

PROUD

To Be

The official publication of the Way-Ahead Process

Volume 7, Winter 1999

CADETS

**Air cadet league starts
new membership
screening process**

**Update on high
school credits
for cadet training**

**Finding a better
way to dress
and equip cadets**

**National photo
contest winners**

**Making 'Cadets'
a household word**



National
Defence

Défense
nationale

Canada



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

Volume 7 Winter 1999

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

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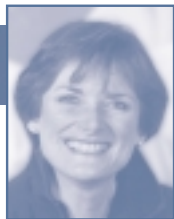
Cadet PO1 Sasha Naime, 26 Royal Canadian Sea Cadet Corps, Cornwallis, NS, prepares to place a wreath at the National War Memorial in Ottawa on Remembrance Day, Nov. 11. She was selected to place the wreath on behalf of cadets from across Canada. Born in the Barbados, Sacha immigrated with her family to Canada and became a Canadian citizen in August 1997. PO1 Naime was also selected 'Miss Teen Friendship' in the Miss Teen Canada contest in 1998.
(Photo by Sgt Julien Dupuis, photographer to the Governor General of Canada)

ON THE COVER: "Dusk on the seas" is the 'best overall cadet' winner in the first national cadet photo contest. PO1 Jason Pesant of Royal Canadian Sea Cadet Corps 240 *Amiral Le Gardeur*, of Repentigny, QC, captured this moody moment on film aboard HMCS *Toronto* somewhere in the Atlantic in 1998. PO1 Pesant will receive the award-winning CorelDraw9 graphics software, courtesy of Corel Corporation, as his prize, as well as a second prize from BGM Imaging. The contest was held to increase the numbers of quality photographs available for the national public relations program aimed at making Cadets a household word in Canada. The program is an outcome of the Way-Ahead. Turn to page 38 to see other award-winning photographs.

Copy
Deadlines

Spring 2000 issue — February 4

Summer issue — May 5



From the Editor

I'm excited. This issue talks a lot about the cadet movement's image because we're beginning to get Way-Ahead results in the area of communications. We have a plan to make Cadets better known to Canadians; we're getting more public affairs training for cadet instructor cadre officers, and we're going to find out what Canadians **really** think of Cadets.

But there's an aspect of image you've probably never thought about and it's more evident than ever in this issue.

This issue projects an image of 'ownership'. You are finally taking ownership of your change and renewal process.

How do I know? It's written all over this newsletter!

You're contributing articles — **without my asking for them.**

You're sending letters to the editor.

You've sent me dozens of e-mails since the last issue asking for more information, volunteering for a team, contributing ideas and more. You're complaining less and offering positive solutions. And I'm hearing from more cadets than ever.

This issue's cadet corner features a 13-year-old cadet with her own unique ideas for change. It also carries another cadet's views on what fellow cadets can do to improve the movement's image.

This newsletter carries articles from three action teams we haven't heard from before — the resources, cadet instructor cadre/league training and miscellaneous training action teams.

It also carries a 'best practices' story and an article on lessons learned, both key elements in any change and renewal process. And our speakers' corner features an article from a unit commanding officer who wants us to be aware of what he perceives as some barriers to change.

These are all healthy signs that you're taking ownership of the Way-Ahead. And what better time to happen than now as we enter the new millennium?

By taking ownership, we can all make a difference. And we can look with excitement to creating an even better Canadian Cadet Movement in the year 2000 and beyond! ❖

Marsha Scott

In this issue...

Making 'Cadets' a household word	4	Regional cadet officers share thoughts on change	22
What's news?	9	Eye-opener for cadets	24
High school credits for cadet training	10	Lift-off for another action team	26
'Expensive paperweight' becomes valuable resource	12	New screening process for air cadet league	27
Helping kids grow up.	14	Lessons learned from Cadets Caring for Canada	28
Cadet Corner	16	Speakers' Corner: Barriers to change	30
Finding a better way to dress and equip cadets	18	Resources team 'off and running'	32
Leadership important to cadet training curriculum	19	Letters to the editor.	34
'Desk officers' to the rescue.	20	E-mail addresses/Winter '99	36
		Winning photos	37

Making ‘Cadets’

“So much stuff **without style**”

By *Stéphane Ippersiel*

“So much style without substance... So much stuff without style”

– *Neil Peart — Grand Designs*

The second line of this quote from a *Rush* song sort of sums up my feelings about the Canadian Cadet Movement (CCM). As an organization, Cadets has tons of stuff to offer, but most Canadians (we think) don’t know about Cadets or what this great organization has to offer. The problem here is not the product; it’s the packaging. This is about to change.

As a ‘newbie’ to the movement, I have nothing to teach you about what cadets do and the exceptional opportunities that lie within every cadet’s reach. There aren’t a lot of youth groups in Canada that can offer members access to gliding, parachuting, adventure training, sailing, marksmanship, first aid and survival training. And those activities are just the tip of the iceberg.

It is baffling that, despite offering so much to help Canada’s youth develop into Canada’s leaders, Cadets, by and large, remains little known as an institution. Why is it that an organization that currently counts over 55,000 youth, 6,000 cadet instructor cadre officers and a national network comprising tens of thousands of dedicated volunteers does not register in the minds of many Canadians?

As the communications manager with directorate of cadets, my mission is to make Cadets better known to Canadians. This will be done methodically with insight and guidance from the members of the Way-Ahead communications action team. Together, we have come up with a communications program that is simple and time-proven. It has three main steps:

- Find out what Canadians know about Cadets
- Figure out what we’d like them to know about Cadets
- Bridge the gap between

Finding out what Canadians know about Cadets

“For the most part, Canadians don’t know about Cadets. Those who do know about cadets think of them as little Rambos or soldiers-in-the-making.”

Does this sound familiar? Many in the cadet movement have shared this take on public opinion with me. But is this really what the average Canadian thinks of cadets?

It is important to distinguish between fact and one’s own biases when dealing with an outside public. Members of the

cadet movement are familiar with the benefits, culture and traditions of Cadets. It is natural to assume that “if you’re not in it, you won’t get it.” Natural, but misleading. Every organization that has its own codes and hierarchy may be viewed with an equal blend of curiosity, misconception and, in some cases, suspicion by those outside. This is true of organized



Canadian astronaut Col Chris Hadfield is among well-known cadet alumni. Part of the national communication strategy is drawing Canadians’ attention to Cadets by showing them former cadets who’ve gone on to do good things.

(Photo courtesy of the Canadian Space Agency)

a household word

religions, large corporations, ethnic groups, street gangs, police departments, fire-fighters, the military community and youth groups. Even an organization as well known as the Royal Canadian Mounted Police is prone to misunderstanding by the general population. It is safe to say that most Canadians have heard of the Mounties; it is also safe to say that most Canadians don't "get" what being a Mountie is really about.

What do Canadians really think of cadets? I don't know. But I'd like to find out and I'm certain, so would many of you. So this past fall, we commissioned public opinion research to find out what Canadians know (or don't know) about Cadets, and what they feel the program is about. The research gauged the opinions and attitudes Canadians have toward the Cadet program. One facet looked at adult Canadians, the other looked at Canadian youth. Results of the research will be published in the spring issue of *Proud To Be*.

Finding out what we would like Canadians to know about Cadets

This is probably the trickiest part. Following public opinion research, we should understand better what Canadians think about the movement. We might be surprised at the results we get. Here's where we throw our own perceptions out the window. What we're really interested in here are what public perceptions are and what Canadians do, or do not know. Then we can start to figure out what our messages should be,

and prepare a communication strategy to inform Canadians about Cadets.

The communication strategy will outline our present situation, indicate where we want to be, and map out the steps we will take to reach our communications objectives. It will be national in scope, but will be flexible enough to be implemented at the regional and local levels.

Bridging the gap

This part is all about talking to Canadians, and letting them in on a national treasure they may not know is here. The bulk of the talking will be done where it really matters: at the local level. To do so effectively, we will take a multi-pronged approach that will include the design and implementation of a movement-wide corporate image, including the design and fabrication of quality exhibition and information products. We will create public relations, recruiting and public speakers' toolboxes, all accessible on-line; galvanize internal communications products; and introduce public affairs training for cadet instructor cadre officers (See story on next page).

Creating a corporate image is key. Part of the Canadian Cadet Movement's image problem has to do with the fact that it is Canadian. By that I mean that we Canadians — quiet, respectful, self-effacing as we are — have a tough time telling others how good we really are. Did I say "good?" More like "great", really.

Continued on page 7



To my eyes,
Cadets is a
national icon
on a par with
the Mountie,
the maple leaf,
the beaver,
the CN tower
and *Anne of
Green Gables*.

– Stéphane Ippersiel,
communications manager,
directorate of cadets.



Public affairs training in the year 2000

Yes!!!! Another Way-Ahead result!

It's been a while coming, but it looks like more public affairs training for cadet instructor cadre (CIC) officers is a 'go' for the new millennium.



Capt Ross Brown, a full-time public affairs officer with Atlantic Region, gives public affairs training to cadet instructor cadre officers who do public affairs at the region's cadet summer training centres.

The Way-Ahead communications action team and the communication cell at directorate of cadets — with the help of directorate general public affairs — are working on two aspects of public affairs training for CICs in the new year:

- Public affairs training for all CICs who fill public affairs positions at cadet summer training centres (CSTC)
- Defence public affairs course training for at least two CICs each year

Normally, public affairs functions are carried out at every cadet summer training centre. But most CICs do it as a secondary duty. Some, who are located in regions with a full-time dedicated public affairs officer, receive training. Others receive none. No-one receives national-level public affairs training.

All that will change in the year 2000.

"Planning is still going on," says Stéphane Ippersiel, head of the directorate of cadets communication cell. "But our hope is to get dedicated public affairs positions at the summer training centres and conduct formalized training in two phases — a standardized national training phase and a regional phase."

Next spring, 27 CICs will meet in Ottawa for the national training phase to be given at the same time as the cadet summer training centre commanding officers' conference. The 'public affairs officers in training' will hear briefings on the Canadian Cadet Movement's broad communication picture, on national communication themes and messages and on the corporate communication philosophy. In addition to briefings and round-table discussions, joint meetings between the public affairs officers and the CSTC commanding officers are planned.

The CICs will receive their regional public affairs training before the summer training centres open.

Currently, three regions have full-time public affairs officers: LCdr Gerry Pash, Pacific Region, who is also a member of the communications action team; Maj Carlo DeCiccio, Eastern Region; and Capt Ross Brown, Atlantic Region. These officers offer regional training for CSTC public affairs officers now and it's been going well and will continue.

"We don't want to interfere with that nuts and bolts training," says Mr. Ippersiel. "We want to keep that regional spirit in what they do."

According to Maj DeCiccio, who has been in his position for four years and has a university degree in communications, the training he offers is based on the Department of National Defence unit public affairs officer course required for the basic public affairs officer qualification. His course lasts two or three days and covers subjects like mass communications, writing press releases, media relations, photography and so on. "The people who come have no public affairs training, so the course is good," says Maj DeCiccio. "It results in a better public relations program and better visibility for the seven camps in my region."

The problem that needs to be resolved is regional public affairs training for CICs in Central, Prairie and Northern regions, which have no full-time CIC public affairs officers. One option might be bringing them from those regions to regions where training is offered.

With regard to the Defence Public Affairs course, the directorate general public affairs has agreed to reserve two slots on each course for cadet instructor cadre officers. The course is normally offered once a year, but a second course may be added in the new year. Plans are to ask regions for nominations of course candidates. ❖

So much stuff without style... continued from page 5

To my eyes, Cadets is a national icon on a par with the Mountie, the maple leaf, the beaver, the CN tower and Anne of Green Gables. The reason Canadians don't recognize Cadets as a national icon is that we haven't packaged Cadets well enough. We haven't given much style to all this stuff that is Cadets.

One of the things we plan to do is draw Canadians' attention to the cadet movement by showing them former cadets who've gone on to do good things. These famous cadet alumni will help Canadians understand the benefits of the cadet program, by connecting their familiar faces with an organization that helped them prosper. Among the famous alumni we know of are Brian Tobin, Jim Carrey, Myriam Bédard, Col Chris Hadfield and MGen (ret'd) Lew MacKenzie. Can you help us find more?

Galvanizing our internal communications is an important issue. As you read this, we have the *CIC Newsletter* and *Proud To Be* as the two national Cadet publications, along with element-specific publications *The Helm* (Navy League of Canada) and *Journal* (Army Cadet League of Canada). These are complemented by dozens of regional publications put out by the regional cadet offices and provincial league committees.

All of these publications fill a need and should carry on. But what about the cadet?

I have yet to see a cadet publication by cadets and for cadets. Over the next months, we will look at the possibility of funding and developing a national magazine with content provided entirely by cadets for cadets. The first step in this venture is putting together an editorial board. Cadets interested can e-mail me at af397@issc.debbs.ndhq.dnd.ca.

As you can see, this is an ambitious program, one that I hope you will support and encourage. Getting the word out about Cadets is important. The more Canadians know about Cadets, the more they will support Cadets. And that, my friends, is a good thing. ❖



Brian Tobin, Premier of Newfoundland and Labrador, is a former cadet.

Failing to tell Canadians what we're about

A cadet's view of image

By Cadet FSgt Mark Masongsong



Cadet FSgt Masongsong

Have you ever taken the time to consider how the public views the cadet movement?

Do you realize just how important our public image is to our success?

As cadets, we all know what the cadet movement is all about, what we stand for and what our objectives are. Unfortunately, the public is largely ignorant of our aims and achievements. Not only is this unfair to the tens of thousands of people who work diligently to further one of Canada's finest institutions. It severely handicaps us in reaching our full potential.

At the very core of cadets are cadets themselves. All of us were once drawn to cadets with promises of unmatched opportunities and experiences. As we

strive to accomplish goals in cadets, we learn and grow, becoming better citizens and leaders for Canada. A clear understanding of this would no doubt help in the recruitment and fund-raising activities of all cadet services. This is where we are failing.

The problem is there is little and often no opportunity for the general public to find out what cadets do. When Canadians see us in parades or at public functions, they witness only our 'starch and polish' — a superficial image that we are judged on.

Business people don't comprehend the level of leadership training and experience that cadets obtain, so they can't properly evaluate cadet training on a resume. They are also less eager to sponsor cadet activities when they don't understand the possible benefits for themselves or their communities.

Parents would rather send their children to other organized activities, where they can get some 'useful' experiences. Do they realize that cadet training offers young people a chance to travel the world, become trusted instructors at an early age, or earn their pilot's license — all free of charge?

Most importantly, the targets of the cadet movement — young people — don't get a fair choice in whether they want to join or not, because they simply

don't understand what the movement offers. They picture a life of drill and shouting, all to no end or purpose.

If Canadians better understood that Cadets is about proactive, positive leadership through teamwork and close friendships with people from across Canada, our organization would be even more successful than it is now.

So what now? As cadets, we are trained to take the initiative, and it's time we did:

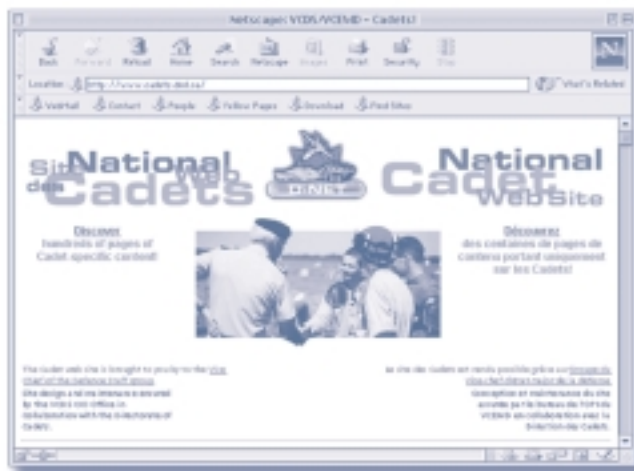
- As an organization, we can inform people more effectively of the accomplishments of the cadet movement.
- At the squadron/corps level, we can promote more aggressively the cadet movement and its aims to local communities.
- Each one of us can find some way to personally spread the word about our life in cadets.

All of these can help relieve the burden placed on the cadet services of unfair stereotypical images. The army, air and sea cadet services — and we as cadets — deserve no less.

— **FSgt Masongsong is a cadet with 819 Skyhawk Royal Canadian Air Cadet Squadron in North Delta, BC.** ❖

What's news?

- There's a new and easier-to-remember web address for the National Canadian Cadet Web Site. Give it a click at **www.cadets.dnd.ca** and find information on everything from how to become a cadet to millennium plans and year 2000 scholarships.
- Do you think cadets across Canada should share a code of cadet discipline? If so, what do you think should be included in the code? Does your corps/squadron already have a code? Let us know. Fax your ideas, comments or existing code to 1-613-992-8956, c/o DCdts 5-4, or e-mail your ideas by logging on to the new national web site.
- Some folks are really looking ahead — 'way-ahead'!!! If you still want to celebrate this year's 75th anniversary of the Air Force, you can still take part by contributing to a time capsule that will be locked and exhibited at the Royal Canadian Air Force Memorial Museum in Trenton, Ont. Only four people will have a key. The box will be opened April 1, 2024 on the air force's 100th anniversary. Contributions are being accepted from individuals, air force associations, army, navy and air force clubs, legions, and cadet corps. The locking ceremony is at 8 Wing Trenton on March 31, 2000. Send your contributions to CWO Boutin or Lt Perreault, 1 Wing Headquarters, Sgt KS Smith Building, CFB Kingston, PO Box 17000 Station Forces, Kingston, ON, K7K 7B4.
- As more units and squadrons get computers through the Way-Ahead, and as we focus on raising the profile of the Canadian Cadet Movement (CCM), why not think of creating a web site to promote your own unit? Just remember — there are rules for creating web sites. Visit the national cadet web site to find out what they are. And discover if there's a difference between an unofficial and official web site.
- The cadet movement is looking for a spokesperson — who exemplifies the values of the movement — to raise its profile. The person should be Canadian, well-recognized by youth and adults alike, appeal to all parts of Canada, be a former cadet or willing to speak on their behalf, be bilingual and have a good reputation. Some names that have been suggested so far are singers Bryan Adams and Celine Dion, actor Michael J. Fox, and astronauts Marc Garneau, Col Chris Hadfield, Julie Payette and Roberta Bondar, and athletes Jacques Villeneuve and Wayne Gretzky. Who do you think should be the cadet spokesperson? E-mail your suggestions to Stéphane Ippersiel or Michele Boriel, communication cell, directorate of cadets, though the national web site. ❖



High school credits for cadet training

By Capt Linda Hildebrandt

Attention Cadets!

Did you know that depending on where you live, you could qualify for high school credits for your cadet training?

Some provinces and/or territories recognize cadet training as an external course for which cadets can receive credit to assist them in completing their high school graduation requirements. Unfortunately, this is not true for all areas of Canada. Each province and/or territory has its own Ministry or Department of Education and hence its own interpretation of what type of activities outside the school program might qualify for credit. So depending on where you live in Canada, cadet training may or may not qualify as a high school credit.

One of the key activities of the miscellaneous training action team is to help get cadet training recognized as a high school credit across Canada. It's a challenge.

Due recognition must be given to the Air Cadet League of Canada for its efforts in this area. The air cadet league has pursued this goal for some time and has created an awareness of the value of cadet training as an activity deserving recognition for high school credit. In several parts of Canada, the determined efforts of the air cadet league have subsequently paid off and caused some provincial education ministries/departments to include cadet training as an external activity for which cadets may receive credit. Most notably, recent changes have occurred in British Columbia and Newfoundland.

So, where does your completed cadet training qualify as a high school credit? The following is an overview of the national picture as we understand it now. This summary is based on the best available information at this time and will be updated as more information becomes available.

The following areas of Canada offer recognition of cadet training for high school credit:

British Columbia

In British Columbia, cadets across the province may apply for high school credit after completing their level four training and/or applicable summer courses. They can apply for additional credits upon completing their level five training and/or applicable summer courses. Credit is available in all high schools for air, sea or army cadet training.

Yukon

The Yukon Department of Education grants high school credit for level four and five cadet training which has been completed at the local cadet headquarters.

North West Territories

As in British Columbia, high school credits may be received upon completing levels four and five training and/or applicable summer training courses.

Nunavut

Canada's newest territory offers recognition similar to that of the North West Territories.

Alberta

In Alberta, the Department of Education will grant work experience credits to cadets who have completed employment as staff cadets. Cadets are also allowed to challenge modules of the career and technology studies program, using their staff cadet work experience.

Manitoba

In Manitoba, cadets may receive one credit after three years in cadets and one summer camp, or two credits after four years and one senior cadet summer camp. Unfortunately, these credits **cannot** be applied towards achieving graduation. These credits may be accumulated in addition to the number of credits needed to graduate from high school.

Newfoundland and Labrador

At present, **air** cadet training can be used to gain high school credit, similar to the program in British Columbia.

In Ontario and Alberta, there are examples of cadets receiving credit for the maximum equivalent of two optional courses. The principal of the school granted these credits. In Ontario, one cadet succeeded in receiving two credits for his cadet experience through a co-operative education program by following the nationally recognized militia 'co-op' program adapted to his situation.

In the other provinces, the three provincial leagues are getting together with the aim of achieving recognition of cadet training for high school credit in areas

where it is still not available. Meetings have been scheduled and the leagues are building a package to present to their respective departments of education.

For more complete information on what aspects of cadet training qualify and the application process, cadets are encouraged to contact their corps/squadron commanding officer or high school counsellor for guidance and assistance in applying.

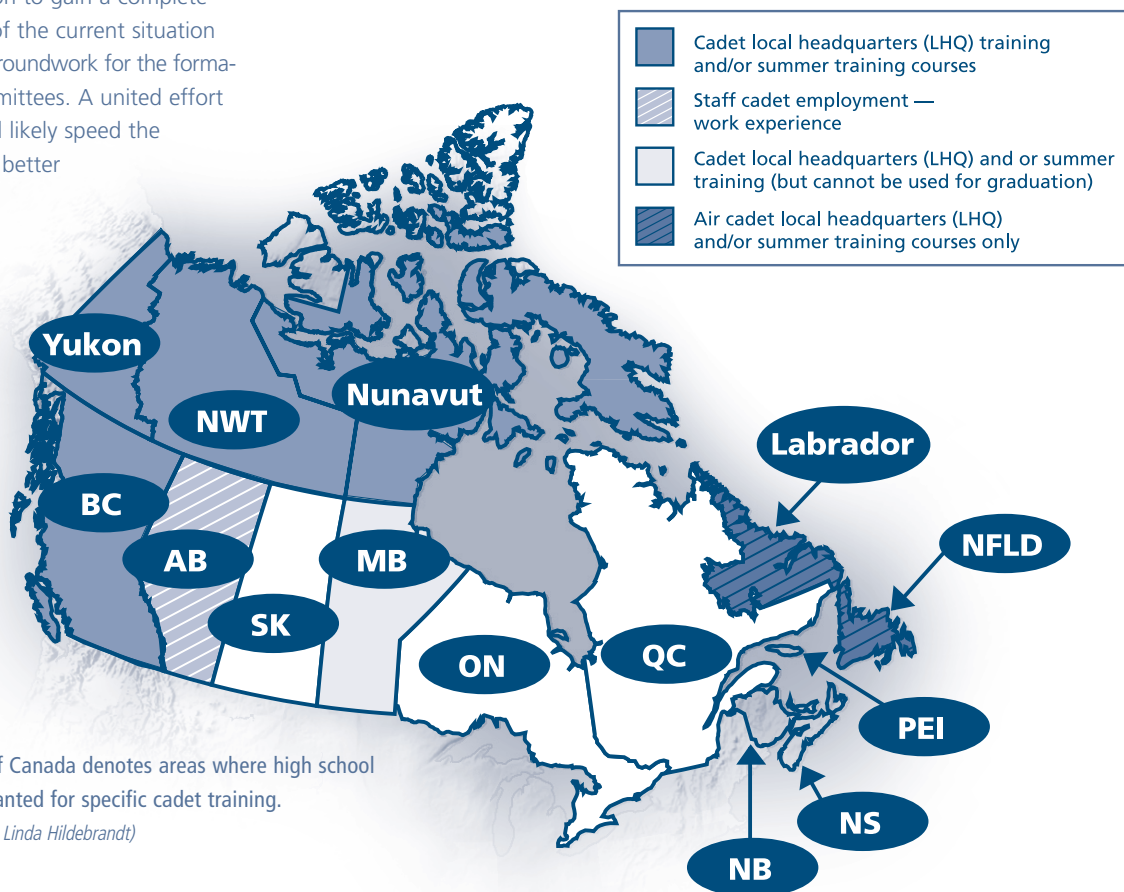
The pursuit of gaining widespread recognition of cadet training across Canada is continuing. Potentially, provincial committees made up of members from the navy, army and air cadet leagues would greatly assist in this process. At present, the miscellaneous training team is collecting information to gain a complete national picture of the current situation and setting the groundwork for the formation of such committees. A united effort by all leagues will likely speed the process and gain better

recognition overall of the value of all cadet training — air, army and sea — for high school credit.

In the meantime, we need your help. This national overview was based upon the best information at the time, but it's rather limited for some areas. With so many provinces, educational ministries and departments, collecting accurate information has been a challenge. If you can provide additional information, we would very much appreciate hearing from you. Please contact team leader LCol Robert Langevin at rolang@nb.sympatico.ca and/or myself at ds4@rcispacific.com

Anyone who has been involved in the cadet program is likely convinced already of the incredible positive value of cadet training for today's youth. It takes time and a lot of dedication to complete four years of cadet training. Sometimes cadets must give up other activities or part-time jobs to make the most of their involvement in the cadet program. It seems only appropriate that an activity that provides so much opportunity for personal growth and development should receive recognition as an activity qualifying for high school credit.

– Capt Hildebrandt is co-leader of the miscellaneous training action team ❖



This map of Canada denotes areas where high school credit is granted for specific cadet training.
(Map by Capt Linda Hildebrandt)

'Expensive paperweight' becomes **valuable resource**

By *Marsha Scott*

Since the Way-Ahead began there's been lots of talk about improving administrative practices and reducing paperwork in cadet units, mostly through computer automation. And the administration and electronic action teams are working hard to put that talk into action.

But Capt David Owens, commanding officer of 334 Royal Canadian Air Cadet Squadron in Oromocto, NB, knows the challenge goes beyond the Way-Ahead action teams. He understands that everyone plays a role in not only coming up with good ideas, but also sharing best practices as they occur.

Since the beginning of the 1998–99 training year, his 75-member squadron has used a computerized database system that's greatly improved his squadron's administrative practices. "If you have a really small unit, it might not be as necessary, but if you have more than 50 cadets, the time you spend on manual records is time-consuming," Capt Owens says. "A computer helps make things timelier."

Before his unit had the system, the computer was just "an expensive paperweight." We used it for typing letters and memos, says the former Regular Force officer, but we were overlooking its most useful number crunching function.

Well, not anymore.

The system allows his administration, training and supply officers to share information and maintain electronic records for each cadet and staff member. It's based on the need to maintain contact information, training records, clothing documents and other printable reports for each cadet.



Capt David Owens

How can it be used? "New Brunswick was planning a training weekend for 400 air cadets," says the squadron CO. "We knew we could send 19 first-year air cadets from our unit and I wanted to send cadets who had joined first. We told the computer to bring up a list of cadets who had joined, in the order they'd joined, and in two minutes, our list popped out and we had our 19 cadets."

Last year, his administration officer was the main user of the system. Capt Owens added an attendance component over the summer. And this year, as his officers use the system, they'll determine how it can be improved to make it even easier to use.

The computer also helps his supply system work more effectively. "With our data base, we can tell the computer when a cadet quits and it tells us which uniform items are still outstanding," he says. "Then we can call the cadets, and ask them to bring the items in so we can reissue them."

"With the amount of time you have available on training and administration nights, you want to do things as efficiently as you can in a short time," he says. "The computer makes that possible."

So what is this sophisticated system, Capt Owens uses?

The bare minimum you need is a 486 computer. It will work on a single desktop computer, or even on a laptop. Capt Owens' unit received a Pentium this fall, which makes things a bit faster, but last year he used two networked 486 machines.

You also need Windows 95 and Microsoft Access 97, which is part of Microsoft Office 97. And that's it, except for the will to use the system. Because a computer database is only as good as the information entered in it, it must be kept up-to-date to be an important time-saver. Cadet information must be entered when the cadet first joins. "Five minutes in the beginning can save a half hour later," he says.

Is it easy to use? "I just had a new administration officer transfer in from Nova Scotia, who'd never seen it before," says Capt Owens. "She's taken to it like a duck to water. It's a menu driven data-base, so it's just a matter of pointing and clicking."

So is Capt Owens sharing the word about his innovative practice? You bet!

He's communicated with the electronic action team. He has talked about it when he's taught at the regional cadet instructor school (Atlantic). He's shared it with other cadet instructor cadre officers in Nova Scotia, some of who've been using it since September. He's even shared it with the commanding officer of an army cadet unit.

"It's really set up now for air cadet squadrons," says Capt Owens, whose system has a list of all the air cadet squadrons in the country. But he was able to modify it fairly easy for the army unit.

Capt Owens' compressed database file is on his Internet home page at:

<http://personal.nbnet.nb.ca/daveo/dbase.html>.

If anyone wants to try it out, they can, he says.

"I don't have time to personally work out all the details for the army and navy. But anyone familiar with Microsoft Access could probably modify it themselves."

"I realize the system needs further improvements, such as becoming bilingual and adding additional functions," he says. "However, I felt that even with its warts, it could be a useful tool for other units in the country."

Thanks to Capt Owens for sharing his 'best practice'. ❖

Oops!

We wrongly identified this cadet in our last issue. She is actually Cadet PO1 Amy Simoneau, a member of Royal Canadian Sea Cadet Corps Falkland in Ottawa. Sorry about that Amy!



Helping kids grow up



Dave Boudreau, new national executive director of the Army Cadet League of Canada.

“Cadets is a program to help kids grow up,” says Dave Boudreau, the new national executive director of the Army Cadet League of Canada. “And that should be the message the Canadian Cadet Movement sends to the Canadian public.”

That message ties in with what Mr. Boudreau sees as an issue facing today’s army cadet league. “We need to come to the realization that Cadets is a youth program and not a program aimed at producing future soldiers,” he says. “Military activities and uniforms may get the attention of young people, but not many who join army cadets at 12 to 13 years of age do so with the aim of becoming infantry soldiers.”

The new executive director believes, however, that spending even two years in the structured environment offered by Cadets helps young people to grow up and think about other things in life. And that’s why it’s so important, he says, to give a clear message to parents regarding the cadet movement’s aims and objectives.

In his new position, Mr. Boudreau is focussed on the future of the cadet movement and the national army cadet league. And as a former army cadet, cadet instructor, 20-year member of the Canadian Forces, detachment commander of 91 sea, army and air cadet units in Toronto and head of the Way-Ahead co-ordination cell, he brings a heap of experience with him.

It’s a good time for Mr. Boudreau to take over his new army cadet league post.

“Right now, there’s probably more openness — and fewer hidden agendas — than there has ever been between the Department of National Defence (DND) and the three national offices of the leagues,” he says. “There’s been a significant improvement in the last year in how the three leagues and the directorate of cadets staff work, and the new Director of Cadets Col Rick Hardy has had a lot to do with it. His gesture of opening up his weekly meetings, as well as other events, to league executive directors, for example, is really useful. It would be nice to see the same atmosphere exist at all the regional headquarters.”

He adds that one of the biggest problems between the leagues and DND has been that not enough people know what’s going on, leading to erroneous conclusions that have complicated the relationship.

Mr. Boudreau is pleased that the Way-Ahead has finally formed a partnership action team. He sees opening up lines of communication and clarifying responsibilities as vital to the development of a real partnership. He’s well aware of complaints about DND treading on league territory, and vice versa. But ‘territorialism’ is the last thing on his mind. “The army cadet league spends a lot of time talking about training issues, he says, and while it’s good for the leagues to provide feedback to DND on training problems which are detected, we should let DND handle training matters and the league should focus its efforts on resolving league issues. The same can be said of issues or problems observed by DND. We should be working together in resolving our problems while at the same time, respecting each other’s responsibilities.”

Public relations and recruiting have been and remain a league responsibility. Now, however, DND is venturing more into those areas with the establishment, for example, of a communications cell within the directorate of cadets. “What’s wrong with two organizations working on the same things,” he asks? “It just complements whatever we can do. Nothing is exclusive.”

He says the leagues should strengthen their support role at the local cadet corps level, getting more sponsors and parent committees to support the commanding officers who can then focus their attention on training and supervising the cadets.

Military activities and uniforms may get the attention of young people, but few join cadets with the aim of becoming infantry soldiers.

Mr. Boudreau sees every Way-Ahead action team as a benefit to both partners. And he sees the league being able to contribute to many of the teams. "A lot of our league people used to be cadet

instructor cadre officers and may have good ideas for the teams. It's always a benefit to listen to people with experience.

"We have to get away from this tunnel vision," he continues, "and learn to use — in the best way we can — the resources we have."

A priority for the army cadet league over the next five years, according to the executive director, is finding more local sponsors for army cadet corps. "The army cadet corps have had DND units as sponsors from the beginning," he says. "Those units still have a very, very

important role to play. Each of our cadet units is affiliated with a Regular or Reserve Force unit and learning their military traditions and values is important."

However, changes in the Canadian Forces mean there's less flexibility now than there used to be in providing financial and other support to the cadet units. So the army cadet league must focus on finding co-sponsors or parent associations for financial and other support.

"Many cadet units have that support now, but not enough of them," says Mr. Boudreau. "And where it exists, it works a lot better. Probably the best run corps are the ones that have strong community roots, with support from a military unit, as well as from a service club, a municipal organization, and even the local politicians. Cadet corps that use all of these resources are more successful and accomplish their aims."

The league has just finished restructuring. That is a positive step, in Mr. Boudreau's view. "We have a new structure to work with, a smaller national executive committee to run the day-to-day business and a national council representing every province and territory. That means more direct involvement with the national level. The task ahead is to establish procedures on how best to use this new structure.



In 1990, then Maj Boudreau presented the top junior officer award to OCdt Power, Army Cadet Summer Training Centre Argonaut.

Strengthening provincial branches is key to building stronger sponsoring committees. According to Mr. Boudreau, the national executive and council will develop a plan to accomplish this.

The Army Cadet League of Canada has its work cut out for it, but clearly, it's a strong partner in the movement that helps kids grow up. ❖

Cadet Corner



Cadet Cpl Jessica Reynolds

Diversity has many faces in the Canadian Cadet Movement.

Recognizing diversity can mean listening to the opinions of the most junior, as well as the most senior, cadets. No specific age group has a corner on the market for good change and renewal ideas. We thank 13-year-old Cadet Cpl Jessica Reynolds, 110 Blackhawks Royal Canadian Air Cadet Squadron in Toronto, ON, for reminding us of that. This issue of Proud to Be (PTB) features Cpl Reynolds, who attended her first cadet summer training centre this past summer.



PTB: Why did you join Cadets?

Jessica: I've had an interest in military aviation for a long time. I first learned about cadets in an air show magazine at the Canadian National Exhibition a couple of summers ago. I had never heard of cadets before, which seems sort of odd because they're such a real part of Canadian society. But people seem to know more about girl guides, scouts and hockey than they do about cadets. I was still too young to join and my parents were skeptical anyway — they thought it might detract from my schoolwork. But I persisted and they finally gave in.

PTB: Was Cadets what you expected?

Jessica: It was better. Cadets is really hard, but if you put the effort into it, you will get a lot out of it. I expected it to be more like school — more classroom stuff and less hands-on stuff. But we are doing things too, and not just watching. Cadets is more interactive than school.

PTB: Why do you want to volunteer for the Way-Ahead?

Jessica: I want to contribute to change. Even though older cadets have more time in and experience, there are a lot of new, young cadets who think things can be better, or different, and who can make a contribution.

PTB: What are you most concerned about changing in the cadet movement?

Jessica: I would like to see more attention paid to retaining cadets. Our squadron recruits a decreasing number of cadets every year. But that doesn't concern me as much as how that number decreases after the first year. Last year, approximately 31 recruits graduated. This year, 11 left. Now that's about 40 per cent of the recruits, not to mention four senior non-commissioned members who retired. I have noticed that the Way-Ahead plan is for a lot of public relations to recruit more cadets and make a good public image. I don't have a quarrel with that. But I think there are too few things being done to keep cadets. And I'm sure my squadron is not the only one having problems with numbers. It should be dealt with as a national issue.

PTB: What do you think would help retain cadets?

Jessica: More competitions for new and junior cadets. Most air cadets understand we have a lot of hard work and theory to learn before we can fly. Still, I think the more things we can do in that time, the better. If we had more competitions for junior cadets — even at the regional and provincial levels — it would give us something to work for in the meantime to keep us interested. We should have drill competitions and effective speaking competitions for junior cadets. I know we can't do what the senior drill team does. But we'd like to do more drill than what we do in the classroom and in an occasional parade. Competition gives us invaluable experience, and success at a later age is more likely. This year, the Trenton Air Cadet Summer Training Centre offered junior cadets the

opportunity to compete for the silent drill team. I tried out and made it to the final cut, but was not selected. Still, I'll always carry that memory with me because I tried. It gave me self-confidence and a higher respect for myself. That attempt to become a member of that team made me decide that one day, I would attend the senior leaders' course. Junior competitions benefit every cadet who strives to achieve their own personal short-term and long-term goals. When younger cadets do well, recognition doesn't spread beyond the junior level. Regional and provincial competitions would give us recognition beyond that.

PTB: Is there anything else you'd like to change?

Jessica: The fabric for our uniform pants. Starch made the old cotton uniform hard — that's a desirable effect. But starch doesn't work for the new pants,

which I think are a cotton/polyester blend. Creases won't stay sharp. I'd like to go back to the old ones.

PTB: What has cadets taught you so far?

Jessica: I've learned about citizenship — the country, how the government works, the community and community organizations. I've learned about leadership too, as a flight commander. It's hard work being a leader. To get people to listen to you, you have to be fair and understanding. You can't project an image that you think you're better than everyone else is. From my experience, it doesn't work. I found out that if you do, your team drills horribly and won't listen at all.

PTB: As a younger cadet, do you think cadet training is appropriate for today?

Jessica: Yes. Even though there are a lot of old traditions, it teaches values that are important today. A decreasing number of people have respect for things like citizenship. But if you're a cadet, you respect people. Cadets teaches you it's not good to smoke, do drugs, or alcohol. Those are good messages. If people say our training is not relevant, they haven't looked at what today's youth are really like. ❖



Cadet Reynolds with cadet corps friend Cadet Jannette Yeun before their promotions to corporal

Finding a better way to dress and equip cadets

The Department of National Defence is looking for a better way to dress and equip cadets.

“Things haven’t been going too well,” LCdr Peter Kay told action team leaders in October. “We want to build policies where we need them and build a more proactive and strategic process for dressing and equipping cadets. The process has to allow change.”

used to buy nationally funded items. We want to make sure we do the right thing to benefit all cadets, not just specific cadets.”

One of the hurdles is securing funding to dress and equip 55,000 cadets. Right now, cadets compete with Regular and Reserve Forces for clothing funds. “The system’s not the greatest, but it’s one we have to work in,” said LCdr Kay. A lot of procurement has devolved from the national level to local levels (for things such as chap stick and ‘bug juice’, for example), but funds haven’t devolved at the same rate.

The directorate of cadets has advised Vice-Chief of the Defence Staff VAdm Gary Garnett that the current funding situation is not working and that funds should be set aside in Ottawa specifically for clothing, equipment and maintenance for the cadet movement.

The goal is to get away from the current “patchwork process”. “We need to ensure clothing is practical, get away from stocking millions of dollars worth of clothing in warehouses, take costs of maintenance into account, look at health, safety and comfort issues and get input from every regional and command level, including cadets,” said LCdr Kay.

Right now, Cadets competes with Regular and Reserve Forces for clothing funds. Hopefully, that will change.

(CF photo by Sgt David Snashall)

LCdr Kay, who works with the directorate of cadets in Ottawa, said the Canadian Forces’ supply system has really changed, but the cadet movement’s supply system hasn’t evolved with it. “We spend all of our time reacting to problems,” he said.

He cited one example of a regional headquarters getting so frustrated with the existing ball cap that it went out and bought new hats for its cadets — with operational and maintenance funds. “The funds were taken away from cadet training funds and that’s not the right way of doing business,” said LCdr Kay.

He doesn’t blame the region. “They were trying to solve a problem,” he said. “But training money can’t be

Plans are to create a cadet clothing committee to oversee cadet clothing policy, as well as the acquisition and delivery of clothing and equipment. The committee will include a senior review board (including director of cadets, regional cadet staff and league members) and a working group. The current subject matter experts on clothing would be consulted. The resources action team will work concurrently on some areas of concern.

“Nothing is off limits,” said LCdr Kay. “The current cadet uniform could be entirely replaced.”

First though, a new policy framework for materiel acquisition and maintenance in the cadet movement will be outlined in detail. Hopes are to develop and implement the new program in three phases between now and 2001. ❖

Leadership important to cadet training curriculum

In our last issue, we promised to carry the results of an information-gathering questionnaire sent out by the cadet training action team. Of 936 questionnaires sent out, 632 were answered. The team thanks those who took time to respond. Sixty-eight per cent of the respondents were cadets, 20 per cent were cadet instructor cadre officers, six per cent were civilian instructors and the rest were league representatives, sponsors or parents. Analyzing the responses was a learning experience for action team members who agree they require professional assistance in composing and analyzing follow-up questionnaires. Information gathered in the initial questionnaire will be used as a base line for future elemental and music questionnaires.

Here are the results of some of the more general training questions:

- An overwhelming majority (91 per cent) said it is important to continue increasing emphasis on the responsibilities of youth leaders in the cadet-training curriculum.
- An overwhelming majority (92 per cent) agreed that cadet programs should incorporate more hands-on training.
- A strong majority (79 per cent) agreed or strongly agreed that cadet programs apply to today's world.
- A majority (65 per cent) thought the location of training (local headquarters versus summer camp) is important.
- A large majority (86 per cent) would recommend that resources available for training be increased.
- A large majority (77 per cent) agreed that 'outward bound' or other wilderness/adventure training programs are needed.
- A large majority (78 per cent) agreed that the cadet program should incorporate more innovative training methods.
- A large majority (78 per cent) agreed it is important to get out of the classroom for cadet training programs.
- An overwhelming majority (91 per cent) said we should continue to move some cadets to other regions of the country for summer training.
- A large majority (82 per cent) agreed or strongly agreed that the current practice of moving cadets to visit other regions for summer training positively impacts national unity.
- A majority DISAGREED (57 per cent) with the idea of a basic two-week training camp being conducted at a local centre, provincial park or other facility in the area instead of at a military establishment or summer training centre.
- 58 per cent of the respondents said their cadet unit has an affiliated unit.
- Forty-eight per cent felt their unit could provide them with more support; 30 per cent were uncertain.
- A majority (55 per cent) said affiliated unit support for trade training should NOT be restricted to senior cadets only.
- A majority (59 per cent) agreed, or strongly agreed, that a national program for validation for every level of the cadet-training program should be implemented.
- A majority (66 per cent) disagreed or strongly DISAGREED that promotions should be based solely on regular training.
- A strong majority (74 per cent) felt manuals for common type training (such as drill, shooting, leadership, instructional techniques, music and so on) should be consolidated to ensure uniformity of cadet training regardless of the element. ❖



'Desk officers' to the rescue

By Maj Nanette Huypungco

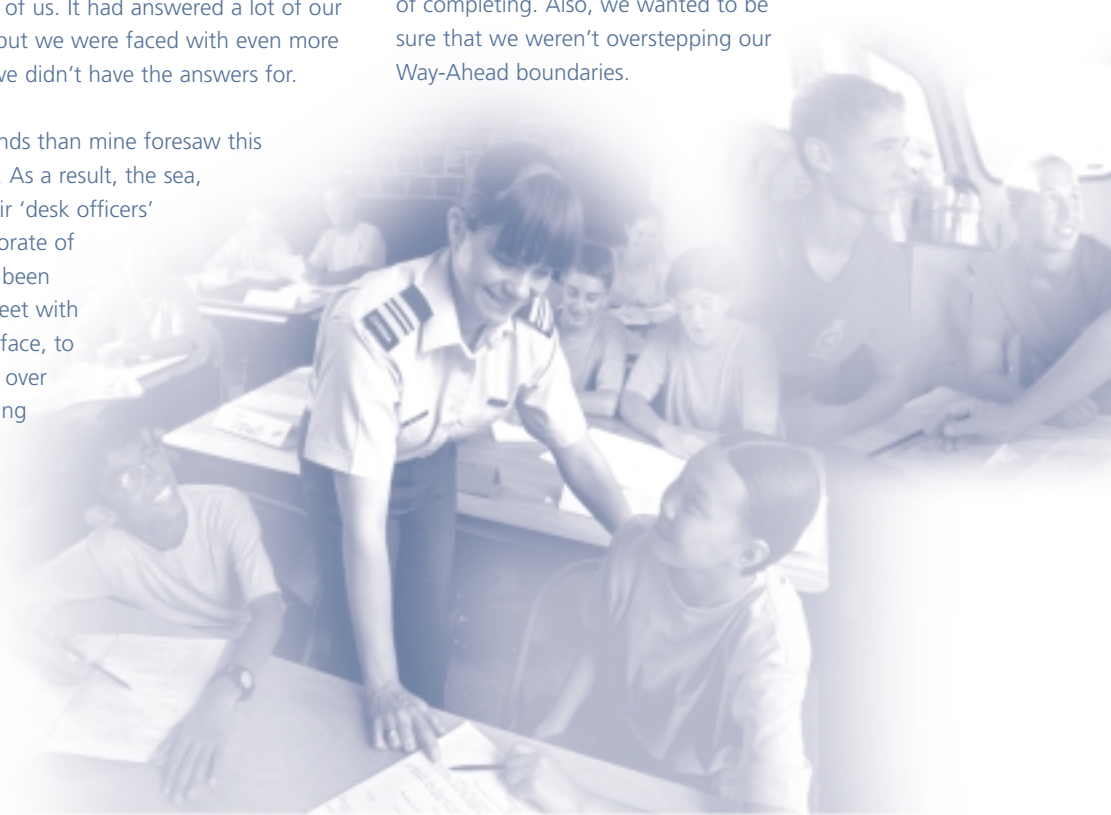
Our September meeting in Ottawa was supposed to be 'just another meeting with a defined agenda' for the 'Super 7s' cadet training action team. We were to review our spring questionnaire and summer focus group results, as well as discuss and plan a strategic team presentation.

But on the first morning of our meeting, we found ourselves asking questions we couldn't answer. The questionnaire we had sent out in March had definitely been a learning experience for all of us. It had answered a lot of our questions, but we were faced with even more questions we didn't have the answers for.

Smarter minds than mine foresaw this inevitability. As a result, the sea, army and air 'desk officers' from directorate of cadets had been asked to meet with us, face-to-face, to help us get over this stumbling block.

The atmosphere was tense as 'desk officers' Lt(N) Tammy Sheppard, Lt(N) Paul Fraser, Capt Eric Montmarquette, Capt John Scott and Capt Frank Carpentier walked into our meeting. They didn't know what questions we would be asking them, and we didn't know what answers they'd be giving us.

Our biggest question was whether or not we were duplicating efforts. We were concerned about duplicating work that the desk officers had already finished, or were still in the process of completing. Also, we wanted to be sure that we weren't overstepping our Way-Ahead boundaries.



We had asked to meet with these desk officers for two main reasons: We wanted to inform them about what **we** were doing to achieve some of the goals laid out for us at the 1997 conference in Cornwall; and we wanted to ensure that we could collaborate with them to attain these objectives. We wanted to get new ideas and answers, not re-hash old ones.

As a group, we reviewed the questions we had asked in our first questionnaire. By doing that, we were able to clarify and amend our goals as a team. We received ideas from each of the elemental desk officers about how to reach our objectives. We also learned how to meld our ideas so we don't duplicate efforts in trying to achieve parallel goals. The desk officers helped us refocus and fine-tune.

After a brief question and answer period, we broke up into groups and worked with specific elemental desk officers. My group met with the air desk officer. We reviewed

the goals we wanted to achieve in a follow-up questionnaire and asked Capt Carpentier a lot of questions. It was a good talk. We were able to discuss what we wanted to do and the options open to us in an open, relaxed and friendly forum.

Overall, we felt the meetings were productive. The desk officers gave their support and expertise and offered to help us get what our action team needs to achieve its goals. The meeting did a lot to open up communication channels, giving us all a better understanding of what each other is trying to do.

In the end, we found a fair bit of overlap and agreed to work together to minimize this.

The desk officers gave us access to their knowledge and know-how, and we were able to air our concerns, ask them questions and exchange ideas because our goals are the same — the betterment of the Canadian Cadet Movement.

Future plans are to further develop elemental and music questionnaires, which we hope to send out in January 2000. We will work closely with the desk officers on these. That way, we can respond in a timely way to data we receive.

We have learned a lot as an action team and will hopefully learn more to ensure we can give back as much as we receive.

We hope to present an update and some conclusions to the strategic team in late spring, 2000.

– **Maj Huypungco is a co-leader of the cadet training action team.** ❖



Putting change in context

By Cdr Barry Saladana



Cdr Barry Saladana, regional cadet officer (Pacific Region)

Two factors drove change and renewal in the Department of National Defence (DND) — budget cuts and competition. People at all levels of the department had known for some time that the way in which work was done was often inefficient. But it was not until its operational capability was threatened that the department started to take change seriously. Successive federal budget cuts threatened the department's ability to conduct 'business as usual' and the department knew it had to find a way of providing support services more efficiently to preserve its operational core.

These two factors have not seriously impacted the Canadian Cadet Movement. No-one is suggesting that dramatic budget cuts are imminent, or that our competitors (scouts? guides?) are a serious threat.

So, what is motivating present change initiatives?

It is said that the office of the auditor general and senior officers in DND are casting a steely eye on 'bang for buck' from cadet dollars. Certainly, those of us working 'inside' know that we are not always as efficient as we could be. But no one is suggesting that there is any reason in terms of efficiency to do anything radical.

What would be radical? How about reducing cadet summer training centres from 27 to 20 or nine? How about cutting the regional cadet instructor school establishments down to one. Or how about contracting out all flying, sailing and adventure training? What about insisting that over the next few years all cadet instructor cadre officers at the directorate of cadets, or at regional cadet establishments be required to have university degrees, or two-year community college diplomas related to youth development?

Would these radical changes produce better 'bang for bucks' in terms of our government's single largest youth program? Who knows? And it is not suggested that any of these changes would be worthwhile or even worth considering. They are mentioned only to demonstrate that change can be minor or major.

Securing the willing, active and even the enthusiastic participation of individuals

within an organization in major change initiatives often boils down to one fundamental, very personal and highly emotional question: What's in it for me?

In the private and public sectors, a frequent answer to this question has been that embracing radical change might save some jobs, even though many would be lost. As a result of change in the '90s, DND's uniformed and civilian workforce declined significantly. People with mortgages, young children and the expectation that they would be with the department for many more years suddenly left the workplace.

Change for those working within the cadet movement will be relatively painless by comparison. The high degree of unselfish motivation that the organization is known for can always be counted on, especially when changes don't cut too close to home. Minor change isn't much of a threat to jobs, status of individuals, or working conditions, including geographical location at which the work is done. However, if major changes are required, then the rationale for doing things differently will have to be logical, understandable and widely communicated.

Also, it is critical that the "what's in it for me?" question be addressed. If it isn't, then those expected to determine what the radical changes should be and to plan and implement them will certainly not be positively motivated. ❖

Managing change

By *LCol Michel Couture*

When I first assumed the position of regional cadet officer (RCO) for the Eastern Region, I quickly came to the realization that the concept of change management in an organization like Cadets poses a daunting challenge. The diversity of the people involved and the local traditions of the cadet corps and squadrons are major factors that must be taken into account if we are to be successful in implementing any planned changes.

It becomes clear that the management of change is every bit as important as the change itself when we consider the enormous cultural differences between the various partners responsible for the cadet movement at the local and regional levels. Any change whatsoever can quickly lead to misunderstandings or fears within regional headquarters, cadet corps and squadrons, and the volunteer support organizations if the concept and mode of application are poorly understood. An effective and well-co-ordinated information program is essential, therefore, if we are to gain the support of everyone involved.

It should be recognized, however, that there is no guarantee that this particular requirement will be met, particularly at short notice, given the structure of the cadet movement and the limited means at our disposal for communicating quickly and directly with the cadet units under our authority.

During the change management process, consideration must also be given to the vital role of leadership in projecting a vision of the future that will make it easier to institute proposed changes. I sincerely believe that our ability to induce the cadet units and volunteer support organizations to accept the introduction



LCol Michel Couture, regional cadet officer (Eastern Region)

of new procedures is contingent on our ability to promote and develop innovative and effective change at the senior staff level.

We must never forget that the majority of people involved in the cadet movement are part-time members who, more often than not, serve as volunteers. It is for this reason that the concept of change management is so important in an organization like ours.

The development of our members, our objectives, the assessment of risk, the upgrading of our procedures, and our ability to renew ourselves and adapt to a society in constant flux are only some of the factors that must guide changes within our organization.

Even more importantly, however, we must continually remind ourselves that we are a public organization charged with training young people and that we therefore have an obligation to keep our programs and work methods up to date in order to remain dynamic and competitive for the benefit of cadets.

Remember the cadet! ❖

Eye-opener for cadets

The two new cadet leaders on the cadet training action team admit their first Way-Ahead action team leaders' meeting was an "eye-opener". Eighteen-year-old Cadet PO1 Christine Pinnok, 25 Crusader Royal Canadian Sea Cadet Corps in Winnipeg, and 17-year-old Cadet FSgt Rebecca Evans, 330 Royal Canadian Air Cadet Squadron (DT Vipers) in Toronto, were exhilarated as they opened up their minds to broader perspectives.

And that's important to both of them. They want to voice their opinions as cadets, but they also want to learn about the perspectives of others, including cadet instructor corps officers, league representatives and other leaders of the cadet movement.

"For the past three years, I've heard, 'We're the future'", says PO1 Pinnok. "If we're going to carry on the torch in the Canadian Cadet Movement, we have to know what's going on."

"Change is everywhere in the cadet movement," adds FSgt Evans. "Issues have to be faced with appropriate attitudes, and I'm open to other views. Because of that, I think I can contribute something to the team and have the positive attitude required for the Way-Ahead process."

Both cadets know they'll benefit from their Way-Ahead experience. "It's a good opportunity to see how the cadet movement is run from different points of view and get hands-on experience," says PO1 Pinnok. "It's an invaluable way of seeing how the head people deal with problems, how they react and the kinds of issues they see."

PO1 Pinnok, who has been a cadet for six years and is in her first year of university, would like to be a chemist and a cadet instructor officer. As a new member of the cadet training action



Cadet PO1 Christine Pinnok

team, she would like to see cadet and officer views on cadet training come "in line". "I think it's important that officers understand what cadets value," she says. She explains that sometimes courses are cut or changed because the system views the courses as too challenging or aggressive for cadets. But cadets feel they can learn a lot from those courses.

FSgt Evans, who's still in high school but wants to attend military college and join 'the Navy', elaborates on this issue. "Cadets have the perception that some of our training courses are being 'watered down', giving us fewer challenges. For example, on our senior leaders' course — in all three services — we all had one course we thought was being watered down," she says. "We thought the instructors thought we couldn't handle it. Now I realize that may not be the reality, but the reality needs to be communicated to cadets. All we see is losing traditions and challenges. We don't understand why. But maybe it's just that the courses are not appropriate to today. Maybe in reality, it's improving the system."

The two cadets have common views on Cadet Harassment and Abuse Prevention training too. They think it should be expanded!!!

"A lot of cadets have problems with CHAP training because it's too inhibiting," admits Cadet Pinnock. "We were brought up learning certain ways of correcting the behaviour of other cadets; maybe those ways weren't right, but they were the ways we learned. Now we're told we have to do things differently because the old ways are unacceptable. I totally agree with that, but CHAP doesn't go far enough in training us in alternative ways of behaving in various situations."

The new team leaders feel strongly about taking part in the Way-Ahead because the movement has had a strong influence in their lives.

"I'm really appreciative of everything I've ever received in cadets — it's been the greatest opportunity of my life," admits PO1 Pinnok.

"I've learned how to deal with people, understand others' points of view, get people to understand me and to be a leader."

The team spirit in the cadet movement has influenced FSgt Evans most. "There's a difference between my school friends and my cadet friends," she says. "When I'm with my cadet friends, people can see right away that we're a team. We excel, not for the individual, but for the team. We accept each other, no matter what. Social background, stylish clothes don't matter. As a cadet, I'm judged on only one thing — my personality. And that's important. It gives me a self-confidence I might never have had." ❖



Cadet FSgt Rebecca Evans

Lift off for another action team

by Ron Bell

The cadet instructor cadre(CIC)/league training action team is finally organized and off to a great start!

The team met in Toronto in late October for initial training and to set out our objectives and work plans for the next two years. Our first step was to reach a common understanding of the issues facing us and to establish our priorities.

Future meetings will include team member training in the areas of leadership, team building, group dynamics, and so on.

Our team is looking at 11 different key activity areas:

- Recognition of the mission, vision and shared values of the Canadian Cadet Movement
- Co-ordination of common courses by the directorate of cadets
- Timely production of course training standards
- Alignment of training to the cadet core program
- Refresher training for the cadet instructor cadre (CIC)
- Conflict resolution training
- Distance-learning for the CIC
- Innovative training methods
- Major's qualification program
- Validation of the CIC program
- Formalized league training

Until now, we haven't been able to look at many of these issues until other action teams moved ahead in their work. But the work of the cadet training action

team and the CIC/civilian instructor policy change action teams has now advanced to the point where CIC training must be addressed to implement changes approved in CIC policy or cadet training.

CIC training will also be affected by the work of other teams, such as the recruiting and image components of the communications action team, and the diversity and values team.

One of the most important factors for successful change to take place is a consensus that the change has some benefit for all. You, as our first level of consultation, will have a significant role to play in determining the direction and content of changes. Our job will be to get the ideas down on paper, listing the benefits and problems as we initially see them, and then get them to you so you can provide us with your views and ideas. We can't consult if it's all one-way. You have a responsibility to direct change as well.

We will periodically report our progress in *Proud to Be*. If you'd like to reach us, the addresses of my co-leader, Paul Dowling, and myself follow:

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Team leader Ron Bell gives new meaning to the term 'action team' in this action hero get-up. When he introduced a continuous learning/ renewal effort to 945 people in his own organization 10 years ago, he wore this outfit to a meeting with managers. He says their reaction was "most interesting". Let's see how the CIC/league training action team reacts.



New screening process for air cadet league

by Jean Mignault

The Air Cadet League of Canada approved a new membership registration and screening process at its annual general meeting in St. John's, Newfoundland and Labrador, last June.

This initiative is being implemented to ensure all league members are appropriately registered and screened according to guidelines established by the Canadian Volunteer Bureau. The league's provincial committees will ensure the new initiative is carried out.

The air cadet league's process mirrors other such initiatives by leading charitable organizations in Canada. The process consists of the following steps:

- New applicants for membership must complete a membership registration information form that is designed to gather information about the applicants' background and expertise. This form also requests applicants to provide the name of at least three references who are not relatives.
- Two members of the local member screening committee will interview the applicant with a view to identifying skills and abilities of the individual and the suitability of the

applicant in working with youth, when applicable, and/or as a potential league member and supporter.

- One of the interviewers will complete a reference check with contact names provided by the applicant to ensure complete and honest disclosure in the membership application form and to ensure the individual is suitable to work with youth and/or as a trusted league member.
- For members who will be working closely with youth, or who may be acting as treasurers, a Canadian Police Information Centre check and/or a credit check is recommended. In order to protect individual rights, police authorities will only provide reference as to whether or not the individual is suitable for working with youth.
- Once the suitability of the individual has been assured or determined, he/she can begin the assigned duties and responsibilities once he/she has been briefed on what the expectations are for the job.

A trial period is recommended during the initial stages, which is supervised by an experienced member of the sponsoring

committee, to ensure the individual is performing as expected.

The Air Cadet League of Canada has agreed to screen sponsoring committee members, including chairpersons, secretaries, treasurers and any other member. Our goal was to screen all members before Nov. 1. Our approach is designed to ensure the confidentiality of information and the timely completion of the process, while ensuring the protection of youth.

Recent Superior Court of Canada judgments against the Boys Club of Canada and private organizations in British Columbia have reiterated the need for all volunteer organizations to screen all members and employees carefully to ensure youth are protected and community standards and expectations are met. The Air Cadet League of Canada is committed to providing an environment that fosters safety and security for all cadets and recognizes its social obligation to screen every member.

– **Mr. Mignault is the executive director of the Air Cadet League of Canada.** ❖



“The Air Cadet League of Canada recognizes its social obligation to screen every member.”



Lessons learned from Cadets Caring for Canada

By Maj Bruce Covington

By the time you read this article, most of you will have taken part in the first annual Cadets Caring for Canada (CCC) on June 12, or at least read about it in the summer issue of Proud to Be. The national event had a successful start. I'd now like to share with you our 'lessons learned' because they relate to what we are trying to achieve through the Way-Ahead. We hope that cadet movement members can learn from our challenges and take away something meaningful.

The national launch for CCC took place in the Senate of Canada. There, a group of sea, army, air and navy league cadets were asked to stand and be recognized after a brief congratulatory speech by Senate Speaker Gildas Molgat. The cadets also met with Minister of National Defence Art Eggleton and VAdm Gary Garnett, vice-chief of the defence staff. All three dignitaries signed a pledge of support for Cadets Caring for Canada.

A CCC working group first met in October of 1998 with members of the Department of National Defence (DND) and the leagues. In fact, CCC is one of the first major joint ventures between DND, the three leagues and the navy league cadet organization. We encountered many challenges in expanding Cadets Caring for Canada, but also learned a lot about each other and built upon each other's strengths.

Each had different reporting mechanisms, chains of command and approval processes. League and DND personnel worked together on every committee, with DND contributing the military might, and leagues supplying public relations and sponsorship.

We soon learned that communication was the key to making this arrangement work. We struggled to create lines of communication that had not existed previously. And the lessons we learned will have practical implications for members of the Way-Ahead partnership and communications action teams.

A second issue that became contentious was DND's ability to pay transportation and administrative costs for league members on the provincial committees. Although directorate of cadets (DCdts) agreed to this at first, things got complicated. Normally, the department's financial system will not pay costs for civilian partners unless they work for DND. All claims for this year's event will be honoured; however, we're still looking for a solution that will allow the CCC process to conform to regulations. League members involved in the Way-Ahead face an identical situation.

We also learned some lessons in the area of public relations, which will also apply to the Way-Ahead. The working group's mandate was to create national-scale public relations — normally a league responsibility. Director of cadets raised the bar recently with the creation of a national DCdts communications cell to collaborate with the leagues in their mandate. Yet another joint venture for the partners!



CPO2 Tabitha Moulton, coxswain of 153 Royal Canadian Sea Cadet Corps in Woodstock, ON, was one of thousands of cadets who took part in Cadets Caring for Canada.

One of the first issues we grappled with was that both DND and the leagues (the traditional partners) would share responsibility for developing and implementing the program. League members headed some provincial committees while DND members

A Future Founded in Renewal

Since we were all brand new at this, we had lots of growing pains as we tried to define what would work, who should do what and so on. We created new communication networks as we went along to include all of the stakeholders — directorate general public affairs, DCdts, provincial committee chairs, national and provincial league executive directors, and more.

Results of this new communications/public relations initiative were somewhat mixed since CCC was the 'guinea pig' for making the new system work. However, the lessons we learned had immediate benefits for the national launch the following week of the Cadet Harassment and Abuse Prevention program. The 'communications toolbox' created for CCC is now the model for all DCdts public relations initiatives. We are certain that the hiccups we experienced with CCC will be ironed out by the year 2000 when we launch CCC as a millennium project!

The final working group issue that has implications for the Way-Ahead is the involvement of navy league cadets — an organization that is separate from sea cadets, although both are sponsored by the Navy

League of Canada. Because their participation in CCC activities in Atlantic Canada met with such success, our mandate was to continue their participation at the national level. However, there were sticky issues about providing DND funds to a separate organization, even if it was for a joint project. In the end, the decision was made to encourage navy league cadet participation at their own expense. Once again CCC broke new territory, just as members of the Way-Ahead struggle to do every day.

The similarities between our CCC experience and the Way-Ahead experience underscores the necessity of keeping communication lines open and really listening to each others' challenges and problems.

As the cadet movement takes on more partnered ventures in the future, we need to share 'lessons learned'. Together we can make things better and ensure that future initiatives will benefit from the mutual understanding of all participants.

– **Maj Covington is a member of the Cadets Caring for Canada working group.** ❖



Support of cadet environmental and citizenship initiatives was evident last June when Defence Minister Art Eggleton signed a pledge of support for Cadets Caring for Canada.

Barriers to change?

By Capt Paul Bourque



Capt Bourque

Many barriers face the Way-Ahead as it attempts to initiate positive change in the Canadian Cadet Movement (CCM). A barrier can be any obstacle created to resist change. It can be manifested in many ways, including communications, fiscal challenges, general attitudes of the group, bureaucratic or corporate structure.

Innately, we resist change because we honestly believe we are doing the best job possible and do not want to be told that it can be done better. In addition, change tends to suggest that what we are doing is wrong and needs fixing, negating all of the positives that have come from the past.

The Way-Ahead should not suggest that to anyone, because the cadet movement is responsible for a lot of success. Many Canadian youth would have never realized their true potential without our intervention, and those of us who have been in this system for a number of years can attest to those successes. In my opinion, what Way-Ahead strives to do is open those doors to success a little

wider — ushering our program into the 21st century with a relevant and interesting training plan, and releasing the Canadian government's 'best-kept secret' to the public. If we are to continue as a government program, we must let go of some traditional thinking to regain the interest of today's young people. In case nobody has noticed, kids do not think the same way we did in the seventies (or earlier for some of us).

So, what barriers do we face?

We have heard a lot about communication and the need to share ideas. This is true and the introduction of this newsletter is proof that the system is attempting to overcome the communication barrier. Also, we will start to communicate via Internet, increasing our capability to talk to each other. These are positive steps.

Before I discuss other barriers, I'd like to talk about the importance of focus in overcoming obstacles.

For the past year, we have all heard about the hard work of the co-ordination cell and the various teams assembled to revitalize the cadet program. As admirable as these efforts are, are we 'putting the cart before the horse'? Are these teams aware of the direction the CCM wants to take in the 21st century?

At present, all three elements share the common corporate objectives of citizenship, leadership, physical fitness and stimulating interest in the Canadian

Forces. Is this what we want to keep, or should these be expanded? Have we been successful in meeting our present objectives?

In my opinion, we must answer some fundamental questions about our program before we can begin to address issues related to training, cadet instructor cadre officers and so on. Each one of you should ask yourself, "Are we truly stimulating interest in the Canadian Forces if our kids are being exposed to only one-third of the environment? Because our traditions will not allow us to break the ranks of our elements, our cadets are deprived of experiencing the other two-thirds of what cadets and the armed forces have to offer.

The next barriers are attitude and corporate structure.

In our present structure, the cadet movement is governed by tradition. All three elements operate independently and compete locally for recruits, sponsorship and facilities. Nationally, the elements jockey for government funding for their training programs and summer training centres. In fact, each element has established such a bureaucracy that it absorbs a significant amount of funding from the coal-face of our program — the cadets. If this bureaucracy (or politics) is not controlled, it could smother the cadet program altogether.

This reminds me of an article I read regarding the advance of United States

Armed Forces military doctrine. In American military history, the armed services (army, navy, air force and marines) operated independently — even in time of war. That independence is believed to be one of the factors that lessened American capabilities in the Second World War, Korea and Vietnam. The doctrine existed in the United States until the introduction of the air-land battle doctrine in the 1980s.

The introduction of this new doctrine was dependent on breaking down the traditional barriers existing between the armed services. Combat teams were formed and when the services were blended together for combat, operational gaps that had existed before were filled. The first ‘test under fire’ for this new doctrine was Desert Storm, when land, air and sea combined to make one effective fighting force.

In the same way, we must continue to break down the barriers created by separating ourselves by elements. We must become the Canadian Cadet Movement. Today’s youth don’t want one-third of the experience. They want it all! They want to sail, fly AND sleep in snowdrifts and the only thing stopping them is our traditions. The bottom line is that with a combined cadet movement, cadets would be exposed to more, would have better training and they could be trained cheaper. We would no longer need three bureaucracies and three separate training systems. And with the combination of a lot of small units to form one big unit, there would be less administration. We can finally stop competing among ourselves and focus our attention on what is really important — the kids.

Is the cadet instructor cadre army, air force and navy?

No. It is CIC officers appointed by Her Majesty to administer her Canadian Cadet Movement — not the Canadian Armed Forces. Believe me, I’ve done my bit for the army and this is not the same. Our branch of service to the nation and the Queen is not the same as the armed forces, but that does not make it any less admirable. We have every reason to be proud of being CIC officers and of the service and dedication we bring to our nation. I believe we should be recognized as a distinct branch of the Canadian Forces, with our own uniform, commission and training. Though I am presently of the land element of the CIC, the last time I jumped on a tank was

the day I retired from the regiment. That’s not my job anymore. I am now a CIC officer and proud to say so.

In my opinion, solidarity and pride in ourselves as a collective is the key to our future. As a whole, we are much more than the sum of our parts. And that is what our kids deserve: the most that we can be. Isn’t that what we are asking of them?

I am sure my ideas will not be accepted easily by the traditional out there, but I hope they at least stimulate thought and discussion. If we simply place band-aids on the ‘same old, same old’, our dream will simply fade in the wind.

– **Capt Bourque is commanding officer of 3006 Royal Canadian Army Cadet Corps in Dieppe, NB.** ❖



The writer feels we must continue to break down the barriers created by separating ourselves by elements and become the Canadian Cadet Movement. “Today’s youth don’t want one-third of the experience. They want it all!,” he says. (CF photo by Sgt David Snashall)

Resources team 'off and running'

By Bill Paisley



Bill Paisley

Don't let the title of this article put you off. We're off and running all right, but not with your resources!

Members of the cadet movement, who may have been concerned about the scarcity of information regarding our team's activities, will be pleased to learn that we're finally up and running as fast as we can to catch up with the rest of the Way-Ahead pack.

Oct 16 and 17 were the dates of our first meeting. After arriving in Toronto, the group — comprising Cleve Beeler, Claude Duquette, Julie Garand, Fernand Gervais, Colin Haveron, Chris DeMerchant, and myself — got down to some serious business under the expert guidance of Leo Kelly, our Way-Ahead co-ordination cell facilitator.

Unfortunately several of our team members were unable to join in the fun and satisfaction achieved by those who made it to Toronto. Those absent were greatly missed but not forgotten as we have plenty of challenges for all. Remaining team members are: Richard Choquette, Lisette Desgagne, Jean Paul Dupius, Ellis Landale, Fred Maniak, Lawrence Pelletier, R. Phenix and Kris Von Apedoom.

In Toronto, we were thoroughly updated on the Way-Ahead process and then led through an effective team-building exercise. We also made some real headway in our primary task.

Our team's concern is to look carefully at all the materiel resources necessary for the Canadian Cadet Movement to function effectively and efficiently. Materiel resources are all those pencils, paper, clothing, equipment and so on that enable the movement to fulfill its mandate. Everyone present was excited and enthusiastic about the "no holds barred" and "no sacred cows" approach adopted by the Way-Ahead.

During the day-and-a-half session, we established and clarified our objectives. We will recommend to the strategic team that one of our tasks be transferred to another team and that another be added to our list. There were also some slight changes to the wording of our key activities:

- Explore and investigate the use of outside agencies for cadet and cadet instructor cadre training.
- Investigate present fund-raising policy/practices at all levels to determine if a national/provincial/local plan is required.
- Explore the devolution of resource management to the lowest possible level.
- Change materiel scales of issue to reflect training.
- Investigate the effectiveness of the materiel management distribution system in support of the cadet movement

Having clarified our tasks, we produced a fairly comprehensive draft action planning worksheet. Our annotation of 'draft' was deliberate because we fully expect it will require change in the future. In fact it may never become more than a draft as our team is dedicated to change. Most of the worksheet items were assigned to 'lead team members' responsible for developing target dates and milestones by the end of October.

Lead team members are developing a plan to complete assigned tasks. Since most tasks will require a great deal of work, lead team members will require the assistance of other team members and inputs from a variety of sources within and outside the cadet movement.

This is where the dozens of volunteers, who completed our resources action team questionnaire almost a year ago, come into play. Naturally we sincerely apologize to you for taking so long to get things moving, but be assured our intent now is to move as quickly as is possible towards the goal of making the cadet movement even better than it is today. We will need your help and will be soliciting your inputs at various times over the next 12 months

Our team will meet again Jan 15 and 16 of the new year. Anyone who has not completed our questionnaire, but who is interested in helping us complete our tasks, or has questions related to our tasks, should contact either myself at 613-384-2116 or by e-mail at wpaisley@netcom.ca, or Maj Claude Duquette at 800-817-2761 ext. 7042, or by e-mail clauduc@odyssee.net.

— Mr. Paisley is co-leader of the resources action team. ❖

She's not wacky, but she's WACO!

Capt Rusty Templeman is the new WACO in Prairie region, but in defence of Capt Templeman, we should explain. She's really the new Way-Ahead coordinator (WACO), replacing Lt(N) Tracey Roath. She joins WACOs in the other five regions who serve as go-betweens with Way-Ahead action teams and regional staffs. They are also the regional Youth Initiative Program and Millennium representatives.

Capt Templeman is a cadet instructor cadre officer with 176 Royal Canadian Air Cadet Squadron in Winnipeg and has been a CIC since 1989. Before that, she was enrolled in the Regular Force. She spent six years as an air cadet in Ottawa, Prince Edward Island and Winnipeg.

She loves the military and loves cadets. "I want the program to be there when my kids turn 12," she says. Right now, they're a little young for cadets. Her three-year-old daughter wants to be a ballerina, or a pilot. Her five-year-old twin boys also want to be pilots like their mom. Their wishes are not surprising. Capt Templeman says the air force is "bred in the bones". Her father is retired from the air force.

Capt Templeman would like to see more activities — besides 'camp' — for cadets in the summers. And she thinks change is good. "The hardest message to get across to people during change is that we don't think **everything** is broken," she says. "We're just out to change the

things that need changing, not to change the things that are working." ❖



Capt Rusty Templeman, new WACO for Prairie Region.
Phone at (204)833-2500, ext. 6975;
fax at (204)833-2583;
e-mail at rust13@yahoo.com.

Changing of the guard

The Way Ahead co-ordination cell has a new administrative clerk.

MCpl Jean Benoit, a reservist with the Governor General's Foot Guards in Ottawa, replaces former administrative officer Capt Mark David. Capt David has galloped off to join the Royal Canadian Mounted Police.

MCpl Benoit is a graduate of Carleton University, where she majored in French and history. She's been a Reserve Force member and a resident of Ottawa since 1992.

Although she'd never heard of the Way-Ahead until she arrived on the scene, she's a pro when it comes to change — changing of the guard on Parliament Hill, that is. ❖

The way ahead

When the Way-Ahead strategic team meets again February 26 and 27, the meeting will include a performance measurement exercise to measure the progress of Way-Ahead action teams.

Constructive Criticism

I am writing in response to an article regarding image that was featured in the last edition of *Proud to Be*.

While waiting to depart Edmonton International Airport this past summer, I could not help but notice a large number of people in uniform walking about the airport. Where they were going, or where they were coming from, does not matter; the fact is they were in uniform. Having said this I must tell you that I was dismayed with some — not all — of the cadets. Not only was their dress and deportment in need of correction, but they also required instruction in military bearing.

My attention was drawn to the turnout of a number of senior cadets. Some of these staff sergeants, flight warrant officers and chief petty officers had their jackets and/or ties undone, were not wearing their headdress, or were wearing multiple earrings. One of the female cadets displayed an abundance of unauthorized hair accoutrements. All of these infractions are in conflict with current military dress regulations. The cadets' lack of military bearing was evident: instead of using the chairs provided, cadets lounged on the floor, hindering the movement of other passengers.

During boarding procedures, I approached the Chock Officer to express my disgust with the actions of those in his charge. He did not have any reply. It is my opinion that the Chock Officer must set and enforce the ground rules for conduct in the airport.

If this is acceptable behaviour for senior cadets, and the Chock Officer is allowing the behaviour to continue, what message is being sent to the junior cadets? This is a matter of leadership, and anyone who holds any rank MUST 'lead by example.' Only when you employ this basic ethos will you begin improving your public image. That is the intent of this letter: not to put down the cadet movement, but rather provide some constructive criticism, in an effort to help you understand that the good image of the Canadian Cadet Movement depends on more than public relations.

It is sometimes difficult for members of the civilian population to distinguish between a Regular Force, Reserve Force or Cadets member — all they see is someone in uniform. Proper dress and deportment is a matter of personal pride, but when that pride is lacking each member is affected. Every member in every branch has a responsibility to project a positive image.

I am a serving Regular Force member. During my 20 years of service I have excellent memories of supporting cadets in the capacity of cadet liaison for two air cadet corps, two naval cadet corps, and as the camp quartermaster at the Banff National Army Cadet Camp. I believe in a vibrant cadet movement as it assists in building people of character.

– **Sgt R. D. Lundy,**
CFB Borden, ON

Impressed

I read your recent issue of *Proud to Be* and was quite impressed by the high quality of your magazine. As an air cadet from 1965 (#6 Royal Canadian Air Cadet Squadron Jim Whitecross), I was very pleased to see that cadets are fully engaged in the change process.

I am currently in Toronto on the advanced military studies course for captain (navy) and colonel-level officers. Both Capt(N) Harrison and myself were cadets in our previous life, with his background being sea cadets. Good luck and I look forward to seeing your publication around in the future.

– Yours aye,
Capt(N) R. R. Town

Bravo Zulu

I just happened across the internet version of your excellent publication *Proud to Be*. 'Bravo Zulu' on such a fine job. How could I acquire five hard copies, as well as be added to the future distribution? I would like to show this publication throughout the United States Naval Sea Cadet Corps as an example of what can be done!

– LCdr Joseph M. Land Sr.,
U.S. Naval Sea Cadet Corps
Chiefland, Florida

Deadlines

I received the summer 1999 issue of *Proud to Be* today and I note that the deadline date for copy for the fall issue is also today (26 July). I hope that my late receipt of your excellent journal is not indicative of the distribution by Canada Communications Group.

Keep up the good work.

– LCol (ret'd) Brian Darling
Regional Coordinator
West Island Region
Air Cadet League of Canada

P.S.: As a league member, I don't hear much about the Way-Ahead from the Quebec provincial committee.

Editor's note: Because of the turn-around time for the newsletter, the publication usually comes out very close to the deadline for the following issue. For this reason, we always publish the deadline dates for two issues in advance on our inside front cover.



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

Get them while they're hot!

Action Team E-Mail addresses/Winter 99

Being in the change business keeps us flexible when it comes to changing leaders and e-mail addresses. Here's the newest list of both, hot off the press. Discard your former list and use this updated one for easy reference if you wish to communicate directly with any of the action team leaders. Action team leaders with no e-mail address may be reached through the Way-Ahead coordination cell (see inside front cover for numbers).

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Winning photos

By Stéphane Ippersiel

What a pool of talent we have in the cadet movement! Whether it's through personal initiative, individual performance or pure creativity, cadets and their supporters prove every day they're great. The first national cadet photo contest, which wrapped up Oct 1, bears witness to the creativity and enthusiasm of cadet movement members. We are happy to announce that this first-ever national cadet photo contest was an unqualified success.

The contest, sponsored by directorate cadets, the leagues and corporate/private sector companies, was open to all photographers within the cadet movement. The challenge was taken up by more than 60 enthusiastic shutterbugs who submitted a total of 154 images. A panel of judges representing the sponsors evaluated these images on their technical attributes, their artistic qualities, and their pertinence to Cadets.

Winners were selected in each of the following categories: "Life at the unit", "Life at a cadet summer training centre" and 'open', with each of these categories being divided into three headings for cadets, non-cadet members of the movement and professionals. Corel

Corporation, BGM Imaging, Ilford Imaging Canada, Kodak Corporation, DayMen Photo Marketing, the Navy League of Canada, the Army Cadet League of Canada, and the Air Cadet League of Canada were generous in providing prizes.

The images selected freeze in time a special moment in 'the life of a cadet'. Some show the camaraderie that flourishes in Cadets; some show the individual cadet's struggle to meet a specific challenge. The top two entries (by Cadet PO1 Jason Pesant in the 'best overall — cadet' category and by Capt Rick Butson in the 'best overall — Canadian Cadet Movement' category) immortalize two separate moments in time that have a lot in common. Both show an individual taking a pause to soak up the vastness of the environment in which they will be working for the next couple of hours. The themes of personal challenge in the face of transition (things that cadets are remarkably well prepared for) struck a chord with the judges.

Other winning images present youth in situations that can only occur in Cadets. MWO Jacky Wong's photo during a parachute jump is a unique perspective on an activity that is reserved for a select few cadets, as is MWO Jeremy Nason's group shot on top of Yotto Peak. OCdt Emmanuelle Brière's glider and powered flight images from St-Jean, QC, show a youth activity that is almost exclusive to Cadets.

Other photographs told a story that went beyond the content of the image itself, such as OCdt Paramjit Singh's black and white photo of a trumpeter practising alone in a classroom, or Capt Chantal Thompson's photo of someone crossing a rope over a lake. Very moving stuff.

On the next two pages, we carry the winning entries in the 1999 national cadet photo contest. They can also be seen at the photo contest image gallery at www.cadetscanada.org; from there follow the links. Check the spring issue for details of our Year 2000 photo contest.

Continued on page 38



National Cadet Photo Contest Winners



Photo par le C/sgt s Jason Binns
Escadron des cadets de l'Aviation 513,
Coquitlam (C.-B.)
Mention honorable – Vie au CIEC (Cadet)
Prix de la Ligue des cadets de l'air du Canada

Photo by Cadet FSgt Jason Binns
513 Royal Canadian Air Cadet Squadron,
Coquitlam, BC
Honourable mention — life at CSTC (Cadet)
Air Cadet League of Canada award



Photo par le C/pm 1 Geneviève Chartier
Corps des cadets de la Marine 210 Amiral
Le Gardeur, Repentigny (Qc)
Mention honorable – Vie au CIEC (Cadet)
Prix de la Ligue navale du Canada

Photo by Cadet CPO1 Genevieve Chartier
210 Amiral Le Gardeur Royal Canadian Sea Cadet Corps,
Repentigny, QC
Honourable mention — life at CSTC (Cadet)
Navy League of Canada award



Photo par le C/adjum Jeremy Nason
Corps des cadets de l'Armée 2951 CFS Leitrim,
Kanata (Ont.)
Mention honorable – Vie au CIEC (Cadet)
Prix de la Ligue des cadets de l'Armée du Canada

Photo by Cadet MWO Jeremy Nason
2951 CFS Leitrim Royal Canadian Army Cadet Corps,
Kanata, ON
Honourable mention — life at CSTC (Cadet)
Army Cadet League of Canada award

Meilleur – ensemble MCC

Best overall (CCM)

**Photo par
le capt Rick Butson**
Corps des cadets de l'Armée 2814,
Hamilton (Ont.)
**Meilleur – Vie au CIEC
(Mouvement des cadets
du Canada)**

Photo by Capt Rick Butson
2814 Royal Canadian Army Cadet
Corps, Hamilton, ON
**Best life at CSTC (Canadian
Cadet Movement)**



**Photo par
le C/m 1 Jason Pesant**
Corps des cadets de la Marine
240 Amiral Le Gardeur,
Repentigny (Qc)
Gagnant – meilleur (cadets)

Photo by P01 Jason Pesant
Royal Canadian Sea Cadet Corps
240 Amiral Le Gardeur,
Repentigny, QC
Winner — Best overall cadets

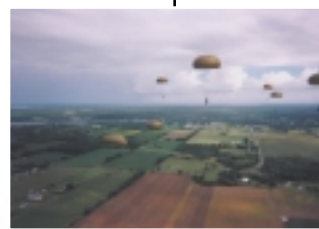


Photo par le C/adjum Jacky Wong
Corps des cadets de l'Armée 105,
Streetsville (Ont.)
Mention honorable – Vie au CIEC (Cadet)

Photo by Cadet MWO Jacky Wong
105 Royal Canadian Army Cadet Corps,
Streetsville, ON
Honourable mention — life at CSTC (Cadet)



Photo par le capt Chantal Thompson
Corps des cadets de l'Armée 2773
(Royal 22^e Régiment), Québec (Qc)
Mention honorable – Vie au CIEC (MCC)

Photo by Capt Chantal Thompson
2773 (Royal 22nd Regiment) Royal Canadian
Army Cadet Corps, Quebec City, QC
Honourable mention — Life at CSTC (CCM)



Photo par le slt Emmanuelle Brière
Escadron des cadets de l'Aviation
96 Alouette, Montréal (Qc)
Mention honorable – Vie au CIEC (MCC)

Photo by SLt Emmanuelle Brière
96 Alouette Royal Canadian Air Cadet
Squadron, Montreal, QC
Honourable mention — Life at CSTC (CCM)



Photo par le lcdr Valérie Lafond
Quartier général, région de l'Est,
Saint-Jean-sur-Richelieu (Qc)
Mention honorable – Vie au CIEC (MCC)

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Headquarters, Eastern Region,
Saint-Jean-sur-Richelieu, QC
Honourable mention — life at CSTC (CCM)



Photo par l'élof Paramjit Singh
Escadron des cadets de l'Aviation 801,
Montréal (Qc)
Gagnant – Vie à l'unité (MCC)

Photo by OCdt Paramjit Singh
801 Royal Canadian Air Cadet Squadron,
Montreal, QC
Winner — Life at the Unit (CCM)

Les gagnants du concours national de photos pour Cadets

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