

PROUD

to be

Cadets

Volume 3
Winter 1998

The official publication of the Way-Ahead Process

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National
Défense

Défense
nationale

Canada



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

Volume 3 Winter 1998

This publication is produced on behalf of all stakeholders in the Canadian Cadet Movement (CCM) including Cadets, CIC, League members, Civilian Instructors, parents, sponsors, Regular Force and Reservists, and other interested parties. It is published by the Way-Ahead Coord Cell under the authority of the Strategic Team.

Proud To Be Cadets serves all individuals interested in change and renewal in relation to the Canadian Cadet Movement and the Canadian Forces. Views expressed herein do not necessarily reflect official opinion or policy.

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

Submissions will be returned if you provide the address.

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Rule Britannia

We're thrilled to say that the Way-Ahead Process has gone international! The following Cadets from the United Kingdom spent the summer as participants on the Cadet Leader Instructor Adventure Course CLI(A) at Whitehorse CSTC, and after hearing the presentation by members of the Coord Cell, were sufficiently intrigued to volunteer with us:

- Cpl Amanda Lannon
- Cpl Dani Saunders
- LCpl Adam Elliott
- Cpl Paul Wilde
- LCpl Rick Fell



These Cadets belong to either the Army Cadet Force or the Combined Cadet Force from the United Kingdom. Approximately 60 Cadets from these two organizations attend summer training in Canada each year. For the five participants indicated above, this past summer marked their first visit to Canada's North. They are 15 and 16 years of age.

ON THE COVER: A female Cadet participates in Abandon Ship Drill as part of the Boatswain Trade Group 2 Course this summer at HMCS Acadia, Cornwallis, Nova Scotia. Photo by Lt(N) Paul Fraser.

New Leadership! New Look!

In this issue we feature a new Director of Cadets, Col Rick Hardy; a new Way-Ahead Coordinator, Maj Serge Dubé; and two new members of the Coord Cell, Mr. Leo Kelly and Capt Marc David. We also premiere an exciting new look for our publication.

Look for all the “skinny” about our 1840 volunteers. Read about what is being planned for the Millennium and how it relates to the Way-Ahead Process. Scan the positive and sometimes negative feedback about the Way-Ahead Process from stakeholders all across the country. Read about what happened when we let the general public become a

“Cadet for a day”. And say “yes to YES” with the Youth Employment Strategy.

You can also check out the winning entry from Whitehorse Cadet Summer Training Centre (CSTC) in our summer logo promotion. And read all about who your Action Team Leaders are and what objects they most resemble on page 10.

Finally, tell us what you think about our Web site, and also about our new look. It's less expensive, more youthful, and the paper stock is more environment-friendly. How did we do?!

Reports of our death are greatly exaggerated

by LCol Bill Smith, Action Team #7

Contrary to popular belief, the Way-Ahead Process is back on track and the Action Team Leaders are raring to go! The majority of Action Teams have now been officially launched, and letters to all Team Members from their Leaders are forthcoming.

Action Team Leaders strongly encourage everyone to get involved and to help them “create a better Cadet world.” The Way-Ahead Process is *your* chance to make a difference.

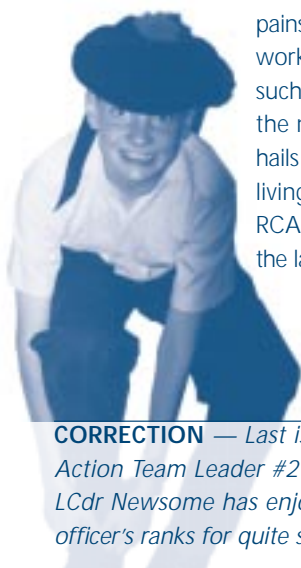
A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others. He does not set out to be a leader, but becomes one by the quality of his actions and the integrity of his intent.



What's New With the Way-Ahead Process?

Update from the Coord Cell

- Colonel Hardy has replaced Colonel Cloutier as Director of Cadets and “godfather” of the Way-Ahead Process. Having re-engineered a complete overhaul of 442 SAR Squadron as Commanding Officer, Col Hardy is quite keen on immersing himself 100% in the Canadian Cadet Movement’s change and renewal process. Look for his insights into re-engineering in a military context on page 5.
- Capt Bruce Covington has been promoted to Major in his new position as Millennium Coordinator for the Director General Reserves and Cadets (DGRC). We would like to thank Bruce for everything he has done personally and professionally to make the Way-Ahead Process a success. Bruce will continue to pursue his personal interest in the Way-Ahead Process on a part-time basis. Turn to page 21 to read his reflections about the relationship between the Millennium, Youth Initiatives and the Way-Ahead Process.
- The Coord Cell is undergoing growing pains in terms of the intense administrative workload we are now experiencing. As such, we have hired Capt Marc David as the newest member of the team. Marc hails from Montreal, although he has been living in Vancouver and working at 852 RCACS in Gibson, British Columbia, for the last while. Welcome to the team, Marc!
- Mr. Leo Kelly has also joined the Coord Cell in the capacity of a consultant. Some of you may remember him as the lead facilitator at the Cornwall Strategic Planning Session wherein the Way-Ahead Process was conceived. His skills and experience in change management and renewal within a military context will serve all of us well as we look towards the future. Welcome aboard, Leo!
- The second Action Team Leaders workshop was held 12–15 November in Cornwall, Ontario. By the end of the four-day session, the majority of the Action Teams were officially launched, and the Action Team Leaders were introduced to the unique challenges and opportunities ahead. Read all about the workshop on page 10.
- The Way-Ahead web site www.vcds.dnd.ca/visioncadets is fully operational, however the server is down for repairs and additions until the Christmas break. Look for new additions (like chat groups and bulletin boards) to be added in the weeks to come. Send your comments about the web site or the Way-Ahead Process via e-mail to ad612@issc.debbs.ndhq.dnd.ca
- And finally, we would like to wish Capt Kevin Cowieson well as he leaves behind his part-time commitment to the Coord Cell to pursue a full-time position working on the new Cadet Harrassment Awareness Training (CHAT) Programme to be launched later in this training year. Best of luck, Kevin!



CORRECTION — *Last issue we erroneously introduced Action Team Leader #2 Brent Newsome as being a Lt(N). LCdr Newsome has enjoyed his promotion to the senior officer's ranks for quite some time now. Our apologies, Brent.*

Been there, done that!

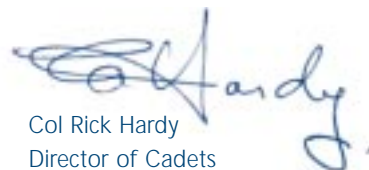
So... welcome to the Canadian Cadet Movement! As the 'newest kid on the block' and still climbing a very, very steep learning curve, I certainly don't pretend — with barely three months as the Director of Cadets — to have a comprehensive grasp of everything that has happened and is happening in the Cadet world. From what I've experienced in my Directorate, and seen and heard during my visits to 15 Cadet Summer Training Centres (CSTCs) and 4 Regional Headquarters, I may never understand the full ramifications of this very complicated, diverse, and dynamic organization. But, I do understand renewal. And, I do understand the purpose and need for the Way-Ahead initiative — probably the first truly 'national' programme in the CCM. And, by the by, I wholeheartedly support it!

I'd like to tell you a little bit about my own renewal experience. As the Commanding Officer of 442 Search and Rescue Squadron in Comox, B.C., a couple of postings ago, I submitted a proposal to the Commander of Air Transport Group that we should try running the squadron like a business. Fortunately, it was an idea whose time had come. The Canadian Forces/Department of National Defence had just embraced the concept of re-engineering and had distributed Hammer and Champy's book, *Re-engineering the Corporation*. The trouble was, although we were willing to assess and, if possible, change the way we did business, we didn't know how!

That was when we received a phone call from National Defence Headquarters (NDHQ) — they're there to help, don't you know! — from a Lieutenant-Colonel who had just finished a course on renewal facilitation and wanted to help us with our project. This person was none

other than Leo Kelly. In case his name is not familiar to some of you, four years after earning his spurs with my crew at 442 Squadron, Leo facilitated the Cornwall Strategic Planning Session for the Way-Ahead Process in March of 1998. Although Leo was much more experienced in Cornwall than Comox, he was still very instrumental in leading us in our renewal programme. In fact, OP SNAKE was eventually acknowledged as one of the most successful renewal programmes in the Canadian Forces. It's my pleasure to welcome Leo aboard as the newest member and an integral part of the Way-Ahead Coord Cell.

The toughest part about renewal is achieving the understanding and acceptance within an organization of the need for change. The Way-Ahead Process is probably the best, most modern method to make these changes or to determine if changes can be made at all. This process helps us evaluate what we do and how we can change to do it better. I'm pleased to say that the Way-Ahead Process seems to be well-accepted throughout the Canadian Cadet Movement (CCM) as was repeatedly proven to me by comments I received during my many visits to the camps and Regional HQs. The willingness and acceptance of all participants at the recent Regional Cadet Officers (RCO) Conference to look at the national perspective of the CCM — regardless of regional or elemental preferences — was reflective of the Way-Ahead's influence in encouraging a philosophy of working together to bring about the best for the Cadets.



Col Rick Hardy
Director of Cadets



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



Approximately two years ago when the Cornwall session happened, I was very excited about the initiatives that were being taken to look at the Canadian Cadet Movement. Finally the CCM was given the opportunity to change some of its weaknesses. When (about 14 months ago) the Way-Ahead Coordination Cell was created to look at those 113 recommendations that came out of Cornwall, I was even more excited because as I said to myself "finally they are going to go through with these recommendations".

Now having been in the position of Way-Ahead Coordinator for four months so far, I'm even more excited than I was two years ago when all of this started. I know that the process we are now going through will not be an easy one. Sometimes it may seem frustrating that we aren't able to implement some of the recommendations very quickly, but we have to remember that the process needs the input of all stakeholders (Cadets, League members, CIC, Civilian Instructors, Sponsors, Reserve and Regular Force members, and parents). I feel strongly that this is your opportunity to voice your concerns pertaining to the 113 recommendations. (see Vol. 2 *Proud To Be Cadets*)

Recently we have taken a good hard look at the role of the Coord Cell. We have many responsibilities and roles to play. One of the most important is to help facilitate the work of the Action Team Leaders. As a result, the Coord Cell hosted a workshop for Action Team Leaders in Cornwall, Ontario, from 12–15 November, 1998. During this weekend the Team Leaders came up with guidelines that reflect their many responsibilities and their important role in this process of renewal for the CCM. (See page 10 for the complete story.)

Over the past few months I have had the opportunity to talk to many of the different stakeholders and I've seen lots of evidence of their support for this process. For example, the three Leagues (Navy, Army and Air) are very enthusiastic about the prospect of making this

venture work. As witnessed in the Director of Cadets' article (page 5), he and his staff are also extremely supportive of the Way-Ahead Process. The support from members of the CF (CICs included) is further revealed by the number of them who have volunteered to help this venture become a success. As for the Cadets themselves, most of them want to get involved in one way or another — their willingness and enthusiasm was very evident during our summer tour of 17 CSTCs. (See page 12 for a detailed breakdown of our volunteers.)

I realize that some of you are concerned that the recently announced Youth Initiatives may take priority over the Way-Ahead Process. Let me reassure you that no such thing will happen! We have made sure that the individuals who are tasked with administering the Youth Initiatives programme become involved with the Way-Ahead Process and vice versa. (See page 18 for a closer look at what this new programme is all about). It is not because a new initiative is underway, that members of the Way-Ahead Process can't make recommendations to make the outcomes even better.

Finally, I would like to take this opportunity to thank the different Regional Officers Cadet (RCO) and the CSTC Commanding Officers for giving us many opportunities to brief their Cadets and Officers over the last year. In addition, one should not forget our partners (the Leagues) who have also provided us with complete access to brief their members about the Way-Ahead Process. This co-operation and communication is what the Way-Ahead Process is all about.

Remember — this is your opportunity to get involved. Most of us have never been given this unique opportunity before, so take the time to register with us and make a difference.

A handwritten signature in blue ink that reads "Serge Dubé". The signature is written in a cursive, flowing style.

Maj Serge Dubé
Way-Ahead Coordinator

Good News for Action Team Leaders!

by Michele Boriel

When you speak, we listen. At the last workshop, Action Team Leaders told us that they wanted the option of being involved in the implementation stage (if possible) once approval had been granted by the Strategic Team. They didn't want to feel that they had done all that work and then not be able to take part in the implementation phase. Action Team Leaders insisted that they should play an active role beyond just recommending a change. Now it seems the merit in the idea has been recognized.

The Director of Cadets, Colonel Hardy, is in agreement that Action Team Leaders have an important role to play even after the Strategic Team has chosen the best option. Based on his experience with re-engineering during OP SNAKE at 442 SAR Squadron, Col Hardy strongly believes that Action Team Leaders should have the latitude to participate in all phases in order to "create the doable". His explanation of the process is as follows:

The Team Leaders are given a problem (one of the 113 key activities) to solve. First they must do their homework, making sure they understand the full scope of what already exists before looking at how to improve. Next they need to decide what they want to accomplish and how, keeping in mind the financial (and other) constraints which may force the Strategic Team to ask for further revisions. Once the study is complete and a plausible course of action is determined, the Action Team Leaders can present various options to the Strategic Team in order to convince them that their recommendation is the best way to proceed. In all of this, the Coordination Cell plays a pivotal role. Members of the Coord Cell are the guides, the teachers, the communication specialists, and the guardians of this process.

Approval will be given by the Strategic Team to recommendations that are both viable and sound — in other words "doable". Should further effort be required, the Strategic Team will direct the Action Team Leaders to refine their recommendations in certain areas. Eventually an option will be chosen, and given to the appropriate authorities for implementation. Action Team Leaders may then be called upon either for advice or for action.

In other words, Action Team Leaders have a significant role to play in achieving success with their recommendations. Not only does Col Hardy believe Team Leaders (and Members) should participate in the implementation stage, but he also wants to give them a lot of freedom to perform their duties. Team Leaders (and some Members) should be able to conduct face to face meetings, attend relevant briefings or information sessions, and spend some money on travel and supplies within reason in order to accomplish their goals. Good news indeed for Action Team Leaders!



"Genuine leadership comes from vision, heart and soul."
— Col Rick Hardy, Sept. '98





TRY US ON FOR SIZE!

It was hard to miss this bold sign neatly arranged above a bright yellow hat rack covered in Cadet wedges, berets and seaman's caps. Nor could you miss the smart-looking Cadets of all three elements who offered to take your picture with a Polaroid camera as you posed wearing a Cadet hat of your choice and even a Cadet medal or two.

This was the "hook" that successfully enticed visitors to give our kiosk a second glance at the recent NDHQ Showcase at Cartier Square Drill Hall in Ottawa. Once they were convinced to linger, civilian and military personnel alike seemed to be both surprised and impressed with what they learned about the Way-Ahead Process and the Canadian Cadet Movement.

Open to members of the general public for the first time, the two-day NDHQ '98 Showcase offered visitors a chance to see the best of what the Department of National Defence/Canadian Forces has to offer. Displays ranged from a spotlight on the environment, to a virtual reality shooting range to a complete field hospital and a Griffon helicopter. Hundreds of DND/CF employees in the National Capital Region turned out despite the weather, to support their peers and to learn about changes within their own organization.

This year's theme "A Changing Force in a Changing World" fits in nicely with what the Way-Ahead Process stands for, so the Coord Cell was asked to host the Cadet kiosk with a dual focus on promoting the Canadian Cadet Movement and also highlighting the Way-Ahead Process.

Cadet for a Day at NDHQ '98

Thank you to the following individuals who volunteered their time at our kiosk:

- RC(Sea)CC Falkland**
PO1 Jason Knowles
- PO2 Simon Feizo-Gas
- PO2 Heather Church
- PO2 Melissa Roy
- PO2 Amy Martin

- 832 Twillick RCACS**
Cpl M-A Beland
- Cpl M. Bouwmeester

- Navy League of Canada**
Jerrod Rilley and Liz Hayden

- Army Cadet League of Canada**
Rose Giroux and Dave Boudreau

- Air Cadet League of Canada**
Lynne Ethier

- Action Team Leader**
Shannon Glenney

A Future Founded in Renewal

Visitors to our kiosk walked away with their arms full of promotional material courtesy of the three Cadet Leagues, along with copies of *Proud To Be Cadets* and the *CIC National Newsletter*. They were also able to quench their thirst at our "Fountain of Renewal" and to watch an exciting tri-service music video from Eastern Region or to visit our two web sites on the Internet. Visitors to our kiosk told us they left with a better understanding about the benefits of the Canadian Cadet Movement and how we are trying to improve it for the future through the Way-Ahead Process. We were also able to enroll another dozen or so volunteers — an unexpected bonus.

NDHQ '98 afforded us a wonderful opportunity to speak openly about our change and renewal process with a wide range of people. Our kiosk attracted young and old alike, former Cadets as well as parents of Cadets, and those who would have liked to have been Cadets or who are now Cadets. League members were also represented, as were CIC and Civilian Instructors. Essentially we were able to communicate with members of all our stakeholder groups and to invite strangers to the Process to embark with us on our journey. Overall it was two days well spent.

This year's event also marked the first Armed Forces Day in the national capital, as well as the 75th anniversary of the Department of National Defence and the 30th anniversary of the CF Headquarters.

SORRY! NO PHOTOS!

We are terribly disappointed to tell you that due to technical problems with our "high-tech" camera, we have no pictures for you of the Action Team Leaders at the Cornwall Workshop, nor of the NDHQ '98 Trade Show, nor of any other related activities which we wanted to share with you.

Hopefully, we will have better luck next time... Meanwhile you will just have to take our word for it that they were absolutely fabulous photos!

"Change is inevitable, except from a vending machine!"



Action Team Leaders Workshop — Cornwall

by Michele Boriel

What do the following words have in common: hearing aid, stir stick, pen, Beatles CD? Well, at the Action Team Leaders workshop in Cornwall, Ontario, November 12–15, these objects were each chosen by Team Leaders as being most representative of themselves.

Other choices: key, highlighter, piece of paper, glass, camera, cell phone, briefcase, agenda, engineering notebook, diskette, clipboard and notepad, water, box of Crayola markers, carabineer, black marker, chain, door, and overhead projector.

This diverse group of individuals from across the country gathered together for a four-day training session hosted by the Coord Cell. Cadets, CIC, Regular Force/Primary Reserve members, and League members were all in attendance to receive training about their roles as Action Team Leaders.

Action Planning was the theme of the workshop, and the Team Leaders were very busy during the four days they spent together. Through small group work, large group work and as individuals, the Team Leaders learned a variety of skills to facilitate them in their roles, as well as the importance of creating individual action plans to guide their work for the next few years.

For some of these Team Leaders, this was their first opportunity to meet with their co-leaders and to discuss their plan of attack. For others, this was a chance to take a look at how far they have come, and to seek advice and guidance in response to problems they have encountered along the way. For all, the various activities led by the Coord Cell offered insight into the unique challenges they will experience as volunteer Action Team Leaders in a country as geographically large and an organization as hierarchical as ours.

One highlight of the weekend was a Saturday morning visit from Col Hardy, the Director of Cadets (and his wife Gwen), to answer pointed questions about Strategic Team commitment and his personal belief and involvement in the Way-Ahead Process. Col Hardy discussed possibilities for the future as well as his vision and dedication to the Canadian Cadet Movement's change and renewal process. His candor and genuine enthusiasm were well received by the group of eager, questioning participants. And his words of encouragement and support buoyed Team Leaders who may have doubted the sincerity of feelings at the Senior Leadership level.

Another highlight for the Action Team Leaders was a 23-minute video titled "Group Think" which is a real-life account of the Challenger space shuttle disaster, and the powerful, sometimes adverse affect that group dynamics can have on individuals.

Finalizing the budget and taking inventory of the resources available to them also occupied much of the Action Team Leaders time. As did consulting with their co-leaders as to the scope of the 113 key activities and determining which are top priority for each Action Team.

By the time the weekend was over, most Action Team Leaders were well equipped and anxious to begin performing their volunteer duties. Uncertainties were clarified, and support was reiterated. The next step for Action Team Leaders is to contact all the Team Members shortly and to start the wheels turning in anticipation of the successful resolution of all 113 key activities.

Lessons Learned

Team Leaders participated in a variety of exercises at the Cornwall Workshop in order to better understand their roles within the Way-Ahead Process. What follows below are some of the lessons learned. We invite you to ask your Action Team Leader(s) about the meaning of the exercises or lessons, and to help you incorporate them into your own Team methodology.

10 Things That Can Get in the Way of Change

- denial
- leadership
- pain & coziness
- who speaks for the customer
- structure
- chain of command
- trust
- culture
- responsibility
- tradition

Action Planning

1. Create a Communications Approach
2. Identify, Obtain, Allocate and Maintain Resources
3. Recruit and Build a Team
4. Enhance Participation of all Stakeholders
5. Define Mission Statement

All Successful Change Programmes Have Three Things in Common:

AWARENESS

INCLUSION

OWNERSHIP

What will our world look like if we are successful? Imagine the possibilities.

Picture the Canadian Cadet Movement after all 113 key activities have been successfully resolved. What do you see?



“If you’re careful enough, nothing good or bad will ever happen to you.”

– Anonymous



Volunteers Revealed

As of 27 October 1998, there were **1840 volunteers** registered with the Way-Ahead Process.

For your convenience we have broken down the 1840 volunteers into a number of different categories:

Table 1 represents Breakdown by Province (page 14);

Table 2 represents Breakdown by Stakeholder Group (page 14);

Table 3 represents Breakdown by Element (page 14);

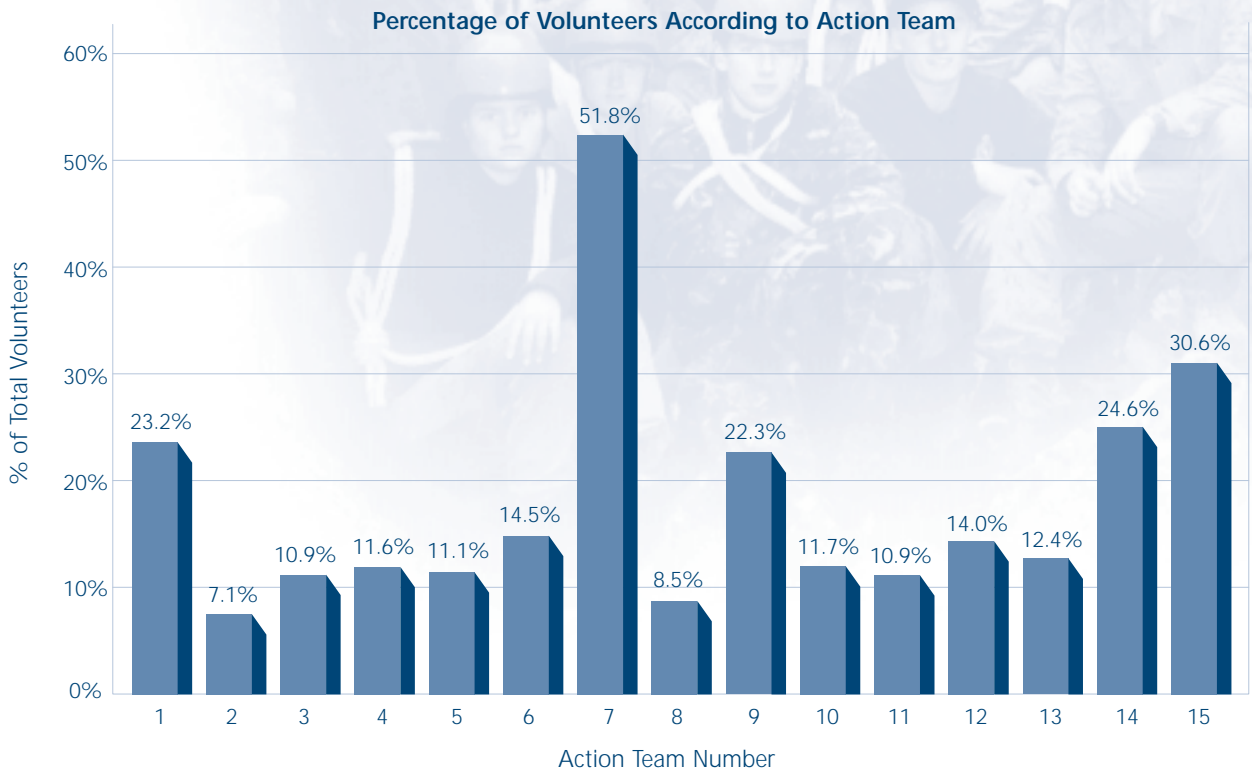
Table 4 represents Breakdown by Action Team (page 15).

Please note that since many of our volunteers have chosen to participate in more than one Action Team, the numbers shown may not necessarily reflect exact information. Furthermore, due to a significant number of incomplete registration forms, some categories may not be complete.

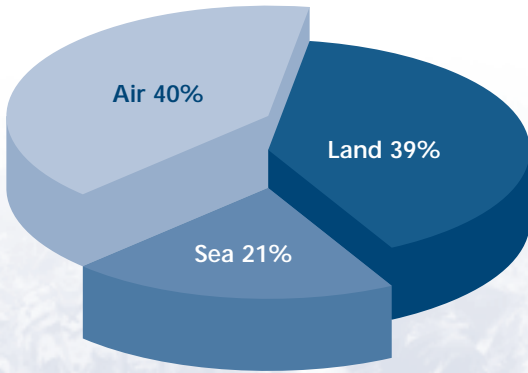
We offer you our best attempt at breaking down our database into numbers which are relevant and easy to understand. Please feel free to make suggestions to us about how we can improve our presentation of this information. Thank you.

The Top Five Teams

1. Cadet Training
2. Recruiting
3. Image
4. Electronic Information Systems
5. Miscellaneous Training Issues



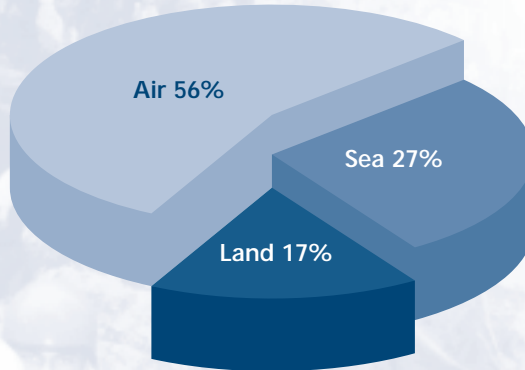
A Future Founded in Renewal



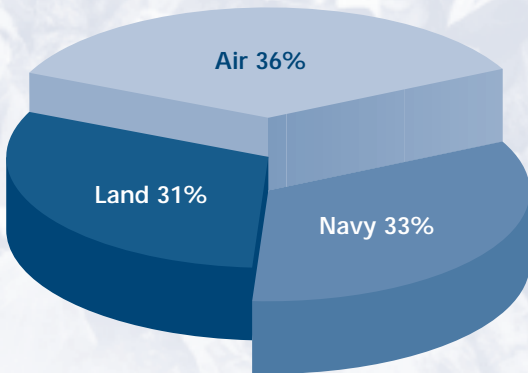
CIC — Elemental Breakdown
Total # of CIC — 295

Did you know... that there are significantly more Air volunteers than Army or Sea?

Cadets — Elemental Breakdown
Total # of Cadets — 1350



Did you know... that there are well over 1,000 Cadets registered with the Way-Ahead Process?



Leagues — Elemental Breakdown
Total # of League Volunteers — 36

Did you know... that there were only 557 volunteers at the end of May? The remaining 1,283 registered with us over the summer period.

Elementary, my dear Watson!
Overall breakdown by element

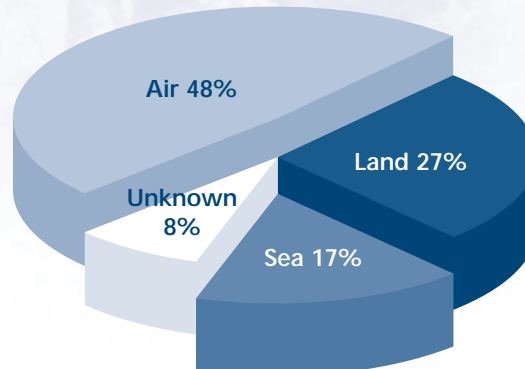




Table 1: Breakdown by Province

	NF	NS	NB	PE	QC	ON	MB	SK	AB	BC	YT	NT	Unknown	TOTAL
Volunteers	146	131	77	27	332	479	75	84	178	230	15	44	22	1840

Table 2: Breakdown by Stakeholder Group

Stakeholder Group	NF	NS	NB	PE	QC	ON	MB	SK	AB	BC	YT	NT	Unknown	TOTAL
Cadet	119	108	57	17	218	323	56	62	146	182	12	37	13	1350
CIC	21	18	12	7	55	94	10	13	22	35	2	3	3	295
League	0	2	5	1	6	9	2	2	5	3	0	1	0	36
Canadian Forces (Reg and P Res)	1	0	0	0	2	4	0	0	0	1	0	0	0	8
Civilian Instructor	1	1	0	0	8	7	1	1	1	2	0	0	0	22
General Public	0	0	0	0	0	1	0	0	0	0	0	0	0	1
Parent	1	0	0	0	0	1	1	0	0	0	0	0	0	3
Sponsor	0	0	0	0	1	1	0	0	0	0	0	0	0	2
Incomplete Forms	3	2	3	2	42	39	5	6	4	7	1	3	6	123
Total Stakeholders	146	131	77	27	332	479	75	84	178	230	15	44	22	1840

Table 3: Breakdown by Element

Element	NF	NS	NB	PE	QC	ON	MB	SK	AB	BC	YT	NT	Unknown	TOTAL
Sea	64	32	13	6	27	106	10	3	26	21	0	0	3	311
Land	22	18	17	2	159	113	7	15	49	55	9	26	3	495
Air	56	78	46	15	93	218	52	58	97	148	5	14	12	892
Unknown	4	3	1	4	53	42	6	8	6	6	1	4	4	142
Total Element	146	131	77	27	332	479	75	84	178	230	15	44	22	1840

A Future Founded in Renewal



Table 4: Breakdown by Action Team

Action Team	NF	NS	NB	PE	QC	ON	MB	SK	AB	BC	YT	NT	Unknown	TOTAL
1. Electronic Information Systems	26	23	20	9	87	109	21	24	41	44	2	12	5	426
2. Streamline Administrative Process	6	7	5	3	15	42	5	5	15	12	2	11	3	131
3. Partnership (CF and League)	6	13	7	2	28	65	9	11	26	19	2	10	2	200
4. External Communications	8	14	11	2	35	57	10	13	22	26	3	9	3	213
5. Internal Communications	7	11	10	3	31	60	8	13	21	24	1	11	4	204
6. Resources	19	18	14	4	23	74	12	16	29	41	1	10	5	266
7. Cadet Training	93	80	40	8	122	256	38	40	101	133	8	28	6	953
8. CIC/League Training	6	7	9	2	16	55	7	4	18	18	3	8	3	156
9. Miscellaneous Training Issues	19	23	14	5	68	131	20	17	46	51	4	10	3	411
10. Structure (Establishments)	12	13	11	4	24	70	10	6	26	22	2	12	3	215
11. CIC/CI Policy Change	14	11	11	6	38	53	8	7	15	25	2	8	2	200
12. Command and Control	14	21	16	4	30	78	5	9	25	33	2	17	3	257
13. Values and Diversity	9	13	14	6	42	61	7	13	28	21	3	9	3	229
14. Image	22	33	19	5	63	142	18	27	48	54	7	10	5	453
15. Recruiting	33	53	19	4	86	159	21	30	66	67	3	15	7	563
Total	294	340	220	67	708	1412	199	235	527	590	48	180	57	4877

Recruiting of CIC and Cadets

by Lt(N) Lou Agostinho (Project Officer — National CIC and Cadet Recruiting)

We have talked about it for years out in the corps and squadrons; we have come up with all kinds of ideas and suggestions why it hasn't happened. Guess what? It has finally happened and I am privileged to be the person selected to be involved.

The CIC now has a Recruiting Section with the aim to recruit CIC and attract Cadets to the program. Our aim is to determine which areas of the country are experiencing short-falls and to target these areas. The Recruiting Campaign will also serve to increase the ranks of existing corps/squadrons and to examine the formation of other corps/squadrons, where the local sponsors/branches have identified the need.

A Working Group has been formed consisting of Office Primary Interest (OPIs) from each of the Regions, and a member from each League. Through participation, cooperation and with the consensus of the Leagues, we are developing new materials for the purpose of recruiting. These materials will soon be made available to all corps/squadron Commanding Officers. Assistance and resources will also be available for use in the corps/squadrons. New posters, pamphlets, videos and other materials will be out shortly.

This is a very exciting project for me. Early in September '98, I started working at the National Office in Ottawa in this newly created position of Project Officer, National CIC & Cadet Recruiting. My background as a Cadet and as a CIC revolves around the Toronto area. From my years as a Cadet at 18 Vanguard RCSCC, to my years as Commanding Officer at 17 Ontario RCSCC, I have always enjoyed my time in the Canadian Cadet Movement. The better part of my experience comes from my position as Special Projects Officer for Central Region Cadet Detachment (Toronto), where I worked hand in hand with Canadian Forces Recruiting Center (Toronto) to recruit CIC and Cadets in the Greater Toronto Area. While in Toronto I also served as the Area Cadet Officer (Sea).

If you have any questions or ideas for recruiting, I encourage you to submit them to me. You can call me collect at **(613) 996-6112** or reach me by Fax at **(613) 996-1618**.

NOTE: *Lt(N) Agostinho met with the Team Leaders for Action Team 15 (Recruiting) at the Cornwall Workshop to discuss how the interface will work between the Way-Ahead volunteers and his representatives from the Regions and the Leagues. It is expected that all individuals concerned will be able to reach a common understanding that allows the best ideas to surface and go forward.*



“Discovery consists of looking at the same thing as everyone else and thinking something different.” – Albert Szent-Gyorgyi

Say “YES” to Youth Employment Strategy

You may have noticed the link to the Youth Employment Strategy's Web site on the National Canadian Cadet Web site lately. This umbrella organization represents approximately 15 federal departments dedicated to helping train and employ Canada's youth.

The Department of National Defence's involvement is centred on youth initiatives for Cadets, Junior Canadian Rangers, and young Primary Reservists. See related article on page 18.

For more details about YES in general, please call toll-free **1-800-935-5555** or visit the YES web site at www.youth.gc.ca Watch for YES television commercials on YTV and Much Music, and look for YES ads in bus shelters and billboards near you!



Proof is in the Pudding: Way-Ahead Successes

Have you been wondering what exactly the Way-Ahead has done for you lately? If you answered “yes”, then you're not alone. That is the most common question asked. So, without further ado, here is a brief look at some of our successes and accomplishments to date.

Hopefully this provides the “proof in the pudding” for which many of you have been looking.

The Way-Ahead is back on track, and there's no stopping us now!

1. One extra day of pay for officers at the local unit level
2. One extra officer position at the local unit level
3. Computers, software, and internet connections (where applicable) for each and every Cadet unit across the country

Youth Initiatives and the Way-Ahead Process

By now most of you have heard rumours that a large sum of money was allocated to the Directorate General — Reserves and Cadets in order to implement a number of youth initiatives. Although some of you were definitely enthusiastic about this news, others were less thrilled as they pondered the potential impact youth initiatives could have on the Way-Ahead Process. To put it bluntly, some of you were worried that your roles as volunteers would be less secure as a result of the recent announcement.

Rest assured however, that authorities at the national and regional level are well aware of the potential crossover between some of the youth initiatives and the 113 key activities being studied by the Way-Ahead Process. The situation is currently being reviewed, and we welcome your thoughts. An understanding will be agreed upon which benefits all stakeholders, and ensures the continued success of the Way-Ahead Process.

Instead of looking at this injection of money into the Cadet Programme as an impediment to our progress, may we suggest that you view it as a welcome opportunity to share your interests with those individuals tasked with overseeing the implementation of the youth initiatives.

Any concerns you may still have can be addressed by the Action Team Leaders (see page 10) or by calling us toll-free at **1-800-627-0828**. We empathize with your feelings, but we truly view this as a unique opportunity for everyone to benefit from shared expertise.

Timeline

- 1998 Budget and Speech from Throne promised to support the youth of Canada “to develop life skills, enhance job-related training, and to strengthen national unity.” The Youth Employment Programme was thus created to encompass various initiatives for youth including those of the Department of National Defence via the Canadian Cadet Organizations (CCO), Junior Canadian Rangers (JCR), and the Primary Reserve.
- Government of Canada allocated \$27.5 million total to be divided over a three-year period among the three youth programmes (Cadets, JCR, Reservists).
- Youth Employment Programme package was approved by Cabinet on 11 June '98.
- Official announcement was made by Minister of National Defence on 16 July '98.
- Chief of Reserves and Cadets, MGen McDonald, has subsequently divided the money, on behalf of the three youth programmes. A series of initiatives were developed to spend the money culminating with the Millennium celebrations in the year 2000–2001.
- OPIs from the National Headquarters, Regional Headquarters, and the Cadet Leagues have been assigned to oversee the implementation of the youth initiatives. The youth initiatives are to be phased in over the above-mentioned three-year period.

Youth Initiatives... continued on page 23

Team 11 in Action

by François Bertrand

1. As has already been announced, Action Team 11, which is responsible for reviewing changes to the policies governing CIC and CI (Civilian Instructors), began its work in 1998. It is currently preparing to submit the results of Phase I of this initiative at the next meeting of the Strategic Team in January 1999.
2. The first phase of Action Team 11's plan involved reassessing the recommendations of the report of a Working Group which, in September 1995, had presented the Director of Cadets with a series of recommendations regarding the policies governing CIC and CI employment and promotions. The task of re-evaluating the aforementioned report had earlier been defined as an appropriate activity for Action Team 11.
3. In June 1998, therefore, this report was distributed to all the members then serving on Action Team 11, and they were asked to indicate their agreement or disagreement with the recommendations. The report was also sent to all RCOs and all 27 CSTC Commanding Officers, who were encouraged to circulate it within their organizations and to generate as much response as possible. The RCIS Commanding Officers and National Headquarters for the three Cadet Leagues were also briefed on this issue.
4. The results of our initiative have been somewhat disappointing and we hope that this is not an accurate reflection of the interest of CCM members in the process that will unfold in the coming months. As of 15 November 1998, we had received only 257 responses to our questionnaire. The table below illustrates where representation within the CCM is lacking.

Team 11... continued on page 30

Responses to Questionnaires — Team 11

Region	CIC/CI	Leagues	CF	Cadets	TOTAL
Atlantic	8	–	–	–	8
Eastern	140	–	11	7	158
Central	28	1	–	–	29
Prairie	27	3	2	–	32
Pacific	24	–	–	–	24
Northern	1	–	–	–	1
Others/NDHQ	2	1	2	–	5
Total	230	5	15	7	257

Regional Reps Required

Perhaps one of the most significant conclusions arrived at by the Action Team Leaders in Cornwall, Ontario, is the lack of representation within the Regions for the Way-Ahead Process. Although the Way-Ahead Process is a project with a national focus, everyone is well aware of the fact that the Cadet world sometimes operates on a regional basis.

Team Leaders felt that having one individual per Region dedicated to the Way-Ahead Process would help to alleviate some of the difficulties with communication and chain of command which a few of the volunteers have been

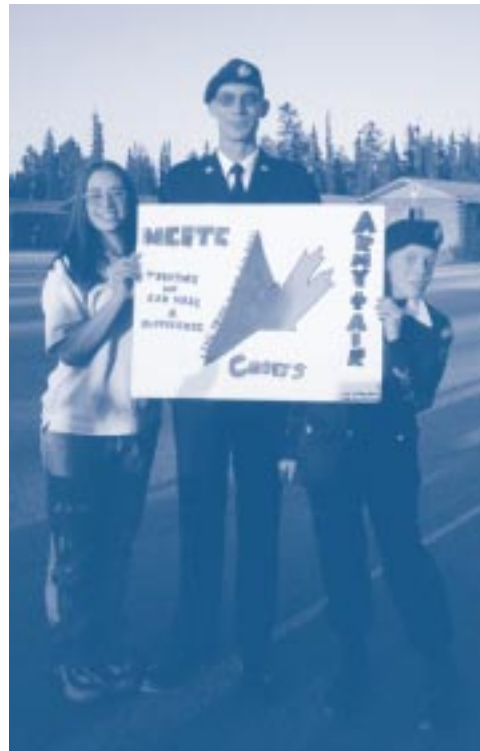
experiencing. Two of the Regions have already tasked someone with this job, in conjunction with overseeing the Youth Initiatives and Millennium projects for these Regions.

Action Team Leaders are hopeful that the Regional Cadet Officers (RCOs) will respond to their needs and support the addition of one person per Region to work in this capacity. The Regional Representatives would ideally assist the RCOs in understanding the importance of the Way-Ahead Process and how it will impact on each Region.

Whitehorse Staff Cadets Strut Their Stuff!

Congratulations to Cdt Sgt Leanne Kormos and Cdt Sgt Marilyne Soum for their winning entry in the contest to promote the Way-Ahead logo in this year's Cadet Summer Training Centres (CSTCs). Sgt Kormos is from 2685 RCACC Whitehorse (Yukon) and Sgt Soum is from 2407 RCACC Blind River (Ontario). These two Staff Cadets at Whitehorse CSTC chose to spraypaint a board with the distinctive red and yellow logo along with the Camp's slogan "Together we can make a difference", and their personal favourite, "Lead, follow or get out of the way."

Leanne and Marilyne convince camera-shy Commanding Officer, Major Lance Koschzeck, into posing with them and their artwork on Grad night. Congratulations to you both!



The New Millennium

by Bruce Covington

It is often said that the only constant in life is change itself. If this is indeed true, it will come as no surprise to the Way-Ahead volunteers that there are some significant changes happening to the Canadian Cadet Movement that will impact us all. One major source of up-and-coming change is this summer's announcement by the Minister of National Defence calling for additional funding for the Primary Reserves, Cadets and Junior Canadian Rangers. Through the auspices of the Youth Employment Programme (YEP), we will see the launch of 16 new youth initiatives and millennium projects beginning this year and running for the next one or two fiscal years. These are exciting times to be involved in the Cadet and Junior Canadian Rangers programmes!

In my new capacity as Coordinator of Millennium Projects, Office of Primary Interest (OPI) for *Cadets Caring for Canada*, and colleague with the Way-Ahead Process, I can foresee that the new initiatives and millennium projects will have an impact on several of the Way-Ahead Action Teams. If managed correctly, this impact could represent tremendous opportunities not only for the Way-Ahead Process but also for the Canadian Cadet Movement as a whole. If we don't communicate well around these new initiatives however, we might end up with duplication of effort given the similarity in focus between many activities. As an example of how these initiatives could work to our advantage in the Way-Ahead Process, we might find clues in a look at the environmental initiative called *Cadets Caring for Canada*.

For those from Atlantic Canada, *Cadets Caring for Canada* is nothing new since all Cadet units participated in it this past year as part of a region-wide effort to do something good for the environment. Approximately

13,000 Cadets and 1,200 adult staff all turned out in June 1997 to help promote an awareness of the environment and of the Cadet and Navy League Cadet Programmes. For those who are less familiar with *Cadets Caring for Canada*, it is best described by saying that each June on a specific day, Sea, Army, Air and Navy League Cadets and their adult staff turn out in their local communities to do an environmental activity. Examples of projects that have been successfully conducted in Atlantic Canada are riverbank reconstruction, tree planting and municipal park beautification. Through the efforts of the Leagues, corporate sponsorship provides for promotional materials such as T-shirts and buttons. It's a fun day for all. New for '99, the Youth Employment Programme will help fund *Cadets Caring for Canada* such that it will be able to expand nationwide this coming June 12th. As part of the new funding, all adult staff will be paid for their planning and supervision of the environmental activity; rations and transportation costs will also be covered.

At first glance, *Cadets Caring for Canada* will have some elements in common with Action Team 7 — Cadet Training, Action Team 13 — Values and Diversity, and Action Team 14 — Image; there may be others. In the case of the "Super 7", the common element might be that *Cadets Caring for Canada* represents an additional activity that is hands-on training rather than classroom work. Action Team 14 may want to consider *Cadets Caring for Canada* as an activity that helps to promote Cadets as "valued member(s) of his or her community". Lastly, I would suspect that the Image Action Team would want to take advantage of the public relations benefit of 60–70,000 Cadets and adult staff working on

The New Millennium... continued on page 30

Action Team Leaders — November '98

1. Electronic Information Systems

Cdt WO Ghislain Thibault (Cadet — Army);
St. Michel des Saints, QC

Maj Steve Deschamps (CIC — Air);
North Vancouver, BC

Maj Michael Zeitoun (CIC — Army);
Astra, ON

2. Streamline Administrative Process

LCdr Brent Newsome (CIC — Sea);
Bedford, NS

LCdr Graham Reed (CIC — Sea);
Madoc, ON

3. Partnership (CF and League)

To be determined.

4. External Communications

Dick Donaldson (League — Air);
Smith Falls, ON

Lt(N) Gerald Pash (CF — Navy);
Victoria, BC

5. Internal Communications

Elsie Edwards (League — Navy);
Winnipeg, MB

CIC to be determined.

6. Resources

Bill Paisley (League — Air); Kingston, ON

Maj Claude Duquette (CIC — Army);
Longueuil, QC

7. Cadet Training

Cdt WO Shannon Glenney
(Cadet — Army); Kanata, ON

Cdt PO1 Kirk Lariviere
(Cadet — Sea);
Saskatoon, SK

Cdt WO2 Nicole Nagy
(Cadet — Air);
Winnipeg, MB

Capt Alan Cann (CIC — Air); Regina, SK

Lt(N) Peter Ferst (CIC — Sea);
Westmount, QC

Maj Nanette Huypungco (CIC — Air);
Winnipeg, MB

Capt Doc Jardine (CIC — Army);
Winnipeg, MB

LtCol Bill Smith (CIC — Air);
Burlington, ON

Maj Paul Westcott (CIC — Army);
St. John's, NF

8. CIC/League Training

LCdr Kip Holloway (CIC — Sea);
Charlottetown, PE

David Meneer (League — Navy);
Lepreau, NB

9. Misc. Training Issues

LtCol Robert Langevin (CIC — Air);
Haut-Sheila, NB

10. Structure (Establishments)

Maj Roman Ciecwierz (CIC — Air);
Waterloo, ON

Capt Steve Dubreuil (Reg F — Land);
St. John's, NF

11. CIC/CI Policy Change

Dennis Fleck (League — Army);
Edmonton, AB

LCol François Bertrand (CIC — Army);
Richelain, QC

Capt John Torneby (CIC — Air);
Edmonton, AB

12. Command and Control

To be determined.

13. Values and Diversity

Capt Lance Koschzeck (CIC — Army);
Whitehorse, YT

Lt Alison MacRae-Miller (CIC — Air);
Victoria, BC

Coord Cell Members

Maj Serge Dubé (613) 996-4175;
cellular (613) 769-2888

Capt Kim March (613) 996-1316;
cellular (613) 851-7259

Capt Marc David (613) 996-1279

Leo Kelly — phone # to be determined

Michele Boriel (613) 996-2799

14. Image

Jack Cooke (League — Navy);
Cobourg, ON

LCol Tom McGrath (CIC — Army);
St. John's, NF

2Lt Marc Sceviour (CIC — Air);
London, ON

15. Recruiting

Cdt PO2 Chelsie Saunders (Cadet — Sea);
St. John, NB

Maj Hélène de Champlain (CIC — Army);
St. Ambroise, QC

League to be determined.

Youth Initiatives... continued from page 18

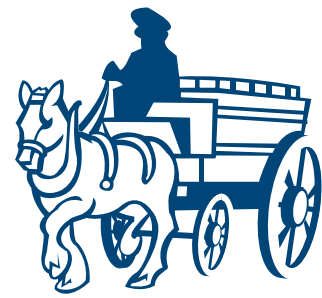
**YOUTH INITIATIVES —
Office of Primary Interest (OPI),
LCol Roger Guilbault**

1. Inter-provincial Exchanges
2. Training Bonus
3. Recruiting Campaign
4. Weekend Training
5. Cadet Scholarships
6. Internet Familiarization Courses
7. Music Competition
8. Trans-Canada Trail
9. Cadets Caring for Canada
10. International Exchanges

**MILLENNIUM PROJECTS —
Office of Primary Interest (OPI),
Maj Bruce Covington**

1. National Cadet Honour Band
2. National Cadet Symposium in the North
3. Year 2000 Scholarships
4. CSTC Band Concerts
5. Internet Documents for units
6. Incorporate Junior Canadian Rangers
in Northern Symposium

Dear Coordinator



Dear Coordinator,
I thought the briefing* was well done, but lacking in details. If I volunteer, what would I do? What procedure do I follow? I hesitate to volunteer my time to an unknown task. Could you provide an actual example? Thank you for your attention.

– **Cdt Geoff Micks of 294 Chatham, Ontario (CSTC Penhold '98)**

Dear Cdt Micks,
We understand that the workings of the Way-Ahead Process can be a difficult idea to grasp without having had the benefit of experiencing the system yet. Unfortunately there is no simple answer, since how each team operates will vary according to a number of factors, such as who the Team Leaders are, where they are located geographically-speaking, what topics are being reviewed, and the size of the team.

As for the larger picture, we have reproduced a basic diagram on page 31 to outline how an idea from the field comes to fruition at the Strategic Team level and is implemented at the local unit level.

My personal advice to you is to take a look at your schedule, choose one or two key activities that appeal to you, and register as a volunteer with that team. When the Team Leader contacts you, it's up to you to let him or her know how much time you have. You can participate on a regular, active basis, or more infrequently by putting your thoughts to paper just once. You may choose to participate with the Way-Ahead by conducting a survey at your local corps or squadron on behalf of the Action Team or by making phone calls and sending e-mail to your fellow stakeholders. You decide. Any contribution you can make is a valuable one. The choice is yours.

– **Coordinator**

Dear Coordinator:

Why are you always trying to change everything when things are just fine as they are? What advantage is there to constantly changing programs that were top-notch a few years back? If they were good a few years ago, why are they suddenly no good now? Why is it that new people are always coming into the movement and changing all the rules, the attitude in the camps, etc? Things have changed to the point where we no longer have a Cadet camp, we have a holiday camp. Speaking personally, I am not just in Cadets to have fun; I'm also here to learn things within a disciplined environment, a situation which is gradually disappearing due to all the changes.

– **Cadet, HMCS Quebec**

Dear Cadet,

Thanks for your comments. You should understand that the Way-Ahead Process is not designed to change everything. The aim of the process is to examine the 113 key activities from the Cornwall Strategic Planning Session. This means that the Cadet training system will be assessed by both CIC and Cadets, and these individuals might well come to the conclusion that no changes are necessary. Having said that however, you should also realize that even if the program seems to be functioning smoothly, there is no harm in conducting a study to confirm this. Don't forget that if we never introduce any changes at all, we might still find ourselves driving down the road with a horse and buggy!

– **Coordinator**

* In reference to the information sessions at camp this summer.

From the Field

My name is Corporal Yanick Vallières, 776 Squadron Lions-Lévis of the Royal Canadian Air Cadets. I intend to take part in the Way-Ahead Process in the field of resources or external communications ... Once I read some words which gave me some food for thought:

I learned long ago that the only way to govern was for the good of everyone. And that the role of the leader was to protect individual rights within the limits of the common law, never threatening the welfare of even a single person or trying to place anyone in a position which exceeded his abilities; because if we take this path all of us will find ourselves weaker and the common good will suffer.

– Ron Hubbard, *Final Blackout**

And it is in honour of these words that I wish to take my place with the Way-Ahead and succeed in life. Thank you for your kind attention.

– **Cpl Yanick Vallières, 776 Lions-Lévis, Quebec City**

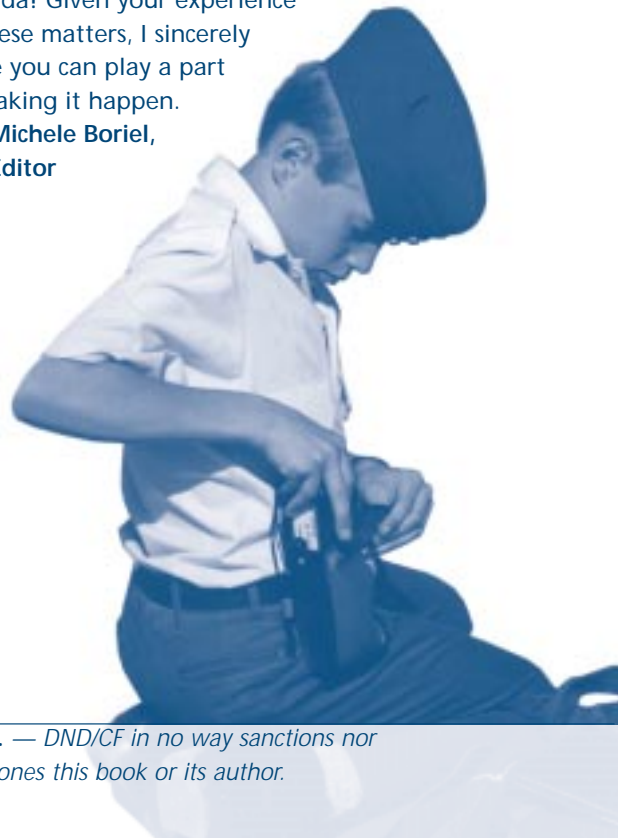
I like the idea of a Cadet Newsletter and believe that, were it possible, there should be a magazine, newsletter or newspaper for the Cadets themselves — like the Marine Corps *Leatherneck*. This could be one single newsletter for all divisions (Sea, Army, Air) through all of Canada, or there could be separate newsletters specifically for each division and/or region. Due to the fact that I am the editor of the Corps newspaper at my home corps, I have seen that it helps the Cadets in their training by giving them helpful information in a way that they find interesting. It also encourages interest in the Cadet Programme as the Cadets take the paper home to their parents or give it to their friends. A Cadet newspaper would not have to be overly expensive (black and white copies would do), and volunteers could be asked to write, photograph, and edit. I would be willing to help out with such a paper in any way I can.

– **Sgt W. Patterson, 3037 Miramichi, CSTC Argonaut**

Thanks for your thoughts, Sgt Patterson. As editor of this rag myself, I couldn't agree more! It is frustrating to see the significant number of great Cadet stories that go untold day after day. We have a publication (the *CIC National Newsletter*) dedicated solely to the Officers, this one about change and renewal within the Canadian Cadet Movement at large, and the Leagues have their respective journals, but we have none that covers all our membership in a manner that retains everyone's interest in Cadets from coast to coast. But don't despair. There are a lot of people who agree with you. The lack of this publication was identified at the Cornwall Strategic Planning Session and has become a key activity under Team #5. Like you, I can hardly wait until that Team makes its recommendation (and if everyone is in agreement), we can get started with a good news magazine that shares all the Cadet stories from across Canada! Given your experience in these matters, I sincerely hope you can play a part in making it happen.

– **Michele Boriel, Editor**

**N.B. — DND/CF in no way sanctions nor condones this book or its author.*



Summer Visits a Success!

Members of the Coord Cell visited 18 of the 27 Cadet Summer Training Centres (CSTCs) this past summer and learned that indeed all Cadets from coast to coast, regardless of element, regardless of province, camp or course, even regardless of gender, have one thing in common... **You don't like your PT shorts!**

This fact was duly noted by a number of different authorities during informal debriefing sessions, and promises have been made that your complaint will be taken seriously. Although we can't promise you new shorts by next summer, we can assure you that when you speak to us through the Way-Ahead Process we listen and we communicate your thoughts as much as possible.

Think of us as a switchboard operator. It's not our job to judge what you tell us, we just connect you to the people who can make it happen.

	What Criteria Should Determine the Winner(s)?	How Should Award be Determined?
--	---	---------------------------------



Key Activity:
To recognize Cadets who contribute to the public image of the CCM, and to create a Cadet awards programme — write the policy — select types of awards for this programme.

Where?
Action Team 14 — Image

1. HMCS Quadra
2. HMCS Acadia
3. Cold Lake CSTC
4. Penhold CSTC
5. HMCS Qu'Appelle

- | | | |
|--|--|--|
| <ul style="list-style-type: none"> - Attendance - Maximum individual participation - Dress and deportment - Good attitude - Lots of experience - Civilian work (i.e. volunteer outside Cadet unit) - "Good Samaritan" - Bravery - "Turn-around Achievement" - Community involvement - Unselfishness - Personal initiative - Promoting Cadets; helping improve public image - Extraordinary person; goes beyond the call of duty - Leadership - Determination to meet goals | <ul style="list-style-type: none"> - Using Cadet training in everyday life - Brings something new to the unit (i.e. good ideas) - Positive role model - Sportsmanship; fitness - Cadet who helps other Cadets - Makes a difference in the unit - Good summer report - Recognition in response to a situation (i.e. saving someone) - Personal reputation - Encouraging others - Most improved - Time-in - Attitude - Good knowledge of Cadet Programme - Participate in all Special Events - Good morale | <ul style="list-style-type: none"> - Not linked to rank or appointment (give everyone a fair chance) - Nominated by fellow Cadets, not by Commanding Officer or Staff - Anonymous voting to avoid a popularity contest - Equally accessible for a 13-year old as for an 18-year old - Doesn't go to most senior Cadet by default - Not based on grades at school - Self-nomination - Cadet vote at unit - Based on summer camps (reports and interviews) - Oral presentation from candidates - Selected by non-biased group; non-discriminatory - Criteria must be standard across the country |
|--|--|--|

A Future Founded in Renewal

On a more serious note however, we were very impressed by the quality of the contributions we received during information sessions and focus groups. When asked their opinions about topics ranging from summer training quotas to cross-cultural awareness to promoting the Cadet Programme, participants' answers were honest and well thought out.

In all we spoke to approximately 3000 different mixed groups of junior and senior Cadets, Staff Cadets and CIC and Civilian Instructors. Our message was well received for the most part, and we enrolled nearly 1100 new volunteers as a result of our presentations.

Questions were asked on behalf of many Action Team Leaders and participants' feedback was recorded on flipcharts and then typed into the computer. This information has been sent to the Team Leaders in order to facilitate their research. Really there is no better place than a Cadet camp to find out what the majority of Cadet and CIC/CI stakeholders really think about how the Canadian Cadet Movement is operating!

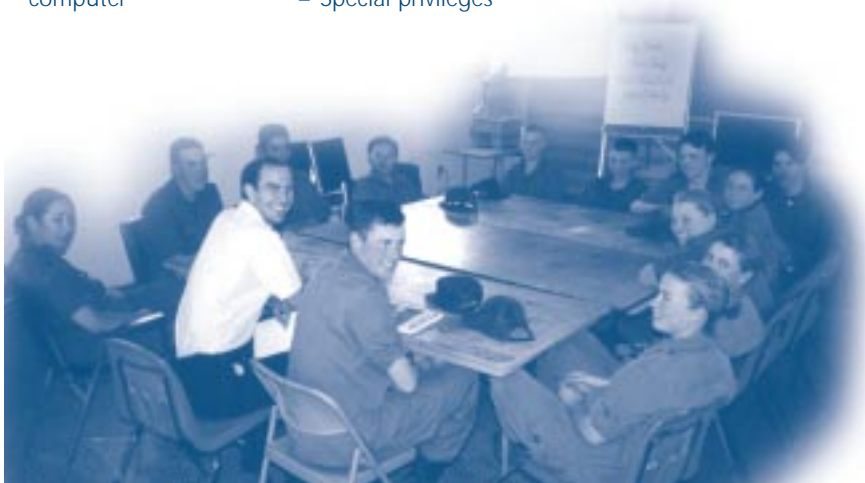
Instead of reprinting the thousands of comments below, we have chosen to highlight a single key activity and include a sampling of the diverse opinions we received when this focus group was conducted in four different CSTCs.

What Type of Reward Would be Appropriate?

- Scholarship (\$\$)
- Medal or ribbon
- Certificate
- Collar pins
- Lanyard of a distinct colour
- "Make a wish" (i.e. winner gets to ride in a CF-18)
- Winner goes on exchange
- Winner gets a dinner in Ottawa
- Recognition
- First pick at Camp
- Win a personal computer
- Financial consideration for winner's unit
- Money
- Spend the day with the Reg Force affiliated unit
- Trophy
- Tickets to sporting events
- Equipment for unit
- CO for a day
- Jewelry like a football ring to keep forever
- Badges for uniform
- Trip
- Car
- Special privileges

Other Considerations?

- Should be presented by a famous person (i.e. Governor General or a former Cadet like Myriam Bédard or Chris Hadfield)
- Should be presented live on TV
- Should be awarded in two groups — Individuals and Groups
- Medal should be designed by Cadets themselves; run a contest for best design
- Cadets should choose the title of the award
- Past award winners should sit on Awards Committee
- Selection Committee to consist of appropriate CCM members including Cadets, but not by rank or appointment
- Media publicity for award winner
- Link award to the Year 2000
- Advertize the award winner on the Internet (Cadet web site)
- Cadet leagues should be involved in selection
- Award should be national, not regional



Volunteer Voices



The feedback we collected from the field this summer is quite diverse and revealing. We have reprinted some of the more ingenious ideas and thought-provoking comments below. In the interest of “closing the loop” on our conversations and our interaction with you this summer, we have tried to respond to your comments as best we can. Thanks for being so open and honest with us!

I think that they should have membership cards for all of the volunteers. So that they are able to show other people that they are involved.

– **Cadet, CSTC Bagotville**

I think membership cards would be a great idea or business cards with phone numbers to give to other sqn/corps.

– **Cadet, CSTC Bagotville**

Great idea! We followed your advice and provided all the Action Team Leaders with Way-Ahead business cards at the Action Team Leaders Workshop this November. If Team Leaders see the merit in obtaining copies of the business cards for all Team Members, we will comply with their wishes. Let them know what you feel you need in order to be part of the Team.

My ideas concerning the Cadet Movement: Training must be standardized. Squadron traditions are important, but training, drill, and standards must be even throughout. The CF and DND have laid out these standards as well as regulations. It is my belief that these standards put all squadrons on an even playing field. Such equality and coherence would greatly improve communication, interactions and administration. Advancement is a major part and aim of the Cadet Movement, but we can't go anywhere if we are not already at a common starting point.

– **Cdt WO2 Dillon, 517 F/Lt Graham Sqn, CSTC Penhold**

When Cadets that are older join, let rank and level promotions be done according to ability and knowledge, not by “standard” times. Older Cadets tend to be more mature and serious about the program and able to handle the responsibilities sooner.

– **Cadet, CSTC Penhold**

These are popular concerns. Over the summer period, we heard from many Cadets who were unhappy with the seeming inequality of standards throughout the country. One example that was frequently repeated was the different criteria for awarding the exact same Cadet medal, according to element and/or region and unit. We appreciate your comments. As senior Cadets, you have obviously had a lot of time to give this some serious thought. Perhaps you would consider volunteering for Action Team 7 in order to assist the volunteers with their studies and recommendations.

I think there should be a National Drill Team Competition instead of just Provincials.

– **WO1 Daniel Wilk, 186 Lloyminster RCACS**

I found provincial sports competitions help squadron morale. But I think the level of competition should go higher. I think it should go to the national level, just like biathlon and effective speaking. After all, physical education and recreation are part of the Cadet Movement and it would give a chance for more Cadets from each province to interact on a national level.

– **Cadet, CSTC Penhold**



Create a bigger award/incentive program for hardworking Cadets.

– **Cadet, CSTC Penhold**

Did you read our minds? These ideas are the basis for part of the youth initiatives through the Youth Employment Strategy (YES). Inter-provincial exchanges, national sports competitions, and creating a significant awards programme (scholarships) are just three of the initiatives which will be fleshed out in the upcoming months. Please see page 18 for further details.

The Way-Ahead Process is an excellent idea! I hope they try something like this with the Cadet Programme in England.

– **Junior Conducting Officer to English Cadets, OCdt Hine, CSTC Argonaut**

Thanks for the compliment O/Cdt Hine, we certainly like to think so! You're not alone in your comments — please see page 2 to see how many of your fellow English countrymen agree with your assessment of the Way-Ahead Process.

What I like about this presentation was I realized that us Cadets have a voice. Now I know that I have the same chance as anyone else to "put myself on the map!"

– **LAC Amanda Sproul, CSTC Greenwood**

Glad to have you aboard, Amanda. Your ideas are important to us. Check out page 12 to see just how many other Cadets have followed your example and put themselves on the map!

We should go to middle schools and put on a show to encourage 12–13 year olds to enlist.

– **Cpl R.G. Collins, 820 Milton Blue Thunder Sqn, CSTC Cold Lake**

You're not the first to suggest this idea, Cpl Collins. Recruiting is a very serious issue for those involved at levels of the Canadian Cadet Movement. In fact, the Director of Cadets has recently hired a CIC on a full-time basis to assist the Leagues with their responsibilities in this regard. Lt(N) Lou Agostinho will work with volunteers on Action Team 15 (Recruiting) to ensure that all the best ideas about how to attract and retain Cadets and Officers are captured. See page 16 for more details.

Just wanted to let you know that I feel this organization (Way-Ahead Process) is an awesome idea, and that I feel it will make a big difference in the way our country is run and established in terms of Cadets and youth.

– **Cadet, CSTC Penhold**

I believe the aims and actions of this organization are very worthwhile and credible. I hope that it goes a long way to help every Cadet corps/squadron across the country.

– **Cpl Keegan Bulger, CSTC Penhold**

Thanks for the support! We hope you can find the time to help us meet our common goal: to improve the Cadet Movement for the future and to make it Canada's best kept secret no more!

SHORTS! Get rid of the grey shorts! Make the shorts longer! Make the shorts bigger! We need new PT shorts! Make them another colour! Give us male and female versions! Get rid of the pockets on the inside! Put the pockets on the outside instead! Make them out of silk or fleece! Put our camp name on them! Give us boxers instead! WE HATE OUR PT SHORTS!

– **all Cadets at all camps**

'Nuff said! We got your message loud and clear. Look to page 26 for more about the detested PT shorts.



Team 11... continued from page 19

5. Considering however, that more than 200 responses came from the CIC themselves, and that the initial report of June 1995 was prepared by CIC and ratified at the Regional level, the Team Leaders of Action Team 11 will submit a proposal to the Strategic Team this January requesting them to endorse and implement without delay the majority of the recommendations from the 1995 report. We expect to be able to announce the results of this proposal in the next issue of this publication.

6. In light of the results of our June 1998 initiative, it is plain to see that we have a disconcerting lack of involvement in certain regions. We have made a collective decision to go ahead with major changes to our Movement, and if we are to do this we must all become personally involved in the task of implementing these changes. It is extremely important that we all contribute to this process.

7. In closing, I would like, on behalf of myself and my two Co-Leaders of Action Team 11, Dennis Fleck and John Torneby, to thank all the members of our Team and all other CCM members who responded to our questionnaire. We are grateful for your contribution; it will help us to develop employment and promotion policies for CIC and CI within the best youth movement in Canada.

Remember The Cadet

The New Millennium... continued from page 21

behalf of the environment and their communities. I believe that it is this kind of dialogue that we need to encourage in every effort to further the aims of the Way-Ahead Process and the Youth Employment Programme initiatives. Sharing the lessons learned will help to lessen errors and wrong turns.

In helping further this sharing of ideas and information is the happy coincidence that some of the participants in the Way-Ahead Process are the same as those involved with *Cadets Caring for Canada* and other Millennium Projects. But what if a "happy coincidence" is not present? As a colleague with the Way-Ahead Process, it is my new role to contribute my time to making sure that those working with all youth initiatives and millennium projects have the chance to connect to the Way-Ahead Process and vice versa. Together we can do more and I stand ready to take up the challenges presented by new role as both a colleague with the Way-Ahead and Coordinator of Millennium Projects as we approach the new century.

New Address!

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

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

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

We will continue to collect correspondence from our old address until the end of March 1999.

We apologize in advance for any inconvenience this has caused.

June 12, '99

*Cadets Caring
for Canada
goes national*



Suggestion Box

Thank you to **Major Ken Fells** for his suggestion that we develop a flow diagram to represent the workings of the Way-Ahead Process. A version of the one at right was used quite successfully in the Cadet Summer Training Centres (CSTCs) this year. It outlines the process of acquiring computer hardware and software at the local unit level. A similar process will be followed for each of the 113 key activities, with slight variations depending on the topic being studied.

Step 1

After doing their homework (research), the Action Team Leaders and members ask stakeholders from all across Canada to voice their opinions about Electronic Information Systems (Action Team 1). This feedback is solicited and processed by the Action Team Leaders and Members on Team 1. They make

sure that all stakeholder groups and provinces/territories are consulted equally, and that minority viewpoints are represented.

Step 2

The Action Team Leaders examine the feedback and together with their team Members, come up with a series of viable recommendations for the Strategic Team. When they are ready, one or more of them will come to Ottawa to present their findings.

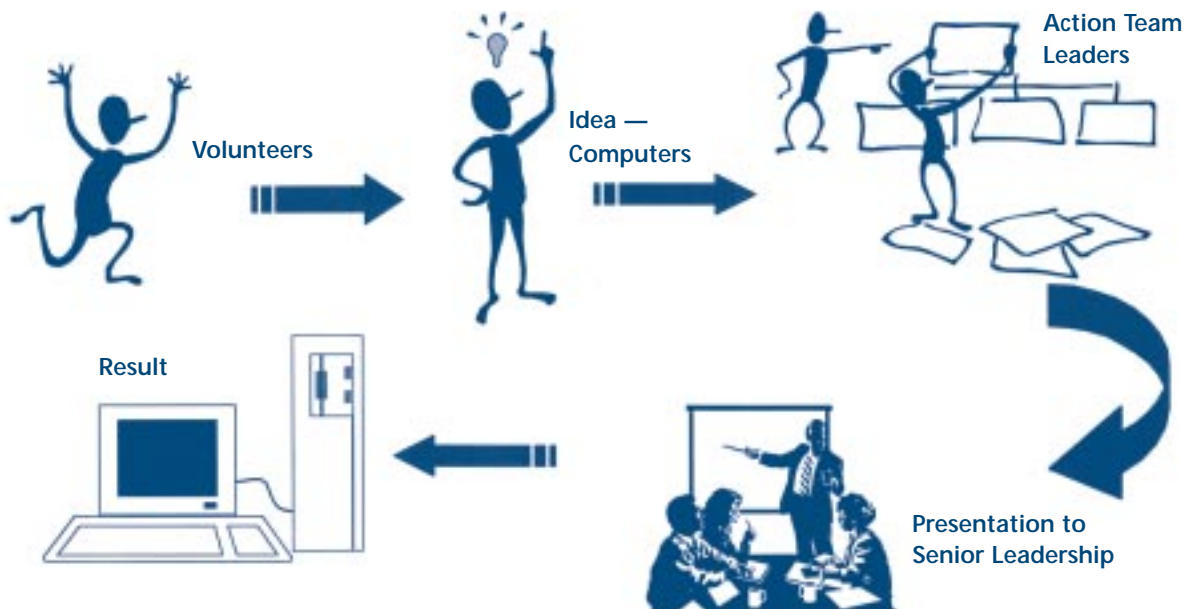
Step 3

The Strategic Team chooses the best option for implementation.

Result

Computer hardware and software arrives at Cadet corps and squadrons!

How Does it Work?



The Best (and Worst) of Way-Ahead Feedback

If not limited or restricted too much to allow a free flow of ideas and concepts, the Way-Ahead will be a valuable exercise. To be more successful, the results must be acted upon. Most importantly, we can't lose sight of the most important stakeholders... Cadets!

– **Capt James M. Wyatt**

I'm concerned that the rank and file may consider this a less than essential task which is using up valuable time and resources with little or no guarantee that concrete results will occur. Make sure that your concept teams really reflect the people in the field and not the perennial HQ "favourite picks" for these types of activities. Make sure the items actually discussed get implemented.

– **LCdr Brent Newsome;
CO — 24 RCSCC Magnificent**

I am excited by the commitment to improvement and change. But the lack of budget and support for volunteers who may be required to spend considerable time and money to participate concerns me.

– **Hugh Boyd; Chairman Alberta
Provincial Committee — ACL**

I feel that the Way-Ahead is a very ambitious programme amidst a sea of diversification. The 15 topics certainly indicate a new approach to "capture the minds of the youth." It would appear that not one of the 15 topics deal with military ideals however. This seems to indicate that a new style of Cadet Leader is needed.

– **Anonymous**

The apparent willingness to hear ideas from our level of organization is wonderful. I am very excited to see and have an enthusiasm to participate in several of the topics. I'm also very interested in hearing ongoing updates on the progress of the ideas, what is proposed, progress made in implementation; maybe even some of the proposed ideas — this often stimulates thoughts and creates other ideas.

– **Capt Donna J. MacIntosh; Unit CO**

I think the Way-Ahead is an interesting concept, however I remain cynical that this isn't one of those grand ideas that begin with a lot of energy and the best intentions, but which ends up fizzling out because it is an administrative and logistic nightmare. I would like to see this work! We need some STRONG leaders.

– **OCdt A.M. Douma; Training Officer
— 2414 Army Cadet Corps**

The Way-Ahead Process is very timely — a thorough review of the Cadet Movement has been needed for some time. Recent negative publicity about certain aspects of the Canadian military performance needs to be offset by a strong, vibrant Cadet Movement, since such a high proportion of military officers begin their careers in Cadets.

– **George Bennett; parent of two Cadets
at 11 Strathroy RCACC**

The Way-Ahead Process is a must. If we don't change globally, we will become dormant, lose value, lose effectiveness, lose appeal and lose our purpose which will lessen our sense of challenge to young people. Our Movement will die or need to be replaced with another that has value for money and time, or a purpose that gets results and has more meaning to our young people.

– **Bob James; 292 Coverdale RCSCC**



“Change makes my head hurt.”

– **Marg de la Hunty**

I feel that the Way-Ahead is an idea that is long overdue. The system needs an overhaul and this is an excellent opportunity to do this.

– **OCdt Chris Toth;**
Training Officer — 822 RCACS Breslav

As one who works to implement a continuous improvement program within a corporation, I am pleased to see the same process and approach being used here. It is refreshing to see a bottoms-up approach to decision-making and input being implemented in the Cadet Movement.

– **Capt Chris Neron;**
CO — 530 RCACS Waterloo

The Way-Ahead Process is the right process at the right time. I worry that aspects of the CCM are decades behind reality. Well done.

– **Anonymous**

I am optimistic that this (Way-Ahead) will work, but concerned that the visions of the Action Teams will/may be subverted during implementation by NDHQ Personnel who are not fully committed to the original ideas. It is most critical to the Process that it remains a politics-free domain.

– **Capt Jim Goodall;**
CO — 296 RCACS Cambridge

The Cadet Movement is in desperate need of moving ahead with needs and changes that have evolved and been ignored. What we do, we do for the Cadets, but at times our hands are tied by antiquated processes that no longer have a bearing on what we are about. This process could give members of the CCM the ability to change what's happening instead of complaining about it all the time.

– **Capt Perry Bast;**
Level Instructor — 11 RCACC Strathroy

In order to volunteer with the Way-Ahead Process there would need to be a strong commitment shown by the upper management to accept and make changes. The Way-Ahead Process will be a large waste of time and money if nothing comes from it. Time and time again I've seen upper managers seek input from the bottom when they already have their minds made up. Is this going to happen here?

– **Lt(N) K.H. Albert; CO — 94 RCSCC**

I think the Way-Ahead concept is good. I am concerned however that it is trying to cover too large an area and with variances as broad as the country itself, I'm not sure that it will work. The time commitment might also scare some people away. ...The Cadet Programme is the greatest youth organization in Canada and we should be encouraged to help it grow to encompass more of the country's youth. This Process may be an excellent way to help this come about.

– **Anonymous**

Convince me that the first excuse will not be "there's no funding for that", but it will be "we will look at a way to redirect funding or find a cheaper way to do it." ... I feel strongly about the Way-Ahead Process. I see it as the best direction the Cadet Movement has ever moved. With the right attitude and people, this will excel the Cadet Movement to new heights.

– **Lt Bruce Castle; Training O —**
201 RCACS Rochester

This (the Way-Ahead) is a good idea if, and only if, we make it a point to get Cadets involved on every team. It's the Cadets we do this for, and not "ourselves". Will these teams be comprised of diverse CIC ranks or just the top half again?

– **Paul Currie**



I think it's about time something like this should come into being. If the end result of the enthusiasm continues at a high level like today's presentation seems to illustrate than there is nothing stopping us. ... I spent 34 years in the Canadian Forces and saw too many good ideas like this being swept under the carpet due to money constraints or a change in personnel or policy.

– **Capt HF Huggins**

I really want to get involved (with the Way-Ahead) but I wonder, is this yet another initiative that accomplishes anything? Or nothing? ... I love the fact that the people on the front lines are being seriously listened to for perhaps the first time. But can it work? Will it allow for changes? Or will it be "business as usual"?

– **Capt Cliff Dixon;**
CO — 104 Brantford RCACS

The concept (of the Way-Ahead) is good, however the size and focus needs work. National programmes may not work in the best interest of the Cadets across Canada. I am also concerned that dollars may be geared to meet the needs of DND rather than Cadets.

– **Maj Richard Sewell; CO — 294 RCACS**

After hearing, as well as reading the material (about the Way-Ahead), I can see that someone at the HQ really wants to improve the Cadet system. I am concerned about a few of the points, so I will volunteer because I want to improve how the system is run... I feel this program is exactly what we need

before the "Cadet" disappears and the "Boy Scout" begins.

– **CI Masson;**
2833 Oxford

I worry that the Way-Ahead Process subverts the chain of command, however I am prepared to live with that if the process makes some concrete progress.

– **Capt R. V. Goldik; CRCD London**

I believe your 113 topics require consideration and review, but I fear nothing will be changed. I am a senior Cadet and I am suffering through the new training package that is the main cause for problems in my corps. I would like to see some of the changes indicated made, and would volunteer my time for those ones; but some of the rest are not as important as others.

– **Cadet PO1 Jason Mercer;**
9 Rodney RCSCC

The Way-Ahead is a positive initiative to review and validate the process and programme. Getting people from all levels is certainly a step in the right direction from the very start. It will be essential, if this programme is to be credible, that the users get feedback and RESULTS without a great amount of delay. I appreciate that some initiatives will take years to review and for changes to be implemented.

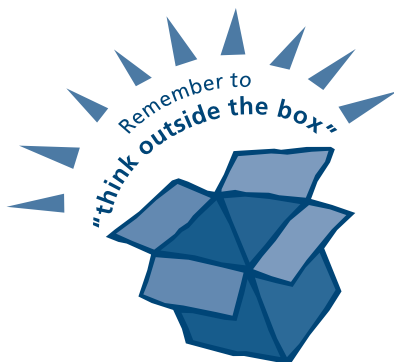
– **Maj Gerry Bohemier; PLT 32A**

I am concerned about the fact that the Process could stall for want of sufficient volunteers and/or regional representation. Additionally, unless significant progress is achieved early on, volunteer enthusiasm might wane.

– **Doug Tudor; CF Officer, Vice-Chair of Air Cadet Sponsor Committee and Parent of Air Cadet**

The Way-Ahead is a chance to implement changes in the Programme to bring it up to speed with the needs of the 90s and the kids that come from this era. I am skeptical, but interested in the Programme. The grass-roots people at the unit level get left out too often — include us in the process please.

– **Capt Kevin McEvoy; CO — 2895 RCACC**



E-Mail Addresses for Action Team Leaders

The following Action Team Leaders invite you to communicate directly with them by e-mail about your concerns and interest. The remaining Action Team Leaders should have their e-mail addresses shortly.

Team 1

- Cdt Ghislain Thibault
thibo68@hotmail.com
- Maj Steve Deschamps
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- Maj Michael Zeitoun
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Team 2

- LCdr Graham Reed **socstc@blvl.ig3.net**
- LCdr Brent Newsome
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Team 4

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Team 5

- Elsie Edwards
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Team 6

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- Maj Claude Duquette
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Team 7

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- Shannon Glenney
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- Maj Paul Westcott
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Team 9

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- Capt Steve Dubreuil
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- Capt John Torneby
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- Lt Alison MacRae-Miller
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- Jack Cooke **jaco@eagle.ca**
- 2Lt Marc Sceviour
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Team 15

- Maj H el ene de Champlain
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- Cdt Chelsie Saunders
badchild@hotmail.com

Thank You for Volunteering!

To those of you who volunteered to lead an Action Team but were not selected as such, we offer our thanks and extend our appreciation. We welcome your participation as a Team Member, and ask permission to approach you as a replacement should an Action Team Leader have to be excused for personal or other reasons.

To those of you who volunteered in any other capacity, we say "thanks very much!" Your contribution will make a significant difference in the lives of thousands of Cadets, CIC, Civilian Instructors, League members and sponsors, Regular Force and Reservists. Better yet, **your participation today guarantees a brighter future for tomorrow's youth.**



**Volunteers — We make a living by what we get;
we make a life by what we give.**



Together We Stand Nearly 2,000 Strong

Have you volunteered with the Way-Ahead Process yet? At last count, 1840 of your fellow Cadets, CIC, Civilian Instructors, parents, League members and sponsors, Regular Force and Reserve members had signed up. And there have been several more since then.

So what are you waiting for? Call us today (1-800-627-0828) to receive your volunteer application form.

Calendar of Events



October

21–23 Regional Cadet Officers (RCO) Conference, Ottawa

November

12–15 Action Team Leaders Workshop, Nav Canada, Cornwall, Ontario

December

2 National Cadet Advisory Group (NCAG) meeting, Ottawa

Season's Greetings!
Best wishes for a safe and happy holiday season.

January 1999

Happy New Year's!
Only one year left until the millennium.

February

13–14 Tentative date for Strategic Team meeting, Ottawa

Happy Valentine's Day!

March

26–28 Tentative date for Action Team Leaders Workshop, Nav Canada, Cornwall, Ontario

