions of the various headquarters are. But they were clear that headquarters — whether detachment, regional or national — should be supporting the cadet program. “Some form of more direct CIC involvement at other than local headquarters, and more regular contact from staff at **all** other levels, is **very** desirable,” concludes the report.

Making the most of the cadet movement structure so that the best cadet program comes out of it, as well as eliminating an overly cumbersome administration system, emerged as main themes in the questionnaire responses, says Maj Ciecwierz.

Other key issues were streamlining, empowerment, the shifting of responsibilities and authority for program implementation to the lowest possible level.

The report concludes that although corps and squadrons are tasked with the responsibility of executing the program, they are seldom empowered or given the means to guide and direct continuous change to ensure the best possible program.

The report also emphasizes that more direct contact with CIC officers and more support for their efforts are a top priority.

Many of the respondents saw having national standards for cadet and CIC training, and common training for all cadets in such areas as leadership and citizenship as an important improvement to the program.

Branch advisory council

The Way-Ahead questionnaire also validated the action team’s recommendations on the CIC branch advisory council. Although 37.6 per cent of respondents were not aware that the council exists, they overwhelmingly supported the team’s conclusions regarding the need for and composition of the council, as well as the need for direct CIC involvement at the senior regional headquarters level. (For more on the council, see page 26)

The report recommends that regional cadet advisors and area CIC officers represent regional advisory groups on the council because of their regular contact with the field, their impartiality, and their ability to gather feedback directly from local headquarters officers, their commanding officers, or from detachment personnel. This would allow a broader base of CIC involvement.

According to Director of Cadets Col Rick Hardy, the questionnaire results and data will be useful in completing the occupational analysis for CIC, as background for the directorate’s CIC training and the CIC recruiting cells, as well as a resource to the branch advisory council. They will

also be used as a baseline to set goals and measure program results.

“The survey data and associated comments have shown there is a definite interest from the CIC in participating, not only in the improvement of the program, but also in the ongoing process of continuous change,” says Maj Ciecwierz. “The comments recorded on more than 40 per cent of the surveys represent a good snapshot of the overall mindset of officers in the field.”

He adds, however, that the survey pointed out a general lack of knowledge about what is actually going on outside local headquarters. “I don’t think that we are accustomed to positive change actually happening, or to the powers that be actually listening to our cries. But change is happening,” he says.

The action team leader encourages everyone to view the team’s full report and recommendations on CadetNet. As well, change can be monitored through the Way-Ahead web site or the CIC Web site. Both sites can be reached through the national Cadets web site at www.cadets.ca. ❖

“The survey pointed out a general lack of knowledge (of CIC) about what is actually going on outside local headquarters.”

– Maj Roman Ciecwierz

Structure action team recommendations

Based on cadet instructor cadre and civilian instructor feedback, the structure action team has made the following recommendations:

- Organize the CIC branch advisory council in the same manner in each region. Members should consist of regional cadet advisors/area CIC officers, reporting to a regional advisor. The regional advisor would be appointed by the region cadet officer from the membership and would report to a national advisor.
- The region cadet officer should appoint a regional advisor who is a Class A, CIC officer (preferably at the rank of lieutenant-colonel) who is a former corps/squadron commanding officer, with cadet summer training centre or regional cadet advisor experience. Give the regional advisor direct access to the region cadet officer so he or she can provide advice and expertise on CIC and cadet matters. Include the regional cadet advisor/area CIC officer position on regional headquarters organization charts.
- The directorate of cadets should establish national standards and policies with **one** set of rules and regulations for corps and squadrons to follow.
- Look at regional headquarters functions to determine what functions provide direct value to the local headquarters program. Download



Making the most of the cadet movement structure so that the best program comes out of it was a main theme of questionnaire responses.

those functions to area detachments. The value of the regions would be in supporting detachments and monitoring compliance of national standards and policies, running cadet summer training centres to complement local headquarters training, and providing support for optional environmental training.

- Base CIC training on national standards with regional cadet instructor schools having closer ties to the Canadian Forces Recruiting, Education and Training System through the directorate of cadets. Provide more modern training methods and standard non-elemental training such as youth development.
- Employ CIC officers in positions of authority at all levels, where

their expertise can be beneficial. Implement a method of more direct input from the field.

- Implement a formal procedure to allow/encourage the migration/interchange of staff from and amongst the regions and directorate of cadets.
- Reduce the administrative burden. Structure the organization to support local headquarters staff, who should be focussed solely on training and supervising cadets. An improved structure will result in streamlining administration and communication, speeding up response times and in turn, improving the level of support delivered to local headquarters. ❖

Maritime interests and cadet programs

By Jerrod Riley and Shailagh O'Shaughnessy

The Navy League of Canada was founded in 1895 with the sole purpose of promoting the need for a naval presence in Canada. Having accomplished the goal of establishing of the Royal Canadian Navy by 1910, the league remained focused on the importance of maintaining an effective naval force, and lobbying the federal government to do so. As the league became incorporated in 1918, our mandate was clearly defined in our Letters Patent as a maritime affairs organization. In fact, our two youth programs, The Royal Canadian Sea Cadets and the Navy League Cadets, began as a way of fulfilling our maritime affairs mandate.

Although these programs have since broadened and become their own entities, we must not forget that they were born from a mandate to promote maritime interests. Together, they are the largest maritime education programs in the country, and in them, the nautical elements that make these programs so unique. To keep on developing the league and sea cadet programs, and to continue benefiting young Canadians, we must build a solid foundation of a nation that is aware of its maritime interests.

Among the maritime affairs goals supported by the Navy League of Canada are:

- To create an awareness of the importance of a modern and effective Navy League of Canada
- To provide meaningful and powerful information on maritime issues to the Canadian public

- To promote and share resources in maritime affairs, including our naval and sea-going heritage
- To promote maritime career and educational opportunities to Canadians

All of these goals are attainable, and will enhance the navy league's position in the maritime community. This progress is necessary if the league is to grow and develop to its full potential. Delivering a strong and relevant maritime affairs message to Canadian youth will increase the effectiveness and strength of our cadet programs. Ultimately, it will ensure our permanence as an effective advocate of maritime issues in Canada. ❖

The Navy League of Canada is delivering a strong and relevant maritime affairs message to Canadian youth.



Kissing snakes and climbing mountains

Army cadets in Morocco

"I rode a mule, kissed a snake charmer's snake and climbed the lower Atlas Mountains. I wouldn't change what I learned or experienced for anything. I can't thank the people who made it possible enough."

These words from Cadet WO Natasha Skidmore of New Brunswick, prove it takes more than blisters, bacterial infections and mountain climbing in temperatures soaring above 30C to turn a Moroccan adventure into a negative experience for cadets.

And the other 11 cadets who returned in October from the 16-day Army Cadet League of Canada Expedition 2000 to Morocco shared her enthusiasm.

"The Morocco expedition was amazing," says Cadet WO Laura Steeves of Springhill, NS. "It was a once-in-a-lifetime experience we will all treasure."

"I would do this expedition again if I got the chance," says Cadet MWO David Moriarity of Vancouver, BC.

"I truly loved the experience. The trip was culturally and personally enriching," says Cadet WO Jean-Sebastien Thom from Buckingham, QC.

The expedition was the first adventure program that the army cadet league has actively sponsored. The league covered expedition costs, while directorate of

cadets covered the costs of transporting the cadets and staff within Canada and to Morocco, as well as the escorts' salaries.

The cadets bonded as a team right from the start, according to Cadet CWO Randi Heywood of Windsor, ON.

Everyone experienced culture shock, says escort officer Maj Robert Barrette, commanding officer of 2784 Royal Canadian Army Cadet Corps in Ottawa.

Most of the cadets had never witnessed such extreme poverty as they saw in the Berber villages in the mountains. The cadets from small-town Canada were also unaccustomed to the diversity of skin colour.

"I haven't gotten many chances to travel before...so when we arrived in Marrakech, I was overwhelmed by the

different culture and their way of life," says Cadet MWO Suzie Shanahan of Prince Edward Island.

Respecting the Arab/Muslim culture, the female cadets, as well as their female escort officer Capt Linda Cordell, 3059 Royal Canadian Army Cadet Corps in Gagetown, NB, covered their legs and shoulders in spite of the sweltering heat. And even though they dressed conservatively, they attracted lots of attention when they ventured into the souks (the marketplace) in Marrakech.

The cadets enjoyed their time in the souks haggling over souvenir prices, but they also enjoyed their travels through the small Berber villages that few outsiders see.

The trek through the Jebel Sahro region — the last mountain range before the nearby Sahara Desert — was no picnic. Most cadets had little hiking experience and wore an assortment of hiking boots.

"When we started our trek into the mountains, the heat and altitude made it hard to adjust at first," says Maj Barrette. "Over the first couple of hours we had three cadets with blisters." Blisters continued to plague many of the cadets throughout the trek. But they still managed to climb one mountain 1,068 metres high.





Cadet MWO Ruth Proulx with some village children

The cadets trekked with daypacks (carrying the day's essentials and water), while mules led by muleteers carried their larger kit bags. They drank two 1.5-litre bottles of water a day. Sometimes they used water purification tablets to purify local water.

They washed their clothes in rivers and water from village wells and ate simple foods. They drank the traditional beverage of mint tea. In the evenings, the muleteers allowed the cadets to ride their mules. "At times we sang and danced with the muleteers," says Cadet CWO Christine Butt from Grand Falls-Windsor, NF. "This let both parties experience some new culture."

One memorable experience was a visit to a grade three/four classroom with no running water or electricity in a small village school in the mountains. The cadets sang *O Canada* in French for the students who study in both Arabic and French. Back at his house, the teacher served mint tea and enjoyed a lively discussion with the cadets.

"The people we met showed us great hospitality, kindness and understanding," says Cadet Sgt Kristin Hill from Flin Flon, MB.

On another afternoon Cadet MWO Ruth Proulx from Yellowknife, NT, (featured in this issue's Cadet Corner) and some other cadets administered first aid to a man from a village work crew who had smashed his hand with a hammer. "It was virtually impossible to see

a doctor in those parts," says Maj Barrette, so it was lucky that the cadets were there.

Five days into their mountain trek, blisters were the least of the group's worries. Some of the cadets were suffering from flu-like symptoms and blood in their stools. The escort officers decided to discontinue the trek portion of their expedition, fearing that if an emergency arose, the cadets could not be evacuated quickly enough from the mountain range. When a local doctor saw the sick cadets, he prescribed antibiotics for bacterial infections caused by food or water.

The expedition ended as it began — in Marrakech. On a visit to a relative of one of the muleteers, the female cadets learned how to apply the primitive eye makeup made of kohl. "It stung my eyes when they put it on because kohl is a mixture of crushed antimony, black and white pepper, plus ginger, mandrake and indigo root," says Cadet MWO Victoria Mills from Alberta. "It is used in makeup to darken, as well as to disinfect and purify the eyes. It stays on your eyes for days. I still had it on my eyes after four days of scrubbing!"

In spite of its ups and downs, the entire trip was a very positive experience, says Maj Barrette. Perhaps Cadet Sgt Amanda Thomas of Prince Albert, SK, says it best. "During the expedition, I learned the real value of happiness and hospitality," she says. "We met people who have almost nothing and were still more than happy to open their doors to us and offer us what little they had. This expedition helped me to become a better person and appreciate all that I have." ❖



Another one bites the dust

Policy change action team's work is done

The Way-Ahead policy change action team was dissolved in Ottawa in September by team leaders LCol Francois Bertrand, Maj John Torneby and Capt Michael Blackwell.

The action team has accomplished its goals and laid the groundwork for revamping policies for cadet instructors cadre (CIC) officers and civilian instructors.

"It's easy to criticize the Way-Ahead process," said LCol Bertrand, former deputy region cadet officer for Eastern Region. "But the Way-Ahead gave us so much momentum. It has created good things, including initiating the reorganization of directorate of cadets."

The team leaders will now work as advisors or active members of projects that are expected to have major impacts on CIC policy.

At a September meeting in Ottawa, the action team leaders met with representatives of the Reserve Force employment project (RFEP), the CIC military occupational structure change management project, the CIC branch advisory council,

the strategic change cell and others to discuss the work that still remains to be done with regard to CIC policy. "It's a bowl of Jell-O right now," said LCol Bertrand. "We called this meeting to stop the isolated activity and pull it into one big effort."

In fact, the meeting was a concerted effort to ensure that the cadet instructors cadre will never be forgotten again. According to Director of Cadets Rick Hardy, the cadre was somewhere between ignored and forgotten in the past. He referred specifically to CIC officers being left out of the Reserve Force retirement gratuity and lacking representation on a pan-Reserve working group that sat monthly.

That won't happen again.

The creation of a full-time team to work on the CIC occupational structure project and the commitment of resources to look at the cadre in the context of the RFEP are positive signs of support for the CIC as an important sub-component of the Reserve Force. Resources for both projects come from outside directorate of cadets.

"If we do nothing, the CIC population will continue to decline. Attraction and retention of CIC officers is our first priority," said Greg Harper, the former Regular Force officer who is the CIC theme leader within the Reserve Force employment project. "The addition of CIC to this project is extremely important. We're an official project and we must report through our Senior Review Board to Armed Forces Council. As advisors, you have the background and knowledge to help our project address the most important issues."

CIC occupational structure project team leader Maj Claude Guenard agreed. "No rock should go unturned. Our analysis will be a tool to make things happen. Our deliverable is a career path officers can follow."

At the same time, a full-time CIC officer — responsible for all issues related to the "support, care and feeding of cadre officers" - now works for director general reserves and cadets. The new human resources officer is the conduit for the ongoing projects. He will also act as branch secretary on the CIC branch advisory council.



Way-Ahead policy change action team leaders, from left, LCol (ret'd) Francois Bertrand, Maj John Torneby and Capt Michael Blackwell will work as advisors or active members on projects with major impacts on CIC policy.

The council, which has been around for years but is not well known, has been revitalized. The council will have more representatives from the field, working at the corps/squadron level. The director general reserves and cadets, rather than

the director of cadets, is the new branch co-advisor.

The addition of the CIC as a theme within the RFEP and the CIC occupational structure project, especially, are a “golden

opportunity” to make an impact on CIC policy, says Maj Kevin Cowieson, the strategic change manager with directorate of cadets. “Never has there been this amount of attention paid to CIC issues.” ❖

Occupational structure update

By Capt Michael Blackwell

The CIC military occupational structure change management project is well under way.

In case you missed the article (*CIC important to future of Canadian military*) in the fall issue, LCol Bill Amirault, the director of military human resource requirements (DMHRR), explained what this means for our branch. If you have not read the article, please do so as he explained how the project will look at the job requirements of tomorrow's officers. He described the project goal, which is to ensure that cadet instructors cadre officers are adequately recruited, trained, employed, and remunerated.

By late September, many late nights had been spent packaging and mailing the ‘meat’ of the project. I am talking about a large questionnaire concerning many of the tasks, knowledge and skills that we use in the performance of our jobs. The questionnaire was sent to a sample of the CIC branch population. The sample was created in conjunction with DMHRR and the regions and includes members of local headquarters, summer training centres, regional headquarters (including all detachments and schools),

and directorate of cadets in Ottawa. We hope that those of you who received the questionnaire have completed it. The information in it will help map our future and the future of our branch. Take this opportunity to contribute to the future of our branch.

Your data will be scanned into a computer and added to the data from the other returns. The computer will then produce a large diagram clustering similar jobs. This will create a picture of what officers actually perform today.

One of our project tasks was to develop a number of occupational structures — a kind of career path — for the branch. This was done by a selected working group of CIC officers from each region, directorate of cadets and the leagues early in November. In the new year a senior advisory group will ratify one of the proposed structures.

The Canadian Forces (CF) are methodical when analyzing their occupations. Many steps take place before any policy is official. Typically an occupational analysis, or change management project as it is now called, begins many months before

the ‘field’ is even surveyed. First the information to be surveyed must be compiled by determining the tasks, knowledge and skills that sailors, soldiers or airmen need to perform their current job. The survey instrument is often very lengthy, as it must cover the many possible options from specialists to more general service jobs in order to obtain a complete snapshot of the many jobs currently performed. The answers form the data necessary to show where jobs overlap and where changes may be needed. Currently the CF is attempting to streamline many of their 109 occupations. CIC occupations are among them.

This is your opportunity to provide input to the future of the cadet instructors cadre. Your team is highly motivated and looking forward to the valuable input that you provide. We will continue to provide an update in issues of the new magazine. ❖

– *Capt Blackwell is a former member of the Way-Ahead CICI policy change action team and is currently working on the CIC MOS change management project.*

Under-age drinking

By 'a concerned cadet'

In September, I started my seventh and final year as a cadet. This time around though, privileges as well as responsibilities have grown, for one of my greatest dreams was fulfilled at annual inspection in June. As a chief warrant officer, I find a renewed sense of loyalty to my squadron and the cadet movement in general. In January, I will be faced with the decision of whether I would like to refresh my commitment, as well as my loyalty, by applying for a position in the cadet instructors cadre. Neither desire nor courage is lacking, but my mind is plagued with doubt.

I have gained so much as a cadet, be it leadership skills or friendships. Not for a second do I question the value or integrity of the cadet program that has educated so many Canadian youths through its proud history.

In the past two years, the Way-Ahead process has given cadets a whole new image, one that is positive, innovative, and compatible with the new millennium. The acronym CHAP (for cadet harassment and abuse prevention) has become universal in the cadet world. However, in the numerous issues of the Way-Ahead publication, I have yet to see what I consider the most serious issue of concern being addressed — under-age drinking.

Have you ever been to a non-commissioned member's party, or any regional post-camp parties? Why is it that younger cadets are encouraged to "join in the fun", and are led to believe that a party cannot be held without alcohol? I realize that this is a problem persistent in every secondary institution to varying degrees. But why

do those of us who parade in a uniform and salute patriotically as we sing *O Canada* deliberately break the laws of the land?

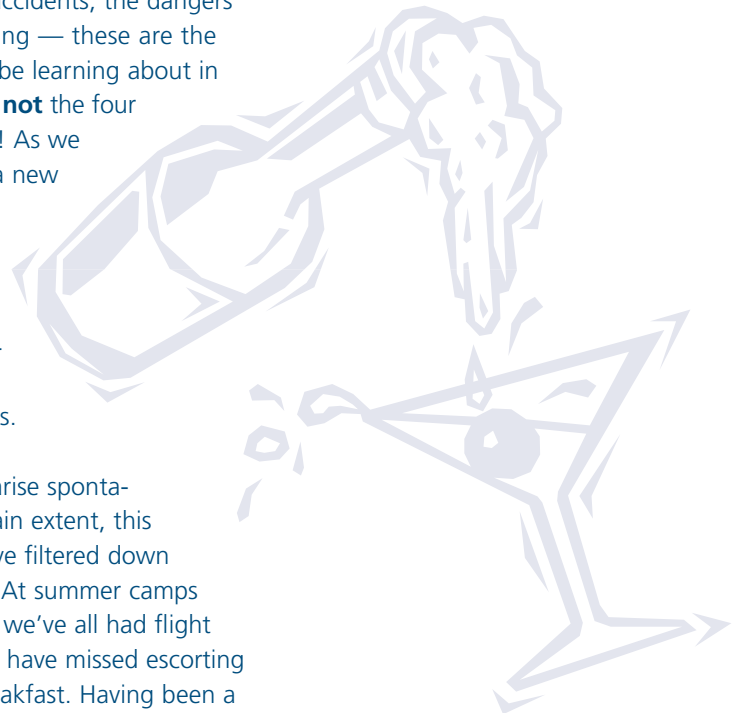
Under-age drinking is an illegal offence. In doing so, not only are we, for the most part, betraying our parent's trust, but we are setting a bad example for younger cadets. Yes, smoking is bad too, but intoxication can lead to a loss of rational decision-making. It baffles me why this subject has remained taboo for so long. If we are really going to move ahead, alcohol and sexual awareness are topics of top priority, which must be discussed. Through this magazine, we can teach cadets from across the nation. If we can't stop the drinking, let's at least teach "the future of Canada" (as we are often referred to by reviewing officers) to drink responsibly. The effects of alcohol, statistics of auto accidents, the dangers of alcohol poisoning — these are the things we should be learning about in 'sensible living' — **not** the four basic food groups! As we stride forward in a new era, let us take courage and deal with the dark secrets. Let no drunken festivities overshadow our sunset parades.

Problems do not arise spontaneously. To a certain extent, this dilemma must have filtered down from our officers. At summer camps primarily, I'm sure we've all had flight commanders who have missed escorting their flights to breakfast. Having been a staff cadet, I know the reason why. And

so now I wonder whether it would be hypocritical of me to go into the cadet instructors cadre, aware of this problem but not doing anything about it? Should I just turn a blind eye to these events when I introduce the parents of an eager 12-year-old to the merits of the cadet program? Could I look myself in the mirror knowing the perilous course I've set these youngsters on? So thus I struggle with my decision.

The benefits of our program far outweigh its dangers, but when dangers are left unattended, will not the very frame of the entire system deteriorate, slowly but surely? Do I want to be part of the knowing but unresponsive group of officers, concerned only with keeping this out of the media?

I urge you— take heart, take action. ❖



A word to webmasters

By Maj Guy Peterson

The cadet organization may be the most represented youth organization on the Web right now.

Hundreds of sites claim to speak on behalf of Cadets. However, because most sites are created without the knowledge and approval of unit commanding officers, the information they convey is often misleading or outdated. The quality of sites varies from excellent to bad, creating an image problem for Cadets.

I have visited 130 'cadet' sites since September and found that while several Web sites are well designed and maintained, a **lot** of them contain information that should be updated or deleted. Last year's schedule, names of cadets that have left, unauthorized logos, and, as in some cases, information that dates back almost three years does not belong on the Web. I also found that many Web sites do not comply with CATO 11-07, our national policy on Internet use.

Here is some free advice for webmasters: If you haven't created a Web site yet, ask your commanding officer for permission to create the site **before** publishing it on the net. Then, read CATO 11-07 and all directives published by your region on the subject. Once you've created the site, ask your commanding officer to look it over before putting it on the net.

The good news is that we, as an online community, are using the Web to communicate. Creating Web sites has become

easy with freeware readily available over the net. The difficult part is maintaining the sites for content and technology to keep them interesting.

If you are a webmaster, mandated by your unit commanding officer, find the correct information, or delete what has become obsolete. The image and credibility of your unit is at stake. Being the webmaster goes far beyond writing words and placing images on the Internet. Make yourself aware of rules and regulations that define what you can and can not do. Ensure that your unit is represented correctly and professionally on the Internet. This can **not** be done in isolation. Get your commanding officer — or an officer delegated by him or her — involved.

Our national policy on Internet use will be revised soon to make it easier for units to create an official Web page. The number of Web site categories for example will go from three to two. Also, criteria will define more precisely what should be included in a Web site to get the 'official' seal of approval from regional authorities.

Great news is that all cadet units will be provided with at least one basic Web page containing such information as element, locations, e-mail, phone number, name of commanding officer and so on. The central database of all cadet units will generate this page automatically and a unit webmaster will not be required to maintain it. Units that have a more elab-

orate site already will be provided with enough space to host it — free of charge — without the burden of advertising banners.

If you want to take advantage of this, ask your commanding officer to contact the regional webmaster for more information. The only criterion for the free web space is that your Web site complies with national and applicable regional policies.

Also, look for the introduction of a common look and feel for the national and regional cadet sites. It will be defined with various headquarters webmasters and help us promote a more united front on the Internet. More information on this will be posted on www.cadets.ca, where you will also find the information you need to create your own Web site.

Finally, we are creating National Web Awards for excellence in Web design and maintenance to recognize webmasters who make the extra effort to create Web sites that comply with regulations and are well maintained. Only Web sites that have been approved officially by the unit commanding officer and regional authorities will be eligible. The awards will likely take the form of a logo for deserving sites. More information will follow on CadetNet and at www.cadets.ca. ❖

– Maj Peterson is chairman of the national information management committee.

Democracy at work

Elections replace appointments on 'new' CIC branch advisory council

The CIC (cadet instructors cadre) branch advisory council has been given a shot in the arm and is about to adopt a new look. For the first time, many of the council members will be elected, rather than appointed.

The restructured council is going to be more proactive, allow more grass roots input into policies and issues affecting officers, and improve communication with the cadre. "The idea is to better reflect the needs of the CIC into the 21st century," says LCol Al Memess, acting co-advisor until the end of December. It will also better reflect the voluntary nature of the cadre, giving those who are interested a chance to have a say.

The restructuring will ensure that no one individual or internal organization will have undue influence on the requirements, needs and direction of the branch and its members. "It will be structured around the needs of the occupations to supervise, train and administer the cadet program and will provide a stable and responsive framework to nurture and treat all its members in a fair and equitable fashion," says LCol Memess.

So what are the main differences between the 'new' council and the old?

- **There are still two co-advisors on the council.**

But now, one of the co-advisors is the director of reserves instead of the director of cadets. The other co-advisor is a serving CIC officer **elected** to the position, instead of the senior CIC officer in directorate of cadets. The main difference is that the field nominates the candidate and the branch advisory council and two independent members from the field elect the candidate. The position has certain basic prerequisites, and the term is three years, with a possibility of a one-year extension in exceptional circumstances. The incumbent may be elected for a second term.



Capt(N) Jennifer Bennett, director of reserves, is a new co-advisor on the CIC branch advisory council.

- **There are still six regional advisors, but they will now be elected, instead of appointed, to their positions.** There are also prerequisites for these positions for CIC serving officers. Regional advisory councils and two independent members from the field will **elect** the candidates. The term is three years, with the possibility of a one-year extension. Incumbents may be elected for a second term.
- **The commanding officers of the regional cadet support units (RCSU) will appoint serving CIC officers to act as branch advisory council coordinators.** There will be six regional coordinators, as well as one coordinator from directorate of cadets. The directorate of cadets coordinator will be the CIC human resources officer, who will also act as branch secretary. The coordinators' role will be to provide administrative and other support as required. There are prerequisites for these positions. RCSU commanding officers will determine the term of the regional positions. These officers will not sit on the council.

Numerous changes in the movement relating to officers, including the CIC occupational structure project review, the rationalization of the CIC training system, the reorganization of directorate of cadets, and the work of the Way-Ahead structures action team, have prompted the revitalization of the council.

Its new structure allows the direct involvement of members at all levels in controlling and influencing the cadre. The aim of the council is to facilitate CIC officers in voicing and addressing their concerns and recommendations, as well as having input into policy affecting their branch. It will act as a champion and advocate for CIC personnel issues.

Senior management can use the council as a sounding board and focus group.

The transition from appointed to elected representatives on the council will take place over the winter. Each region established its own election process, using members of the previous council as a starting point. When the new council is established it is hoped that elections will be conducted in a more standard way.

Further information on the council and roles of council members is available on the internal electronic network, CadetNet.

The spring 2000 issue of this magazine will provide an update on the election results. ❖

Calling all naval alumni

The Navy League of Canada, Ontario Division, is forming an alumni association for all former sea cadets who have served with a sea cadet corps in the province of Ontario.

The purpose of the association is to communicate with former sea cadets so they can be informed with respect to the changes in the cadet movement. It is also an avenue for renewing old acquaintances.

If you know of any former sea cadets, please forward their names, addresses, phone numbers or e-mail addresses so they can be added to the list.

Ann Blonde,
Chair Alumni Committee
47 Bigham Crescent
Woodstock, ON.
N4S 8G5
(519)539-2572
(519)539-0385 (fax)
annie.terry@sympatico.ca



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

Letters to the editor

Diversity means diversity

Some time ago I wrote a letter asking that the cadet movement reconsider some of the unthinking compulsory and exclusive religious practices it has carried over from a bygone era. I stressed my desire to see our traditions and heritage preserved, and expressed my admiration for the chaplaincy. I asked that ceremonies be modified, not eliminated.

The emotion and hysteria, not to mention outright anger, which greeted my letter don't surprise me. I've been subjected to it before. To read these letters, one would imagine that the cadet movement is a place where one has to be a Christian or get out, or at least shut up. The references to God in the Constitution, O Canada (where it was inserted about 20 years ago, as it was not in the original lyrics I learned as a child), Her Majesty's titles or even my commission scroll are irrelevant.

The only thing that matters is the law, military regulations and the Charter of Rights. Why not read them, or ask a lawyer?

In the mid-90s the assistant judge advocate general for Central Region was asked for a legal opinion on parade square prayer in the cadet movement. The opinion is clear, unequivocal and devastatingly blunt. No religious observances of any kind belong on parade, or at any other public or unit function. Period. I'll send you a copy of that letter if you like. I can also send

you a copy of the letter in which the deputy commanding officer of a cadet summer training centre asks that I be investigated by the military police because of my views.

The people who wrote in heat to attack my views would never consider writing a letter stating that all cadets should be white, or speak only English, or be only male. The cadet movement was like that, not that long ago. Yet no one today would openly advocate a return to that time. Why then should cadets all have to make obeisance to Christianity on the parade square? The people who threatened my own children with drill for not going to church still have not been punished, and I still await an apology. Why?

I am now serving my second tour of duty in a country where people cannot or will not separate their religion from their nationality. They are prepared to commit horrible crimes to further that goal. I rather thought Canada was different.

Diversity means diversity. If you can have an entire movement built around it, and publish a magazine, then you'd better be prepared to practise it. And please, won't someone consult a lawyer? ❖

– Maj Tony Keene
Banja Luka
Bosnia-Herzegovina

Earring error

I would like to comment on the latest *Proud To Be* cover. I'm not one to complain, however I do not believe that this photo best represents cadets. This cadet not only had an improperly trimmed moustache, but he also had **two** earrings in his ear. I am sorry but last time I checked, male cadets were not permitted to wear earrings, and females were only permitted to

wear one earring in each ear — a stud centered on the lobe. This photo does not make me "Proud To Be". ❖

– F/Sgt Jeffrey McRae
Truro, NS

Editor: The photographer says this cadet wore no earrings.

New faces at the top

By Lt(N) Dan Hurley

There was a changing of the guard at the top of the cadet movement this summer. RAdm Raymond Zuliani became chief of reserves and cadets and BGen Paul Hussey took over as director general reserves and cadets. Both Zuliani and Hussey are based at national defence headquarters in Ottawa.



RAdm Raymond Zuliani, chief of reserves and cadets

RAdm Zuliani joined the cadet movement from naval reserve headquarters in Québec City where he served as commander of the naval reserves for three years. He is a former commanding officer of HMCS *Griffon* in Thunder Bay, ON, and served in numerous naval reserve positions since joining the Reserves as an ordinary seaman in 1965. He balances his Reserve commitments with his civilian career as a teacher, principal, and now,

education officer with the Thunder Bay Catholic District School Board.

As Canada's senior Reservist, RAdm Zuliani works part-time and advises the chief of the defence staff on pan-Reserve issues, sits on Armed Forces Council, and receives input from his staff at national defence headquarters, including the directorate of cadets organization. He says he wants to continue raising the public profile of Cadets and the Junior Canadian Rangers.

"[They] help put the Canadian Forces in a positive light," he says. "I don't see them as being a recruiting basis for Reserves or Regular Forces. Cadets and the Junior Canadian Rangers offer positive activities for the youth of their community."

RAdm Zuliani knows this from personal experience having been an army cadet in his youth and now as a teacher.

"I'm an educator," he says. "I see the impact of the cadet program on students as they come through the school system. Their self-confidence, motivation and work ethic — these are all congruent with the cadet movement."

The new director general, BGen Hussey, has equal praise for the cadet movement. While he regrets not joining Cadets as a teenager — he was a "base brat" in Europe where there were no cadet units at the time — the former air traffic controller says he has dealt with Cadets on a number of occasions during his 31 years with the Canadian Forces including, most recently as wing commander at Canadian Forces Base North Bay, ON.



BGen Paul Hussey, director general reserves and cadets

As director general reserves and cadets, BGen Hussey is involved with the day-to-day decision-making for the cadet movement at national defence headquarters. He agrees that making Canadians more aware of Cadets is a top priority. He points to a recent survey, which shows that a majority of adults and teenagers support the cadet movement, but do not know a lot about it.

"We are managing an extremely important youth program for the Canadian government," says BGen Hussey. "People need to learn about it."

BGen Hussey says attracting more cadet instructors cadre (CIC) officers through efforts such as this fall's national recruiting advertising campaign is vital, as is paying more attention to their professional development.

"[CIC officers] are the front office of the cadet movement," he says. "You have to build pride...by investing in professionalism. That, in turn, will rub off on your young people." ❖

– Lt(N) Hurley is staff officer communications with the directorate of cadets in Ottawa.

Winning through partnership

In the past two years, Cadets Canada has embarked on 25 partnerships with federal government departments and non-governmental organizations. And according to Maj Bruce Covington, outreach coordinator with director general reserves and cadets, partnering is a win-win situation for Cadets.

A Cadets Canada partnership can be as simple as distributing youth-related educational material to cadet units. This has been done for Health Canada, Human Resources Development Canada, Agriculture Canada, Canadian Heritage, the Canada Information Office, Environment Canada and Veterans Affairs.

It can also be as simple as creating an Internet link from the national cadet web site to another government department's web site. For instance, we are now linked to Human Resources Development Canada's Youth Resources Network at www.youth.gc.ca,

which provides information on youth employment programs and prepares youth for employment. HRDC also sponsors a youth information telephone line at 1-800-935-5555 and a booklet, all with information on Cadets.

A partnership with Agriculture Canada's youth services has had unexpected outcomes. Cadets is now listed in *The Rural Resource Handbook* — a directory of programs and services, distributed by Agriculture Canada to youth professionals and parents. In collecting statistics for the handbook, it was discovered that two-thirds of army cadet corps are located in rural communities, more than previously realized. This information is helping recruiters target their advertising campaigns related to Cadets. An added benefit is a follow-up article on Cadets in *The Rural Times* in December, which goes to rural communities and rural leadership.

Benefits were even more measurable in a partnership with Statistics Canada. That department has an internship program in which junior apprenticing staff practise their analysis skills in other government departments. One such apprentice helped directorate of cadets validate a part of the current sea cadet training program, at no cost to the directorate.

Benefits are also measurable in a partnership with Canadian Heritage's official languages department which provides non-profit organizations, including the cadet leagues, with 50 per cent of the cost (up to a specified ceiling) of translation or simultaneous interpretation services in the official languages. The air cadet league in New Brunswick has taken advantage of the service. The army cadet league will take advantage of it for its next annual general meeting in April.

At least two cadet corps gained from another partnership with Industry Canada's *Generations CanConnect* program — a program promoting intergenerational dialogue through technology. The two corps (among other organizations, classes, or groups) conducted 25-minute interviews with seniors, and based on the interviews, knitted text and photos together into a template on the department's web-site. The result was a collection of stories in an on-line 'storybook'. The project tied in nicely with the Cadets' citizenship program.



Talk about partnerships! Here, cadets representing Cadet regions across Canada, give Brian Tobin, premier of Newfoundland and Labrador, a helping hand to plant one of the spruce seedlings. The event occurred during the launch of Cadets Caring for Canada in St. John's, NF, this summer.



Cadet Casper Mantla, 2961 RCACC in Rae Edzo, NT, with Premier Tobin, holds one of thousands of white spruce seedlings donated to Cadets this year by Natural Resources Canada and the Tree Canada Foundation.

One of the most interesting partnerships is with Human Resources Development Canada and Big Brothers/Big Sisters. Cadets Canada is a contributing organization to a national call to action for mentoring young people and creating an action plan for success. As a first step, Maj Covington — on behalf of Cadets — attended a national roundtable on mentoring as a means of reaching youth at risk, of promoting

career/life coaching among teenagers and as a more personal extension of existing education programs. Another round table will be held in 2001.

“We are looking at a mentoring program in Cadets as an extension of the leadership and coaching programs we already offer,” says Maj Covington. “We have a proposal in to the director of cadets on researching mentoring programs and looking at how to implement them in the cadet context, whether officer to cadet, or cadet to cadet.”

Understandably, the greatest number of Cadets partnerships — seven — have been built with Veterans Affairs Canada. Among activities have been the circulation to every cadet unit of First and Second World War educational kits, as well as cadet participation in poppy campaign launches, in the launch of an educational dramatic exhibit called “Chronicle of an Unknown Soldier”, and the sponsorship by Cadets of an in-class learning module related to the repatriation to Canada of the Unknown Soldier. The module was distributed in the fall to all grade 10 students across Canada.

Whether receiving millennium trees from Natural Resources and the Tree Canada Foundation in support of Cadets Caring for Canada, or benefiting in other ways, Cadets Canada is a winner in its new partnerships. ❖

Web woes?

Have you been having trouble trying to figure out which address is the correct address for the national cadet web site? Which is it — www.cadetscanada.com; www.cadetscanada.org; www.cadetscanada.net; or www.cadets.dnd.ca? Well, it’s been all in the past. But the good news is, it’s none of them now. The new address is www.cadets.ca. And you can’t get simpler than that! This address is now the portal to Cadets Online, as well as to the league sites and the cadet instructors cadre web site. Why not try it out?

Officer training — 2000 and beyond

By LCol Al Memess

Many have said that there seems to be little or no movement on Cadets Canada initiatives and projects once announced. At the local level, this may appear the way things go, but to refer to an article published in a previous edition by Director of Cadets Col Rick Hardy, the 'elephant' is not easy to move.

With regards to cadet instructors cadre (CIC) training, there is an effort to get the elephant moving towards the future. During the first week of October, commandants of the regional cadet instructor schools — along with their chief instructors and standards officers — met in Ottawa to carry on the process that was started earlier this year with the training renewal conference in Cornwall, ON. We wanted to validate and move forward with the Cornwall initiatives.



Instructors like Capt Melanie Garand, regional cadet instructor school (Eastern), train officers to train Canada's future leaders.

One of our initiatives was to look for more modern and innovative ways to train our officers. To that end, on the first day of the Ottawa meeting, we joined the program developers from directorate of cadets for a conference on 'brain-compatible learning'. While the conference was not designed to change the way our brains work, it did present some interesting ways to assure that in teaching, we use as much of our brain-power as possible.

On the second day, we put actual training issues on the table. Before we could start discussing the changes required in our training plans, we were made aware of recent initiatives and projects that involve the officer cadre. We were briefed on the occupational analysis being conducted for the CIC. The analysis will have a major impact on how the cadre does business in the future. For this reason, we decided to delay any major training changes until the analysis is completed.

We were also briefed on the Canadian Forces Military Studies Program. This program replaces the Officer Professional Development Program (OPDP). While not compulsory for the CIC, this is an excellent vehicle for officers to improve their knowledge and abilities. Officers are encouraged to take part in this program.

In the past those who wanted to take part in OPDP sessions had to report to a Canadian Forces base to pick up study material and report again to the base for testing. As of September of 2001, the new program will allow participants

If a course is worth conducting, candidates should be remunerated for training. Optional courses will be moved to the 'specialized' category to eliminate unpaid courses.

to apply and receive the study packages by mail and take the exams locally by using a proctor system. This makes the program easier to access and complete.

Although we decided to wait for the occupation analysis before making major changes, a number of issues required immediate attention to bring the current training program up to date.

We reviewed the tender charge vessel operator course. A new programmed instruction package (PIP) is being introduced to ensure candidates are properly prepared to follow the course. In addition, the test administered at the local level will eliminate those who do not have the basic knowledge to follow the training. You can expect a new version of CATO 24-02 that governs this training as well as future certification.

All PIPs will be reviewed for pertinence and updated. The target for implementing the new PIPs will be spring of 2001 and they will be available on-line to make them easily accessible to all officers.

As well, course evaluation methods will be reviewed to assure that the evaluation method is in line with the importance of the performance objective involved. The chief instructors and standards officers got together in November in Victoria to work on this important aspect of the officer-training program.

We also looked at leadership training to ensure that what we teach and the way we teach it are in line with the vision and values of the current century. We used a discussion paper prepared by my staff on the way leadership training is given in the Canadian Forces as a reference point. The paper discusses training at the Canadian Forces Leadership and Recruit School and the Canadian Forces Management Development School; the implementation team working on the enhanced leadership module for training Canadian Forces officers in the future; and the principles of 'transformational leadership', currently covered at Royal Military College.

Leadership is an art so important that as a training body, we must ensure that the candidates we train get the best package available. Our discussion brought different views on the subject. In the end, we decided to continue the current trial on leadership training being conducted in Eastern Region. Once the occupation analysis is complete, we will discuss this point again and decisions to include subjects like 'situational leadership' in lieu of the current 'universal model' will be put on the table.

We discussed an additional course to prepare sea element officers for their tasks as divisional officers and decided that the occupation analysis is in a better position to establish the requirement. There was consensus that more is required to train divisional officers for their tasks, but we did not identify formally the exact format required. Once the occupation analysis for CIC establishes the requirement, we can move forward.

In the past, the CIC training program has offered a number of "optional" courses that officers could follow, with no pay. In our view, however, if the course is worth conducting, candidates should be remunerated for the training. These courses will be moved from the 'optional' to the 'specialized' category to eliminate unpaid courses.

Where will the future take us? It can take us many ways, and change will be introduced again and again. This should not stop us from keeping our courses up-to-date and from constantly modernizing. The cadet world is in constant movement; we must follow that movement and strive for the most interesting and efficient training program possible.

An effort is underway to find more modern and innovative ways to train CIC officers and to get officers out of the classroom. Here, candidates take part in a January 2000 intensive training session at regional cadet instructor school (Eastern) in St-Jean, QC.

The CIC is an integral part of the Canadian Forces Reserves, but our mission is not training for war. Rather, we train our people to train the future leaders of our country. The methods used must reflect the values and methods used in today's society as well as serve as a drawing point. We as trainers must get away from the 'sixth day of school syndrome' and get our people out of the classroom and into interesting activities.

We believe that we have moved the 'elephant', but there is room for more movement.

Where we move is up to us. Remember, 'The best way to predict the future is to create it!' ❖

– LCol Memess is the commandant of regional cadet instructor school (Eastern).



Following her dream

Former air cadet becomes Air Canada pilot

by Irene Doty

Each year, the Air Cadet League of Canada and the Department of National Defence train 320 new glider pilots and 250 private pilots. We are not exactly sure how many will continue their training and pursue a career as professional civilian and military pilots; however, I wanted to share a former air cadet's dream of becoming a professional pilot with you.

I have known Capt Jill Quinn and her family for many years, but had not seen or heard of Jill since the late 1980s. Last year, on my return home to rural Saskatchewan from the air cadet league's annual meeting in St. John's, NF, I was surprised to share a seat with her. While I did not recognize Jill right away, she recognized me and we were both thrilled to meet again after so many years. Jill was one of the many hundreds of young people I have had the great pleasure of meeting and associating with in my work at the squadron level during the past three decades. Our conversation while on the flight confirmed what I always knew — that Capt Quinn is an exceptional young woman who had a dream and was willing to work hard to make her dream come true. I am proud of the prairie farm girl who is now a pilot with *Air Canada*.

Jill was one of five sisters who went through the air cadet training program in rural Saskatchewan. Jill was full of ambition, drive, enthusiasm, and dedication

and she soon realized she would have to work very hard to make things happen. Fortunately for Jill, things did happen. She received numerous awards and was honoured for her achievements. In her first year of Cadets, she was selected 'rookie of the year', received the junior marksmanship trophy and the perfect attendance pin.

In 1986 she had her first flight in a glider and was hooked instantly. She attended the Penhold air cadet summer training centre that same year. In her second year of Cadets she received awards for 'best second-year leading air cadet' and perfect attendance. She attended air studies in Gimli in the summer of 1987 and that fall began helping out at the Yorkton gliding centre on weekends. In 1987/88 she was promoted to corporal and sergeant and received the awards for 'most deserving sergeant/flight sergeant', perfect attendance, and a gliding scholarship at the Penhold regional gliding school. She continued to work full-time on weekends at the Yorkton gliding centre.

In 1989, she was promoted warrant officer 2nd class and won trophies for: 'most achievements for four- and five-year cadets' and perfect attendance. She also received a private pilot flying scholarship. That same year, she received the Lord Stathcona Medal of Merit and the Royal Canadian Legion Medal of Excellence. That summer at the Penhold regional gliding school she received the top marks

award for Saskatchewan gliding and flying scholarships and the top overall academic award. Jill was also busy at school where she was chosen to be a Rotary youth exchange ambassador to Australia. This meant she would have to take leave of school and Cadets for one year. Jill is convinced her Cadet background was a contributing factor in her selection for this wonderful experience.

In her final year in Cadets, Jill won the Nygard Memorial trophy for her achievements and a senior archer award. Although she had completed the local headquarters training program, Jill



Former air cadet Capt Jill Quinn is now a pilot for *Air Canada*

continued to work at the Yorkton gliding centre and returned to Penhold as a glider instructor. In 1992 she qualified as a tow plane pilot and worked in this position for the next two years, while continuing to log her flying hours. She received a \$2,000/year scholarship for women in engineering at the University of Regina, but the “call of the air” was too strong and she gave up her scholarship to pursue her love of flying and a dream that remained unfulfilled!

She enrolled in the aviation diploma program at Mount Royal College in Calgary, AB, and graduated with honours and with commercial and multi-engine instrument licenses and endorsements. In January 1995 she began working for a small charter airline, *Timberline Air*, of Chilliwack, BC. She flew the *Piper Navajo* and *Beech King Air* between Chilliwack, Vancouver, Victoria, Nanaimo, Campbell River, Port Hardy and Bella Bella. It was an exciting time in her life, as she transported loggers travelling to and from logging camps up the coast. For a short time she flew a medevac bush plane — the first female pilot hired to do this job.

In 1997 she began flying for *Air Canada’s* regional carrier in the Maritimes, *Air Nova*. She loved flying for the company and she fell in love with the beautiful countryside and the tremendously warm and friendly people. However, Jill still had a dream and an incomplete goal — she wanted to work and fly for *Air Canada*. In June 1999 she boarded a plane in Halifax and was on her way to Toronto for a job interview with *Air Canada* — this is where I got reacquainted with Jill. I was so excited and proud of her. She was also very pleased to see me. Jill noted that it was no ordinary coincidence that we were sitting together on that plane, a “good omen” in Jill’s words.

She was successful at the interview and was hired shortly thereafter. Today she flies for *Air Canada* and is based in Halifax and Montreal. Her dream has come true! To sum it up in Jill’s words: “It took a lot of hard work, but throughout my years in the air cadet program, I came across a lot of wonderful people who were very supportive, giving and enthusiastic. They unselfishly donate a lot of their personal time and energy to this youth movement. I would not be

where I am today without the air cadet program and I am grateful for all of the “life lessons” I learned and the opportunities available to me in my years as an air cadet.”

I am sure there are many other outstanding stories such as this one that must and should be told. Needless to say, as a prairie farm girl myself, I am very proud of Jill’s accomplishments. I am also proud to have been associated with many past and present air cadets who today are leaders in their communities, are involved as civilian instructors, cadet instructors, cadre officers, league members or in whatever worthwhile causes and paths each has chosen to follow.

Thank you very much Jill for allowing me to write about you and for your contribution to the air cadet movement in Canada. ❖

– *Irene Doty is past president (1994/95) of the Air Cadet League of Canada.*

Correction

We wrongly identified the cadets being inspected in Whitehorse, YT, during a visit by Governor General Adrienne Clarkson in our last issue. The cadets, from left are, Cpl John Mah, Sgt Jason Clark, and WO1 Amber Ursich.



Cadet drill or professional dance?

Public school with a difference

Some cadets in Edmonton who **really** like cadet activities have a big advantage over cadets in other parts of the country. They can do 'cadet stuff' while they're in school!

They can drill and parade, be part of a pipe and drum band, learn military history, take first aid and take part in outdoor pursuits (such as rappelling or survival training) on school time. But they have to attend Vimy Ridge Academy, a unique school within the Edmonton public school system. The school, opened a year ago with an enrolment of close to 300 students in grades seven to 10, is the first public school of its kind in Canada.

While all students take core academic subjects according to the Alberta education curriculum, optional courses differ from other public schools. Students interested in Cadets or the military take the school's cadet program and must be members of Cadets Canada. Students interested in professional dance take the school's dance program. Of the students who enrolled last year, more than 80 per cent enrolled in the cadet program option. Although courses taken in school are not part of the 'official' cadet movement program, courses are intended to complement what the students do in their out-of-school cadet programs.

According to school principal Wilma Bayko, the school's goal is to strengthen pride in Canada by focussing on Canadian studies and emphasizing leadership, citizenship, self-discipline, physical fitness and bilingualism. Sound familiar?

In September, the school accepted applications for grade 11. Applications for grade 12 will be accepted next September. Alberta students do not pay fees; however out-of-province and international students do.

"We are a public school with a focus on Canadian studies," says Ms. Bayko. "Unlike other public schools, however, we have entrance criteria and all students must submit letters of reference and be interviewed."

To contribute to its success, Vimy Ridge Academy has developed partnerships with cadet programs (including police and emergency response cadet programs), the Canadian Forces (specifically Land Force Western Area), the Royal Canadian Legion (Northwest Territories-Alberta Command) and the Edmonton School of Ballet, to name a few. "These groups, as well as other community members, have been extremely supportive," says the school principal. "Without them we would not be where we are today."

She gives as an example a Legion donation of \$40,000 for kilts and other gear for the school's pipe and drum band. The cadet regional music advisor in Prairie Region provided practice pads and drum sticks for the band.



“The Canadian Forces have been very supportive of the school and have made significant contributions to its development,” adds Ms. Bayko. And like all partnerships, benefits flow two ways. School representatives are allowed to visit cadet summer training centres to recruit cadets to the academy. But at the same time, they recruit for the larger cadet program. “They also talk to a lot of young people in the schools about the cadet movement,” she says.

In addition to complementing the Cadets Canada program, the academy provides parade space free of charge to four cadet corps/squadrons. The cadets can also use the school’s state-of-the-art climbing wall for a small fee that goes toward wall maintenance.

In the beginning, some cadet unit commanding officers in Edmonton were concerned that only students from those four corps would be allowed to attend the school, but their fears were unfounded. The school welcomes cadets from any cadet corps or squadron, provided they meet entrance requirements.

And there is cooperation in other areas. “When it was learned that we would be teaching pipe and drum, we were asked to follow the method that the cadet movement uses to teach pipe and drum,” says Ms. Bayko. The school agreed. “Of the 39 students in the pipe and drum band, only three had piped before,” says Ms. Bayko. “But their progress has been phenomenal because they play three or four times a week.” In Ms. Bayko’s opinion, the school’s cadet program contributes to the “sharpness” of cadets because they’ve trained that much longer.

Because the Vimy Ridge cadet program is ‘unofficial’ (by cadet movement standards) the people who teach it do not belong to the cadet instructor cadre.

Most of the school’s cadet program instructors are qualified teachers, as they are also required to teach other courses. Those who do not have teaching certificates are partnered with qualified teachers. For example, a former Canadian Forces regimental sergeant major is partnered with the academy’s physical education teacher to teach drill and protocol.

Vimy Ridge Academy looks like a Canadian museum. One of its wings is dedicated to Canada’s military history and has classrooms adopted by different regiments. Soldiers from the regiments have painted the rooms and decorated them with regimental

colours, flags and other memorabilia representing historical moments in their regiments’ history.

The centre wing of the school is the Canada Hall. “We are hoping that each province and territory will adopt rooms to display their own history,” says Ms. Bayko. With funding help from the Alberta government, Canada Hall and the Alberta Room opened officially Sept 13. The Royal Canadian Mounted Police are putting a display in the stairwell of Canada Hall. The school’s third wing will become the cultural history wing, devoted to portraying the development of Canadian literature, theatre, art, dance and music.

So if you live in Edmonton — and can’t seem to get enough ‘cadet stuff’, you might want to attend Vimy Ridge Academy. ❖



Has the 'army' been taken out of army cadets?

Why are we using a cheap gimmick like new shoes to attract new recruits and keep old ones interested? (Spring 2000 issue: *Cool runners and Tilley-style hats*) It is the training and challenges that keep cadets interested.

Instead of spending money on 'contemporizing' our image with clothing, why don't we do a better job of telling the public about what we offer?



"Let's put the army back in army cadets,"

— writes Cadet WO Steven Marti, 2137 (Calgary Highlanders) Royal Canadian Army Cadet Corps in Calgary, AB....

In addition to advertising adventure training, we should be expanding it. Training should be made to better reflect the service a recruit has joined — army cadet training especially. Air cadets can fly, sea cadets can sail, and army cadets can...um...well.... I'll admit there are many things we can do, but if it weren't for the uniforms and the drill we are doing, it would be hard to remember we are army cadets. I'll admit I am grateful for the training I have received as an army cadet. I'm sure that if I were aiming for a high paying job in the corporate machine, the leadership training I have received would come in handy.

Most of the things we do are not the first things that come into your mind when you think 'army'. When I was considering joining cadets I thought I would be in combat exercises with blank rounds, riding in armoured personnel carriers and medium logistic wheeled vehicles. That is what comes to mind when most 12-year-olds think about army cadets. Sadly, I found out that I could do more of that kind of stuff as a civilian back when Canadian Forces Base Calgary had its open houses on Armed Forces Day. Now, if army cadets want to do that sort of training, they have to apply for an exchange course. Why? Why do we need to send cadets across the Atlantic to do this sort of training? I think it would be much more economical to do it right here in Canada. Everyone knows we used to be able to do that back in the 1950s and 1960s, so what happened?

An outspoken minority decided the system was training killers. But if anyone really thought about it rather than just jumped to conclusions, they would see that the new video and arcade games are more likely to train killers than combat training in cadets. Section assaults will not encourage school shootings, or desensitize kids. Anyone can see that one of those 'shoot-em-up' video games has a better chance of corrupting a young mind than an organized and controlled section assault, especially because we can control the age of a person going into the assault. An arcade game, on the other hand, allows anyone with correct change to pick up the plastic gun and kill countless numbers of people and creatures.

Combat-type training is what most army cadets want. I can't explain what it is about firing blanks in a section assault, with smoke grenades and thunder flashes going off, that makes it so much fun. I'm sure everyone involved in the Way-Ahead process knows most army cadets want this type of training back. But rather than think about what cadets want, they worry about what the people — who couldn't care less about cadets — think. Whoever cancelled combat-type training was either listening to, or part of, an outspoken minority. The silent majority wants this type of training. Let's put the 'army' back in army cadets.

Ed note: Both 'the beef' and the following response have been edited for length.

Capt Alec Scott, army cadet program development officer at directorate of cadets, responds:

The army cadet program is a balance of formal training, experiential learning, and familiarization activities with components of the Canadian Forces (CF). We strive to meet the aims of the cadet movement within the context of a 121-year-old developmental program for youth. Cadets fosters citizenship, leadership, physical fitness, and an interest in the CF.

Recently, we have reinforced the importance of adventurous training as the main means of creating challenge in the formal army cadet training program. Our adult leaders have the ability to instruct adventure skills and lead adventurous activities without outside assistance. Adventure is something we can do well. The model adventure activity is the expedition. Army cadet corps are encouraged and supported to conduct a weekend adventure expedition at least once a year.

Adventurous training — along with music, biathlon, marksmanship, advanced training and exchanges, weekend activities, ceremonial drill, community service, weekly corps parades and many other components — provide a full and rewarding program.

Familiarization training is another unique feature of the army cadet program. It is more limited than other training because we have to rely on Canadian Forces' affiliated units and components to assist us in providing it. Not all corps have direct access to their affiliated unit, if they have one at all. Some corps are affiliated with

police units or community service groups. For example, even though silver star-qualified cadets are currently authorized to take part in a familiarization practice with the C7, there may be no instructors or facilities, or the rifles may be held hundreds of kilometres away. Only 30

“The army has never been stronger or more available than it is right now in our program. No other youth group offers the variety and equality of opportunity for training and travel.”

— Capt Alec Scott.

per cent of our cadets will attend a summer training course where they might get this opportunity.

When you look at the aims of the program, the amount of opportunity that exists for cadets, the important role that corps play within their community, and the valuable life lessons that each cadet and adult leader learns, it is hard to say that there is a need, let alone enough room, for more training in the program.

Training for combat is a serious and professional activity. The Canadian Government, in accord with the United Nations, has taken great steps in beginning to reduce the use of child soldiers around the world. I understand that youth are overexposed to violence through media, public life and perhaps, unfortunately, through their private lives. It may seem that formal combat training is less violent than your average A-rated movie, but this doesn't justify adding more violence to the mix.

Many army cadets have a great interest in the Canadian Forces. And one of our aims is to promote this interest. But there is so much more to the army than infantry combat tactics. I urge cadets to take time to learn about their affiliated units. If given the opportunity, attend a field

exercise with your affiliated unit. Learn how to build bridges, move personnel and equipment, apply medical aid, communicate using different radios and satellite systems, repair vehicles, conduct search and rescue, or carry out

day-to-day operations in the field. If you don't have access to an affiliated unit or a component of the CF, look towards your local police force or ground search and rescue team. Don't let these opportunities pass you by because you can't see past the false euphoria of simulated combat training.

Before anyone stands up and says, “let's put the army back in army cadets”, they should realize that the army has never been stronger or more available than it is right now in our program. No other youth group offers the variety and equality of opportunity for training and travel.

When you're ready to move on to the next phase of your life, you may want to join the army reserve, or the Regular Force. If, or when, you do, you'll be happy that Cadets has taught you the really important skills of teamwork and leadership. Let the professionals teach you the rest. ❖

Power 'pack'

By Capt Sam Newman

It's 7:20 in the morning, the sun has been up over the tree-line for nearly a half-hour, the mist is rising, and the grass is beginning to dry from the night's accumulated dew. The walk-around is completed, the engines are running, the pilot is safely harnessed into his seat and the radio is squawking....

"Papa Mike Echo, taxi to position on runway 07."

"Waterloo Tower, Katana Foxtrot Papa Mike Echo, Roger to position."

"Papa Mike Echo, cleared for take-off runway 07. Your flight plan is open and you are cleared for a turn to the northeast above 500 feet. Have a good trip."

No it's not quite a Regular Force flying station, but these are real student pilots flying real airplanes and in seven weeks of intense ground school and flight training, they will have earned their private pilot's licence — provided they successfully pass the Department of Transport exam and their flight test.

Here at the National Flyers Academy, located at the Waterloo Regional Airport,



"Hitting the books" paid off for Cadet FSgt Janice Allen, 585 RCACS in Smith Falls, ON. She won the award for highest score on a flight test; the award for highest score on the Transport Canada exam; and the 'Top Gun' trophy.

south of Breslau, ON, 15 male and five female cadets are working on their power scholarship training. Most of them are flying the *Katana* (DA20) built in nearby London. This proven and versatile aircraft promises to be the choice of aviation training in this new millennium. It is an excellent conversion trainer, especially for people with previous gliding experience. It has many similarities, with an additional element of complexity.

The remaining cadets fly in the more traditional training aircraft — the *Cessna* 152s and 172s.

Most of the students soloed within the first week here. They've taken in vast amounts of ground school information in preparation for the dreaded Department of Transport private pilot exam, which is written during their fourth week of training. By the time they're finished, the cadets will have had an average of 48 hours of flying time and a minimum of 45 hours of ground school instruction.

Upon successfully completing the program, the cadets will receive their 'wings' from high-ranking military officers and air cadet league officials during a special graduation parade at Mountainview Detachment, Canadian Forces Base Trenton.

So, what makes the National Flyers Academy a little different from other flight centres? The cadets live in residence on the campus of Sir Wilfred Laurier University. They have their own staff — a 'den mother' and cook who provides delicious home-cooked meals and the tender loving care so important when the stress on these young aspiring pilots is so evident. Supervising officers this summer included Lt Cal Burns Sr. and Lt Christine Kynkal.



Cadet FSgt Dustin Harding, 614 RCACS in London, left, and Cadet WO2 Nick D'Andrea, 862 RCACS in London, with their flying instructor Ms Jen Van Loon in front of a *Katana* training aircraft.

When you think that only 251 cadets were selected jointly by the directorate of cadets and the air cadet league for power flying scholarships this year, we're proud to say that 20 of the best of them were together under the tutelage of certified flight instructor Phil Moffit and his staff at National Flyers Academy.

May these, and many other cadets to come, have the opportunity to "pull back the throttle and see the face of God." ❖

— Capt Newman has been senior supervising officer at the academy for the past eight summers.

Editor's note: This past summer, 19 flying schools/clubs across Canada offered power flying training to cadets. The Department of National Defence provides 250 scholarships annually; the air cadet league also offers one or two scholarships a year.

All in the family

Granddaughter of *Arrow* test pilot pins on gliding wings

Having a grandfather, who just happens to be one of Canada's most famous living pilots and a Canadian Aviation Hall-of-Famer, placed tremendous pressure on Cadet FSgt Kryisia Zurakowski this summer when she was training for her glider wings.

"On my first day at camp, the commanding officer asked me whether I was related to the famous Janusz Zurakowski (the former *Avro Arrow* chief test pilot)," says FSgt Zurakowski. "Great things were expected from me. Word spread around and it made me nervous. I kept thinking to myself, what would my grandfather — and my uncle and aunt who are also pilots — think of me if I didn't pass? What would they say?"

When she did not pass a flight, she was scared she was spiralling towards failure. But her negative thoughts disappeared suddenly. "I told myself I wasn't going to let this stop me from doing what I wanted to do and coming back home and making my grandfather proud."

And she heeded her 86-year-old grandfather's advice. "He told me not to think of boys when I was up in the air," says FSgt Zurakowski. "He seems to have gotten into a little bit of trouble when he was up in the air thinking about his girlfriends."

FSgt Zurakowski became one of 309 cadets to receive their glider wings this summer. The 17-year-old also graduated as the top student at the Regional Gliding School (Pacific) in Comox, BC. Although she belongs to

211 Kiwanis Royal Canadian Air Cadet Squadron in Ottawa, she trained in Comox because Eastern Region did not offer the gliding course in English this year.

Along with the other top gliding students, FSgt Zurakowski won more than a week of advanced soaring training at the Schweizer glider factory in Elmira, NY. The factory manufactured the 62 gliders the Department of National Defence uses to train cadets at its gliding schools. So that he could receive his training in French, the top cadet from Regional Gliding School (Eastern) received a week of advanced soaring with the Montreal Soaring Association.

Like Kryisia, Janusz Zurakowski began his career flying gliders. A former fighter pilot in the Polish Air Force, he made headlines in Canada with his 35-minute maiden flight of the CF-105 *Arrow* in 1958. He would fly the *Arrow* 21 times before the program to build the state-of-the-art aircraft was scrapped. The Canadian Forces recently honoured him at 4 Wing Cold Lake, AB, where the Aerospace Engineering Test Establishment named the building housing the Canadian Flight Test Centre after him. He currently resides in Barry's Bay, ON.

FSgt Zurakowski's goal is to take her grandfather up in a glider. She was too busy in the fall — with her grade 12 schoolwork, Cadets and gymnastics coaching — to find the time to visit a civilian gliding site for the flight. But she's promised her grandfather a flight first thing in the spring.

Her flying won't stop there. She hopes to take the power flying course next summer. And although she's afraid her lack of perfect vision will prevent her from pursuing a military flying career, she doesn't plan to give up flying any time soon.

And if more proof is needed that flying's all in the family for the Zurakowskis, Kryisia's brother Paul — also a cadet — hopes to pin on his own gliding wings some day. ❖

— Adapted from an article written by Capt Jeff Manney, 19 Wing Comox deputy public affairs officer, and Maj Rob Wilson, regional glider school (Pacific) information officer.



FSgt Zurakowski with her gliding award.

(Photo by Cpl Doug Desrochers, 19 Wing Imaging)

CADETS ACROSS CANADA

Making stronger Canadians

Sixty sea, army and air cadets shared a cultural exchange with Junior Canadian Rangers during a Youth 2000 *Jeunesse* Symposium in Constance Lake, ON, in August. They left with a deeper sense of who they are and where they've come from. They also carried with them an appreciation for the First Nation's culture and beliefs. The three-day event, hosted by the area's First Nations' community and the 3rd Canadian Ranger Patrol Group, marked one of the first times the two Department of National Defence-sponsored youth programs joined together for a combined activity. In addition to the cadets, 30 Junior Canadian Rangers and 17 cadet staff from across Canada took part in traditional First Nations' games, cultural activities and demonstrations. OCdt Lise Laplante, from Petit-Rocher, NB, and myself were in charge of the Atlantic contingent of 11 cadets and the gathering was like nothing we had ever witnessed before. We were 'wowed' on arrival by the scenic setting — a large white ceremonial tent, surrounded by 30 smaller tents in a forested backdrop alongside a lake. The cross-cultural event brought together Cree, Ojibway, Inuit, French and English. Cadets were dispersed among various groups and OCdt Laplante and myself found we were in charge of a diverse collection of young people.



The campsite for Youth 2000 *Jeunesse* in Constance Lake, ON.



Cadets learn first-aid in the bush along one of the teaching trails.

After an official welcome by Maj Dave Scandrett of the 3rd Canadian Ranger Patrol Group, local and visiting elders gave us presentations on the First Nations' culture and spiritual beliefs. We experienced a medicine sweat lodge, and learned about the art of cleansing and making medicine bags. We also heard about the importance of peace pipes and drumming. Instructors used teaching trails to give the young people valuable lessons in map and compass navigation; ground to air signals; knife and axe-sharpening; preparation of three-day survival packs; the importance of water and how to get it; first-aid in the bush and starting fires.

They also learned about the Ranger Red Whistle Program — a public awareness campaign that promotes bush and water safety among First Nations Cree, Ojibway and Ojicree youth. The program also aims to educate young people about suicide, child abuse, substance abuse and family violence. Each of the young people received the classic Ranger red



Cadets enjoy watching a traditional Inuit game.

whistle for emergency use. First Nations' teachings on snare setting and trapping were followed by Inuit demonstrations of strength and skill. Closing ceremonies took place around the sacred fire. I am grateful for the privilege of taking part in this great cultural exchange. It will certainly make us stronger Canadians. It is our many differences — once we appreciate them

— which will make Canada a better country. It is my hope that this event was just the first of many to come. The future will prove it was time well spent. ❖

– *by Lt Gary Kennedy, the administration officer with 693 Rotary Royal Canadian Air Cadet Squadron in Sydney, NS.*

Nova Scotia cadet receives international award



Cadet W02 Troy Sweeney accepts his prize from Andrew Webber, Dominion of Canada Rifle Association council member for Nova Scotia.

Cadet W02 Troy Sweeney, 507 F/L McLean Royal Canadian Air Cadet Squadron in Kentville, NS, received the Galer Hagarty memorial prize this year for smallbore competition. He obtained the highest aggregate score in the Youth of the Commonwealth Match and the Royal Military College Club of Canada Match during the 2000 Dominion of Canada Rifle Association winter postal program for cadets. The DCRA has con-

ducted a winter postal rifle competition for cadets since the early 1950s. The director of cadets has appointed the DCRA to manage the Youth of the Commonwealth Match in Canada. The aim of the match — open to official youth organizations in Commonwealth countries — is to encourage Commonwealth youth to take part in the sport of smallbore target rifle shooting. Teams competing in the match are also encouraged to enter the Royal Military College Club of Canada match. This year, 507 F/L McLean Squadron finished first in Canada in both matches. Individual competitors from these two matches combine their total score to become eligible for nomination for the Galer Hagarty Memorial Prize. W02 Sweeney is a grade 12 student and has been a member of the 507 rifle team for the past five years. The memorial prize was also awarded to Cadet Louis Philippe Nadeau, 2623 RCACC Rive-Sud, for Quebec; Cadet Leon Wall, 2511 RCACC Thunder Bay, for Ontario; Cadet Brian Lauscher, 2293 RCACC Saskatoon, for Saskatchewan; Cadet Jonathon Watt, 3003 RCACC Eagerton, for Alberta; and Cadet Victor Heal, 746 RCACS Langley, for British Columbia. ❖

– *by Capt Alan Henshaw, coach, regional cadet land training school (Atlantic).*

Invading the Legislature

During Cadet Recognition Week, six cadets selected from across the Northwest Territories invaded the NWT Legislative Assembly in Yellowknife, NT. They acted as pages for a week. The regional army and air cadet leagues, in co-operation with the Northern Regional Cadet Support Unit, initiated the event. The cadets met with the public, supervised displays in the Legislature's Great Hall and talked to members of the legislative assembly about their cadet experiences. The cost of transporting cadets from the various remote areas of the NWT was the responsibility of local members of the legisla-



ture. Housing, rations and entertainment were supported in part by the Royal Canadian Legion, Vincent Massey Branch 162, and the Yellowknife Rotary Club. During Cadet Recognition Week, the general public saw a hands-on first aid demonstration, a field craft presentation and watched a ceremonial drill team exhibition. The week was an ideal opportunity for the cadets to take part in a citizenship activity and demonstrate the many skills they learn as cadets. ❖

– by Capt Paul McKee,
joint projects officer,
Regional Cadet Support
Unit, Yellowknife.

These Northern cadets acted as pages in the Northwest Territories Legislative Assembly in Yellowknife in September. Back row, from left, are MCpl Anyssa Grenier of Fort Smith; WO Jackson Mantla of Rae Edzo; MCpl Carl Gaule of Fort Simpson. Front row, from left, are Leading Air Cadet Chantal Krivan of Yellowknife; Cpl Shana Ermatinger of Inuvik; and Cpl Karla Lennie of Norman Wells.

Tornado clean-up in Pine Lake, AB...

When a tornado hit a trailer camp and surrounding area in Pine Lake, AB, July 14, cadets from Rocky Mountain national army cadet summer training centre (ACSTC) in Cochrane and the air cadet summer training centre in Penhold helped where they could. The tornado killed 11, injured many more and caused millions of dollars worth of damage. Cadets in Cochrane were two-and-a-half hours away from the disaster area. The focus of the 60 Rocky Mountain leadership and challenge cadets and officers was cleaning up debris from farmers' fields that could have caused extensive damage to expensive harvesting equipment. For two days, they picked up shingles, metal, paper, wood, insulation, clothing, siding and even money, which was turned over to a civilian supervisor. The second day of clean-up was tough

going because the crop was so high. It was like going through a deep snowdrift. The cadets did such a great job, they 'made' the national news. According to the commanding officer of the Rocky Mountain cadet camp, LCol Lyle Johnson, "The opportunity for our youth to give to their country and gain a new and deeper appreciation of the meaning of being a



Canadian is an important part of the cadet movement's citizenship program. I continue to feel the pride that cadets gain with their citizenship experiences. Rocky Mountain cadets and staff were proud to be part of the cleanup for area residents affected by the tornado. The good leadership provided by the officers gave these cadets the opportunity to give back

something to Canadians who support the cadet program through their tax dollars." ❖

– by Capt Kelvon Smith, public affairs officer Rocky Mountain ACSTC and supply officer with the XII Manitoba Dragoons Royal Canadian Army Cadet Corps in Virden, MB.

Nunavik 2000

Imagine the challenge — 80 teenagers between the ages of 15 and 18 from different regions and cultures who don't know each other but undertake a canoe voyage of more than 500 kilometres in an isolated region! In three weeks in July, 45 army cadets from across Canada, 32 Canadian Junior Rangers and three British army cadets traversed Northern Quebec on *La Rivière aux Feuilles* from Hudson Bay to Ungava Bay. "It's departure time...and we are faced with our first challenge," Capt Edith Morin, a public affairs officer taking part in the expedition, wrote in her diary July 1. "Lakes are still partially frozen. We must paddle rapidly to break the ice. We set up our camp in rain and heavy winds. This is Nunavik." "The 'voyageurs' travelled in 26-foot canoes, capable of carrying nine people and 400 kilograms of gear. At times, they endured numbing cold and high winds. Portages were challenging, including a portage of one kilometre over a small mountain. At the Lake Minto campsite, one of the Rangers demonstrated the Inuit technique of drying fish. On July 10, Capt Morin wrote, "We paddled 36.5 km today with high waves and heavy head winds. We're realizing the importance of teamwork. The goal is to knit together with others in the canoe." "Courageous voyageurs bathed in the river and everyone braved swarms of mosquitoes and black flies. Bugs sounded like rain drops on the tent canvas. Three crews in particular will remember July 13 as an adrenaline-charged day as whitewater hit their canoes broadside, capsizing them and dumping crews and equipment into turbulent waters. The power safety boat quickly came to the rescue, and fishermen from a nearby fishing camp helped retrieve some equipment. Half way through the voyage, Capt Morin wrote, "Rapids and millions of flies and mosquitoes are exhausting us. Crossing through rapids



Nunavik 2000 Expedition members end their journey near the village of Tasiujaq in the Ungava Bay.

takes time— up to two hours — and energy. We look forward to crashing into our sleeping bags at the end of each day." On July 18, less than 100 kilometres from Tasiujaq, the voyageurs face winter-like conditions. In spite of polypropylene underwear, fleece sweaters, windbreakers, rainsuits on top of everything and gloves, the cold was penetrating. Headwinds slowed them down to a near standstill. "The river is low and we can see some rocks," wrote Capt Morin. "Every second brings mental and physical stress." The following day was just as bad as the group dressed in clothes still wet from the day before and bailed out canoes as river swells crashed over canoe gunwales. For a while, rain turned to freezing snow. But on July 21, the mission was accomplished. "We have developed a family spirit thanks to mutual aid and sharing," wrote Capt Morin. ❖

– By Maj Carlo De Ciccio, the public affairs officer, regional cadet support unit (Eastern).

North Vancouver air cadets recreate historic photo

In 1955, 103 air cadets snapped to a salute on the world's longest suspension footbridge, which swings 230 feet above the Capilano River near Vancouver, BC. The cadets were attending a two-week training camp and were taken on a sightseeing tour of the bridge. Millions of visitors have crossed the world-famous bridge since it was built in 1889. Photographer Eric Cable captured the spectacle and the photograph appeared in the August 8, 1955 edition of *Life* magazine.

According to the caption, the 450-foot bridge rocked and swayed as the cadets 'edged aboard'. Forty-five years later, North Vancouver cadets edged aboard the same bridge, recreating the historic photo. Seventy-five cadets, 67 from 103 (Thunderbird) Royal Canadian Air Cadet Squadron and the rest from 835 (Griffin) Royal Canadian Air Cadet Squadron in Squamish, BC, relived the famous moment. "They looked a little shaky as the bridge tipped a little to one side when they leaned on

the front railing," says Capt Tim Alguire, 103 Squadron commanding officer. "But it was amazing to see the fear disappear as the command to salute came and they stood at attention — proud to be air cadets." At the centre of the bridge in the new photo is Bill Batchelor, president of the air cadet league in British Columbia. The event was the focus of an informal reunion of former cadets and others associated with 103 Squadron's 52-year history in North Vancouver. ❖



Inset into the Capilano 2000 photo by Lila Alguire is the photo spread that appeared in *Life* magazine 55 years ago.

Insérée dans la photo de 2000 de Lila Alguire se trouve la photo parue il y a 55 ans dans le magazine *Life*.

Les Cadets de l'Air de North Vancouver refont une photo historique

En 1955, 103 cadets de l'Air en train de saluer ont été photographiés sur la plus longue passerelle suspendue du monde, à 230 pieds au-dessus de la rivière Capilano, près de Vancouver. Ils participaient à un camp d'instruction de deux semaines et on les avait amenés à cette occasion voir la passerelle. Des millions de visiteurs ont franchi la célèbre passerelle depuis sa construction, en 1889. Le photographe Eric Cable a saisi la scène, et sa photographie a été publiée dans le numéro du 8 août 1955 du magazine

Life. Selon la légende de la photo, la passerelle de 450 pieds a balancé et tangué quand les cadets s'y sont avancés. Quarante-cinq ans plus tard, les cadets de North Vancouver ont repris place sur la passerelle pour refaire la photo. Soixante-quinze cadets, dont 67 de l'Escadron des cadets de l'Air 103 (Thunderbird) et le reste de l'Escadron 835 (Griffin) à Squamish (C.-B.), ont revécu le célèbre événement. « Ils ont paru un peu nerveux quand la passerelle a oscillé légèrement au moment où ils se sont penchés

sur le garde-fou, relate le capt Tim Alguire, commandant de l'Escadron 103. « Il a été étonnant de voir leur crainte se dissiper quand ils se sont mis au garde-à-vous pour saluer, fiers d'être des cadets de l'Air. » Au centre de la passerelle se tient Bill Batchelor, président de la Ligue des Cadets de l'Air en Colombie-Britannique. L'événement a été au cœur d'une réunion amicale d'anciens cadets et d'autres personnes qui ont été associés à l'Escadron 103 pendant ses 52 années d'existence à North Vancouver. ❖