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THE LEADERSHIP MAGAZINE OF THE CANADIAN CADET MOVEMENT

Cadence

ISSUE 2 • SUMMER • 2001

BALANCING ACT

Juggling career, community,
school and family commitments
with Cadets

BRING ON THE ADVENTURE

Like Cadets, Scouts Canada is striving
to stay relevant and appealing to
Canadian youth

LEADERSHIP:

A cadet leader's perspective

A HAPPY BALANCE

Responsible to the military
and responsive to sponsors



Canada



24



07



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ON THE COVER:

Capt Jamie Biggar, 3063 (Rocky Mountain Rangers) Army Cadet Corps in Enderby, BC, takes this issue's 'balancing act' theme literally. In addition to being youth centre co-ordinator of the Armstrong Boys and Girls Club, he has a second job — as a juggler, magician, clown and fire-eater. He also runs marathons. Being able to juggle, clown, and perform a bit of magic helps keep his life in balance. (Photo by Wayne Emde, a civilian instructor who also teaches high school and still found enough time to shoot our cover story photos on pages 10 to 14).

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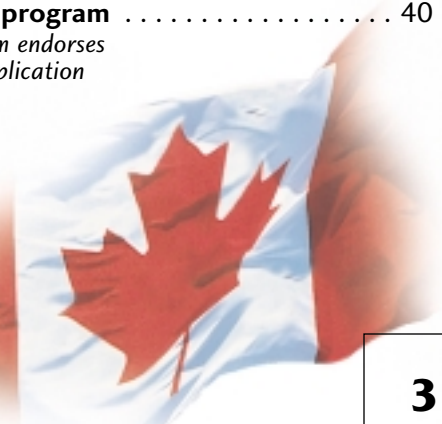
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Opening notes...

From the director

By Col Rick Hardy



IT'S TIME TO MOVE ON. BUT BEFORE LEAVING, A FEW THOUGHTS. I'M SURE THAT MOST OF YOU WHO KNOW ME UNDERSTAND THAT I HAVE CONSISTENTLY LOOKED TO THE FUTURE AND TRIED, TO THE BEST OF MY ABILITY AND FUNCTION AS THE DIRECTOR OF CADETS, TO PREPARE THE CADET ORGANIZATIONS FOR THE FUTURE. YET TODAY, AS I GET READY TO TURN OVER THE REINS TO COL JON AMBLER, THIS ARTICLE IS MY PRIVILEGED PLATFORM TO LOOK BACK - TO REFLECT UPON WHAT HAS BEEN ACCOMPLISHED DURING THE PAST THREE YEARS.

Those of you who have heard me speak — about 3,000 officers, plus numerous civilian instructors and cadets — and those of you who have read my articles in *Proud to Be* and the *CIC Newsletter* know I have made many commitments. Perhaps my greatest was to encourage everyone to believe and participate in our change program.

Have things changed...and changed for the better? I recently asked an officer at a regional cadet support unit if the cadet program had changed its way of doing business. He replied, "Sir, three years ago I would have been in trouble if I had talked to another officer outside my own section! We were isolated from the other regions, and so we were not able to share ideas and best practices. Today? The first question I'm asked is 'What is going on elsewhere?' Today, I'm *expected* to consult and share opinions and ideas.

What has changed? The mindset of an entire organization. We've become a team!"

It is impossible to list and give the details of all that has been accomplished and the number of improvements still under way. A short list will have to suffice, but by looking at these topics you can think back to meetings, presentations, *Proud to Be* articles and, for many of you, hundreds of hours of work.

The 'short' list!

- A comprehensive strategic guidance and business planning system
- The working party principle and regional staff input in creating policies and programs
- The creation of regional cadet support units (RSCU)
- The modern management comptrollership review and the creation of the group principal oversight committee
- The tiger team to reduce unit administration burden
- A restructured and revitalized directorate of cadets
- The clothing upgrade project
- Six presentations to Armed Forces Council
- Resolution of most of the 113 items from the first Way-Ahead conference in Cornwall, ON
- 10 youth initiative projects
- Millennium projects
- *Op Parasol* — the relief of Kosovar refugees and movement of 5,000 cadets to five temporary cadet summer training centres (CSTCs)
- The CSTC infrastructure review and upgrade plan
- The Cadet Harassment and Abuse Prevention program!
- Permanent continued funding from the federal Youth Employment Strategy program
- Cadet instructors cadre (CIC) participation in the CF officer development program
- The Cadets Canada logo
- The CROP national public opinion on cadets survey
- The army cadet adventure training program
- The Cadets Canada wall map and brochures
- 12 partnerships with other federal departments
- *Cadence!*...whew!!

Cadence

The leadership magazine of the Canadian Cadet Movement

ISSUE 2 SUMMER 2001

This publication is produced on behalf of the Canadian Cadet Movement by the communication cell in the directorate of cadets at National Defence Headquarters. It is a professional development tool for officers of the Cadet Instructors Cadre (CIC), as well as other leaders in the cadet movement, including civilian instructors, senior cadets, members of the three Cadet Leagues, parents and sponsors. Regular Force and Reserve Force members (other than CIC officers) and others are also encouraged to read *Cadence*.

It is produced with direction from the CIC Branch Advisory Council.

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CADETS
CANADA

Space does not allow for the full list. There should be no doubt though that everyone has been very busy and that we've achieved a great deal...together.

There are two issues, however, about which I am incredibly pleased. As you've heard in my presentations or read in my articles, my first two impressions of the cadet program when I arrived in July 1998 were that the CIC classification had not been satisfactorily supported and that the cadet movement was in desperate need of a strategic communications and public relations plan.

Today? The CIC occupational analysis has been completed and we are about to embark on an extensive and progressive development of a CIC military occupation specification (MOS). This specification will finally give the CIC a formalized system of recruiting, training, employment and remuneration. This human resources initiative has been long overdue but promises to recognize the merits of the CIC and thus help build the cadet program. It will, in the end, better serve 'the cadet'.

And finally, there is ample evidence that because of all the public relations initiatives and

tools that we have developed, the cadet program is becoming less and less "the best kept secret in Canada". And the RCSUs and CSTCs now have public relations staffs who have the training and support mechanisms to better describe who we are and what we do.

So, before commencing a new career as the Canadian Forces attaché to Oslo (Scandinavia), it is with great satisfaction that I look back at three years of teamwork, dedicated effort, challenges and successes. I have every confidence that the cadet program will thrive, the number of cadets will grow and

the contributions the cadet program makes to Canada will continue to prepare the future leaders of the finest country in the world.

Take care and God bless. 🍁



Col Rick Hardy

Mail bag

Lots of activities key to recruiting

I just got my copy of *Cadence* today in the mail. I am extremely, extremely impressed. What a relevant publication, much easier to read, very active and covering a lot of ground.

The article on recruiting by having active corps doing lots of activities was 100 per cent accurate and hit the mark. I have 136 cadets and we have activities five days of seven, and have nearly 90 per cent attendance at everything. We have never had an active recruiting campaign and have more cadets involved in the program than the Boys and Girls Club down the street, which gets significantly more funding than our program.

Anyway, well done to everyone involved in this publication.

– LCdr Brent Newsome
24 RCSCC Magnificent
Dartmouth, NS

National leadership meetings for cadets?

I am aware of the fact that there are national leadership meetings for the CIC. Why not for senior cadets? I think this could be very beneficial as we could share ideas, exchange information, and have an opportunity to see the "overall" status of the cadet movement in Canada.

– WO2 Jonathan Dunnett
Deputy Squadron Commander
738 Kingsmill Air Cadet Squadron
Shelburne, NS

Editor... There is an annual national sea cadet forum, sponsored by the Navy League of Canada. (See Cadence, Issue 1, Spring 2001, page 21.) The army and air cadet leagues invite senior cadets to some provincial-level events for a sharing of ideas. 🍁

March past:

News from across
the cadet movement

Cadets play Russian submariners in big-budget thriller

By Lt(N) Peter Magwood

Sea cadets from at least two Halifax-area corps were in the spotlight — literally — acting as young Russian submariners in a big-budget naval thriller filmed there and at sea earlier this year.

Several cadets from RCSCC *Iroquois*, 12 Wing Shearwater; RCSCC *Nelson*, Halifax, and other corps, were among 50 Halifax-area young people and 150 others who worked as extras in *K19: The Widowmaker*, a story about a doomed Russian submarine starring actors Harrison Ford and Liam Neeson.

PO2 Aaron McKinnon, 18, of Dartmouth, coxswain at Sea Cadet Corps *Iroquois*, had walk-on parts, “acted generally like a sailor” and helped move crates. “I was quite impressed with the whole production,” he said. “It certainly gives you a better appreciation of the time, effort and

acting ability that goes into a good movie.”

K19, which caught the city’s attention for weeks in April and May, dramatizes the true misfortunes of a sub which develops a deadly reactor cooling-circuit leak during its first trip into the North Atlantic in 1961.

Halifax Shipyards was set as a Russian dockyard and a grim Cold War image, made bleaker by Nova Scotia’s cold, grey April weather, was portrayed by tall wood fences which appeared on camera like weathered stone with barbed wire. A 1960s-era Soviet Juliet-class submarine, with a fibreglass conning tower, was used in the yard’s floating dry dock and across the harbour, one of Canada’s three decommissioned Oberon-class submarines was towed out to sea to pose as another boat dispatched to rescue the stricken sub. ❁



Looking somewhat Slavic in Russian submariners’ uniforms are, from left, Cadet PO2s Aaron McKinnon, 18, of Dartmouth, NS, and John Hadjigeorgiou and Ryan Prime, both 16, of Halifax, in the casting office of *K19: The Widowmaker*. PO2 McKinnon, from RCSCC *Iroquois* in Shearwater, and PO2 Hadjigeorgiou and PO2 Prime, from RCSCC *Nelson* in Halifax, were among several sea cadets hired as extras for the film. The cadets put in 12- to 14-hour days on set, received about \$100 a day and hobnobbed with the celebrities during filming in early April. (RCSCC *Iroquois* photo)

Cadets fly for 48 hours straight!

By Lt(N) Tracey Roathe

In June, 48 cadet pilots ‘flew’ from St. John’s, NF, to Victoria, BC, in 48 hours — without leaving the ground.

Volunteer cadet pilots from 176 Air Cadet Squadron in Winnipeg took the controls of a *Cessna*

172 flight simulator for 48 hours straight in aid of the

Winnipeg Children’s Hospital Foundation. Beginning their journey on the East Coast, each pilot took a one-hour stint at the controls, navigating and charting the journey’s progress.

To make the most of the public relations opportunity, the event was held in one of Winnipeg’s busiest shopping malls, a week

before Father’s Day and two weeks before summer holidays began. Along with the flight simulator, a Cadets recruiting booth, the fuselage of a 222 Glider, model rockets and planes attracted lots of attention. Cadet brochures and local unit information were handed out.

Members of the air cadet league, as well as volunteers from other units, took part in the event.

The air cadet unit also promoted a toy drive for the sick children that the foundation supports.

The event was a wonderful way to combine community spirit and promote Cadets. ❁

Cadet walks on air while Canadian astronaut walks in space

When astronaut Col Chris Hadfield became the first Canadian to walk in space April 22, Cadet WO2 Ryan Mitchell, 170 St. James Kiwanis Air Cadet Squadron in Winnipeg was walking on air. Through the National Aeronautics and Space Administration in Houston, Texas, he had been invited by Col Hadfield to attend the launch of Space Shuttle Endeavour in Florida. "I was honoured to see the launch, with such a great Canadian contribution to space research," he said of the new Canadarm 2 and Col Hadfield's work.

The cadet has had an abiding respect for Col Hadfield since 1996 when the astronaut reviewed his air cadet squadron. After his first shuttle mission, the astronaut spoke to the cadets about his time as an air cadet and in space aboard the MIR space station. The next day, WO2 Mitchell met Col Hadfield again at the aviation museum and thanked him for visiting.

Nearly two years later, WO2 Mitchell wrote to Col Hadfield through the Canadian Space Agency, telling him he was an inspiration.



Col Hadfield spent nearly 15 hours outside the space shuttle during the 12-day Endeavour mission, helping deploy a new Canadian-made robot arm on the International Space Station and becoming the first Canadian to walk in space.



Cadet WO2 Mitchell with a photograph of his first solo flight last July. He and his electronic pen pal — Canadian astronaut Col Chris Hadfield — chat a lot about flying. (*Winnipeg Sun photo*)

The astronaut replied and the two have been electronic pen pals ever since.

The two chat about school, cadets, flying, and some of Col Hadfield's work with the North American Space Agency. "Sometimes he'll come back with insightful experiences from his past flying adventures," says WO2 Mitchell.

Because Col Hadfield was in medical quarantine before take-off, WO2 Mitchell did not see him in Florida. But he did picnic with the Hadfield family one day before the launch. And he hopes to take the astronaut flying on Hadfield's next visit to Winnipeg.

As he watched the shuttle thunder out of sight April 19, he thought how symbolic it was of the hard work and perseverance that goes into anything so great and amazing. "We all have our own 'space' in our lives, something to aim for, and something like this makes you realize there's little we cannot achieve in life if we truly believe in it." 🌟

Officer saves two from house fire

By Capt Jermaine Downey, staff officer pipes and drums, Regional Cadet Support Unit (Atlantic)

We all imagine what we would do if we were faced with risking our own lives to help someone else. Capt John MacInnis, band officer and pipes instructor for 219 Army Cadet Corps in New Glasgow, NS, doesn't have to wonder anymore.

On April 2, Capt MacInnis was riding in a taxi in Pictou, when he noticed that a four-apartment complex on the street was on fire.

"There were flames and smoke, escaping from the roof of the building," says Capt MacInnis. "I immediately asked the cab driver to stop the car, jumped out of the cab and ran to the building."

He could see the glow of a flashlight through the smoke in one apartment. Inside, he found an elderly and a middle-aged man, both disoriented and confused. Capt MacInnis remained calm and got the two men outside of the burning building. The elderly man then told him that his son was asleep in the upstairs apartment.

"I grabbed the man's flashlight and ran back into the building," says Capt MacInnis. "It didn't occur to me not to do it. I had to try to get the other man out."

Capt MacInnis searched all the first-level rooms and three out of four second-level rooms. In fear of being

Continued on page 8.

March past: (continued)

Continued from page 7.

overcome by smoke himself, however, he left the building. When he was half way down the stairs, the ceiling collapsed behind him.

"My only regret is that I couldn't find the other man and get him out," he says.

An officer's unselfish act of courage has resulted in the continued lives of two fellow Canadian citizens. The cadet movement extends a much deserved 'bravo zulu' to him. 🌿

Air cadet news

- The Air Cadet League of Canada annual effective speaking championships were held in Saint John, NB, June 15. The championships reflect the league's commitment to effective speaking training for cadets. Read more about the importance of this kind of training in our communications issue this fall.
- Between July 18 and August 1, 82 cadets and 10 escorts from 15 countries will visit Quebec and Ontario as part of the reciprocal International Air Cadet Exchange.
- National Air Cadet Week is Sept 16 to 22.
- The Air Cadet League of Canada will hold its 60th semi-annual general meeting in Ottawa Nov 15 to 17. 🌿

Cadet Award for Bravery

By Capt John Harris

"It's not that big a deal to me. I'm pretty sure everyone would have done the same thing if it was their mother," says former Cadet WO Cory Rule of Owen Sound, ON, who received the Cadet Award for Bravery in March. Cory saved his mother from a fire that destroyed his family home and nearly took his life in November of 1999. Cory, now 19, was a member of 42 Grey and Simcoe Foresters RCACC at the time.

Cory and his father, Fred, had left their home that night to report a power outage during a heavy snowstorm. On their return, the house was ablaze, with Cory's mother and grandmother inside. Cory's dad rescued Cory's grandmother. Cory located his mother, barely conscious on the floor of a back bedroom, and dragged her to safety. "I never thought about anything, except getting my mom out," says the former cadet. "I could barely see or breathe in the dense black smoke." Once his mother was safe, he re-entered the house to retrieve some blankets for the women, clad only in their nightclothes. By the time he retrieved the blankets, the front of the house was engulfed in flames, but Cory entered the house again, kicking his way through the burning wall to rescue the family's two dogs.

Cory nearly died for his heroic actions. When he arrived at the hospital, he was unresponsive due to smoke inhalation. "I stopped breathing and it took two nurses and my family doctor five to 10 minutes to resuscitate me," he says.



Former Cadet WO Cory Rule of Owen Sound. (Owen Sound Sun Times photo)

He believes the discipline he learned in his five years with Cadets gave him the self-control he needed to do what he had to do and keep calm during the emergency. 🌿

Caring Canadians

A CIC officer and a Navy League of Canada volunteer were among 28 volunteers who received the Governor General's Caring Canadian Award in Ottawa in April. Maj Lance Koschzeck, from Whitehorse, YT, and Denis Panneton, from Repentigny, QC, accepted the awards from Governor General Adrienne Clarkson.

Both received the award for their work with cadets and their long-term involvement as volunteers in their communities. Maj Koschzeck works with army cadets in Whitehorse; Mr. Panneton works with Navy League cadets. 🌿

Officers to the rescue

Six Central Area CIC officers came to the rescue March 25 following one of the biggest pileups in the history of Ontario's busiest highway. The officers — none of them injured — took charge, administered first aid, helped stop traffic and calmed down accident victims after the 78-vehicle accident.

Twenty-four people were taken to hospitals after the crashes on Highway 401 between Ingersoll and Woodstock. Two were injured boys, assisted initially by CIC officer SLt Neil Tannyan, 65 Iron Duke Sea Cadet Corps in Burlington, ON.

SLt Tannyan and his passenger, SLt Ralph Edwards, escaped injury when a speeding limousine and a tractor-trailer hit their vehicle. Treacherous driving conditions from an unexpected snowstorm caused the pileup.

According to SLt Tannyan, the CIC officers — returning from weekend courses and army cadet testing — helped coordinate rescue efforts with the Ontario Provincial Police, fire and ambulance officials. SLt Edwards, who is also an RCMP officer, called the RCMP London detachment, asking that the Ontario Provincial Police be notified regarding the accident location and injuries

"Had we not been there to assist, many victims would have panicked and the situation could have been worse," says SLt Tannyan. Among the CIC officers who helped were Lt Rachel Vroom, commanding officer of 2360 Army Cadet Corps in Ottawa; Lt Richard Robinson, 2347 Army Cadet Corps in Hamilton; Capt Gordon Pearson, commanding officer of 2347 Army Cadet Corps; and Lt(N) Herb Ritzmann, 221 Sea Cadet Corps in Newmarket. 🌿

Renowned 'DJ' is former air cadet

By Maj Carlo DeCiccio

In the music world, she's known to thousands of young people as the best 'DJ' in Montreal and one of the best in the world. At the hippest raves, she's known as Misstress Barbara. Nearly 10 years ago at 621 (Canadair Cartier) Air Cadet Squadron in Ville St-Laurent near Montreal, she was known as WO1 Barbara Bonfiglio.

Barbara Bonfiglio is now a globetrotting 25-year-old who never forgets to mention in a media interview that she was once with air cadets.

Her driven personality fit in perfectly with Cadets. She took a wide range of courses, including basic training, introduction to aviation, forest survival, glider and flying courses. "I have always enjoyed trying out new things," she says. "The greater the challenge and the more impossible it seems, the more eager I am to try it."

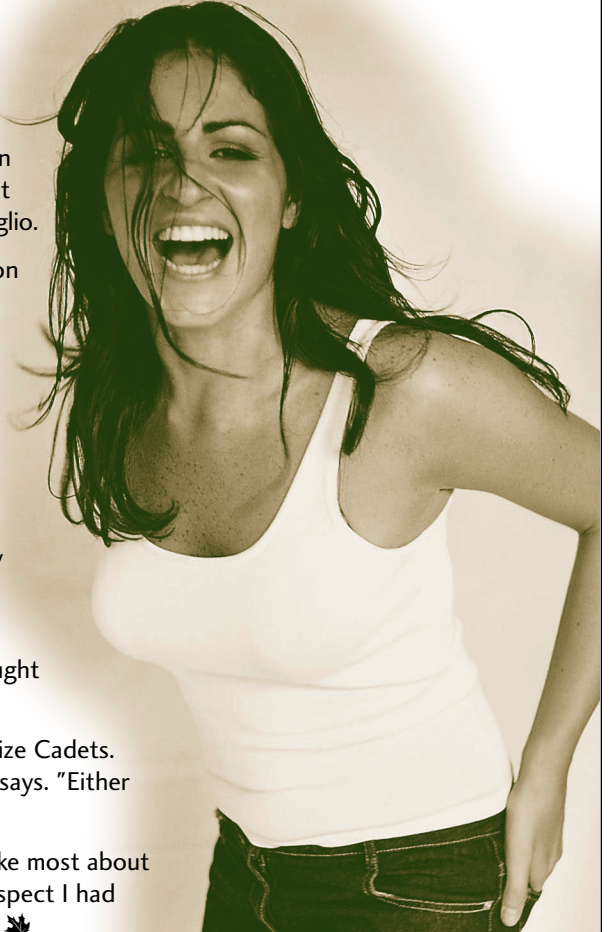
Cadets helped her give free reign to the serious, entrepreneurial and tenacious sides of her personality. It also helped her develop the determination and ability to focus on what she really needed to do if she was to reach her life goals.

Where did her love of music and percussion come from? "I began playing snare drum with my squadron's band and fell in love with percussion," she says. "I bought my first drum set around that time. Then I sold it to buy my first turn tables."

The internationally known disc jockey believes more needs to be done to publicize Cadets. "People seem to be either ignorant, or have extremist views about Cadets," she says. "Either they think it's the Scouts, or the army."

Her philosophy is to set objectives and work hard to reach them. What did she like most about Cadets? "Being given a promotion I had worked hard for, being accorded the respect I had demanded and knowing I had accomplished some very difficult tasks," she says. ✨

– Misstress Barbara, proud ambassador for Cadets. To find out more or to write to Misstress Barbara visit www.relentlessmusic.com.



One of the best 'DJ's in the world, Misstress Barbara is otherwise known as Barbara Bonfiglio, a former cadet with 621 (Canadair Cartier) Air Cadet Squadron.

Reaching for the moon

Leading Air Cadet Anne Breaks is going to camp this summer, but it won't be a cadet summer training centre.

LAC Breaks is one of only three Canadians chosen to attend the International Space School in Houston, Texas for three weeks. The 16-year-old, a member of 781 Air Cadet Squadron in Calgary, will be living with Canadian astronaut Col Chris Hadfield and his family.

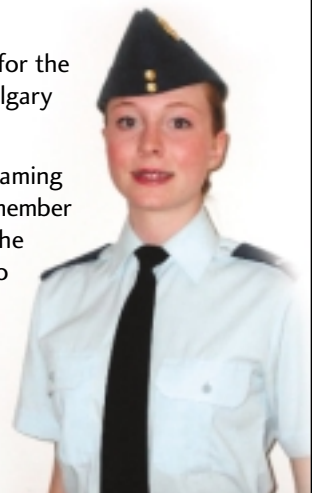
In the mornings, she expects to do the same physical training as Col Hadfield. She'll receive a "mission package" and homework from the Space School before she goes. "In the past, students worked in groups to plan a mission of their own — as if they were planning a real mission with NASA (North American Space Agency)," she says.

Calgary's Aerospace Museum nominated LAC Breaks for the Space School and is her sponsor. In addition to being an honour student, she is learning several languages, including Russian, takes tae kwon do and scuba dives. She has also been a youth member of the

Royal Astronomical Society of Canada for the past three years and belongs to the Calgary Space Frontier Society.

"I was two years old when I started dreaming about the stars," says LAC Breaks. "I remember when I was very small, I used to think the moon was mine." Now she's decided to reach for it.

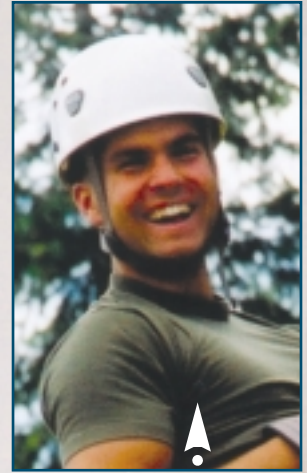
Her interest in space and becoming an astronaut inspired her to join Cadets and work towards her pilot's licence. "I see Cadets as a single, yet vital, stepping stone to my goal," she says. She believes Cadets helped raise her chances of being selected for the camp. One small step for woman; one giant leap for mankind? ✨



LAC Anne Breaks

Balancing ACT

CIC officer Capt Jamie Biggar is otherwise known as Baxter the Clown during his part-time job as magician, juggler and clown. Other photos in this section show Capt Biggar setting up and testing the ropes course at the army cadet summer training centre in Vernon, BC. (Photos by Wayne Emde)





Capt Diane Blain juggles her time between work as an officer with 223 Red Lion Air Cadet Squadron in Vernon, BC, her job as a professional first-aid instructor, and her family life. That's no small feat, considering she has two children of her own and has also raised a dozen or so foster children, shown at left on her 'family photo' wall. Because her children are cadets and her husband, Mike, is also very involved in the squadron, Capt Blain can almost claim cadet time as family time. (Photos by Wayne Emde)

By Marsha Scott

“HAVE FUN IN YOUR COMMAND. DON'T ALWAYS RUN AT A BREAKNECK PACE. TAKE LEAVE WHEN YOU'VE EARNED IT. SPEND TIME WITH YOUR FAMILIES... SEEK PEOPLE WHO HAVE SOME BALANCE IN THEIR LIVES, WHO ARE FUN TO HANG OUT WITH, WHO LIKE TO LAUGH (AT THEMSELVES TOO) AND WHO HAVE SOME NON-JOB PRIORITIES WHICH THEY APPROACH WITH THE SAME PASSION THAT THEY DO THEIR WORK.”

Colin Powell, former chairman of the U. S. Joint Chiefs of Staff and the current U.S Secretary of State

The importance of balance to good leadership is clearly evident to Mr. Powell, who offers this tip in his 'leadership primer', published on the Internet.

Cadet movement leaders — cadet instructors cadre officers, civilian instructors, senior cadets or volunteers — who face the challenge of juggling career, community, school and family commitments with their commitments to Cadets would be well advised to heed his words. Whether or not we achieve balance in our lives directly affects our success as leaders.

In this issue, we examine the importance of finding balance in our lives and the impacts of losing it. We also look at the personal balancing acts — and coping strategies — of some of our cadet movement leaders.

You will see that even today's teenagers are struggling to find balance in their lives. Of the seven senior cadets we talked to, four have part-time jobs and are trying to meet the demands of work while going to school, serving as leaders in the cadet movement and in all instances, taking part in other activities. A March 27 *Globe and Mail* article, entitled "Teens' dilemma: cash or class",

recently looked at the school/job dilemma that more and more high school students are facing. A study to be published soon by Dr. Will Boyce, a professor in the Queen's University's education faculty in Kingston, ON, has found that the population of working high-school students is on the rise. And although teenagers who work a moderate amount are generally healthy, well adjusted, not overly stressed and getting some social benefits out of it, teens who work more than 20 hours a week generally pay a price. Only one of our teens works more than 20 hours a week, but undoubtedly, there are others in our cadet movement.

The costs of not paying enough attention to balance in our lives are often reflected in the organizations we work for. Dr. Linda Duxbury, a professor at Carleton University's school of business in Ottawa for the past 15 years, recently conducted an exhaustive study on the impact of work-life balance on public, private and not-for-profit organizations. She shares some of her insights with us. Perhaps as you read these stories, you will have some insights of your own. One question you might ask yourself is "Is my life balanced enough to allow me to be the kind of leader Colin Powell is talking about?" 🌿

Balancing

WORK AND LIFESTYLE

YOUNGER PEOPLE ARE BETTER AT IT THAN BOOMERS

Health Canada recognizes the importance of balance in our lives. It recently funded a study on the impact of work-life balance on individuals. Conducted by Dr. Linda Duxbury, a Carleton University business professor, and Dr. Christopher Higgins, a University of Western Ontario professor, the study examines the impact of work-life balance on 28,000 employees from 103 public, private and not-for-profit organizations. Among those surveyed between September of last year and mid-April were 3,500 military and 1,500 civilian employees of the Department of National Defence.

Although the report will not be released until September, preliminary findings confirm that compared to 1991 (when the last comparable data was collected), stress and depression have increased, employees are overloaded, work is interfering more with family life, physical health of employees has deteriorated, and job satisfaction — as well as commitment and loyalty to organizations — has decreased.

Among other things, survey respondents were asked to answer questions on their jobs; their managers; the time they spend on everything from work to volunteer activities; their families; and their work-life balance. The study looked at how workdays are arranged; the work climate; and what individuals, families and organizations are doing to help people cope. It also looked at physical and mental health — stress, depression, burnout and how often people use health care facilities and prescription drugs. The study measured the control people feel over their lives.

"Health Canada will use this information to try and make a business case for change," says Prof. Duxbury, who believes that organizations — including the cadet movement — need to be concerned with the issue of balancing work, family and lifestyle.

"It's not enough for organizations to approach the 'balance' issue as something that's nice to encourage," she says. "Organizations need to recognize this as a business imperative because it affects their bottom line. If they don't take it seriously, they will have recruiting and retention problems and high absenteeism. When I talk about balance to organizations, I tell them they had better change, or they're not going to get the people."

One of the reasons is that young adults between 20 and 30 — an age group that both the public and private sectors would like to attract — place a much higher priority on balance in their lives. "They have seen the results of imbalance," says Prof. Duxbury. "They have seen broken families, a

divorce boom, parents putting work ahead of family and they are not prepared to make that sacrifice."

This age group is insisting on balance in their lives. They want flexible work arrangements and have a different work ethic from baby boomers, who have been generally willing to put work ahead of anything else. Boomers — who experienced a job recession — were less apt to tell their employers they were not willing to do something, says Prof. Duxbury. "It was a buyers' market and employers could find someone else because there were lots of people out there."

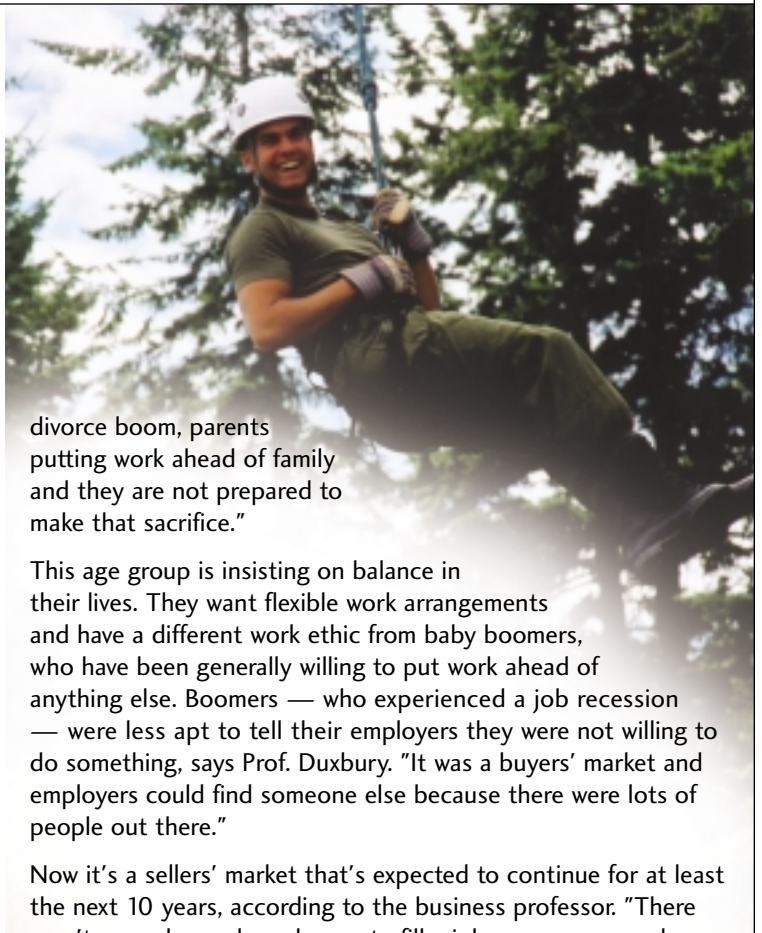
Now it's a sellers' market that's expected to continue for at least the next 10 years, according to the business professor. "There aren't enough good employees to fill a job, so young people can dictate their terms. They have more control and power to dictate the conditions they'll work under. If they don't like their conditions, they'll change jobs."

As well, for the first time ever, the population between 20 and 45 years has declined, according to Statistics Canada. "There's a big increase in older people and a shrinking number of younger people because of the trend to smaller families," says Dr. Duxbury. "This gives younger people a lot of control. Organizations are going to have to cater to the balance that these young people want in their lives."

The fact is all age groups should be searching for balance in their lives because people who don't have it are more likely to get stressed out, sick and miss work, she says. People who can't balance work with lifestyle miss an average of 12 1/2 days of work a year, compared to four days a year for people with more balance in their lives. "That amount of absenteeism is costing Canadian companies \$3 billion a year!"

Who's having the greatest problems balancing work and lifestyle? The boomer generation!

What's it all mean? If you're a younger cadet leader, chances are you are actively seeking balance in your life. But if you're a baby boomer, you may be having problems with your balancing act. ❁





By Andy Viciulis

Life may be a roller coaster ride or as peaceful as sailing into the sunset. It is not the challenges in life that will make or break us. It is the choices we make.

They permit us to either sculpt the quality of life that can enrich our personal and professional development, or lead us to chronic fatigue or burnout syndrome.

Balancing your work and family life is much more than managing your time. It begins with the belief that life is meant to be enjoyed.

Eight years with my son in the Scouting movement have taught me that the purpose of life is "to have fun". Discover the child in yourself by creating and maintaining a positive attitude to life both at work and in your personal life.

Enthusiasm is the fountain of youth. It is also contagious. Many resources at the Department of National Defence learning and career development centre (LCDC) can help with the pursuit of managing your life and career and putting joy and balance into your life.

A good first step is to identify your values, beliefs and interests. Take time to write down your personal mission statement. What is your purpose in life? Then honour yourself by respecting your mission.

In your planning, remember to make time for yourself and then take it. Do what you enjoy doing most.

To figure out what that might be, think of what it is in life that energizes you. Take control of

your life by developing your life plan based on what gives you *joie de vivre*. Enjoy life's journey.

Success is simply knowing what you want and going for it. Set goals. Decide what you wish to accomplish on a daily and weekly basis. Focus on what brings you happiness. Celebrate your accomplishments.

Strive for harmony. Balance personal time and work time. Remember that you can always find another job; however, it is very difficult to build another family or to recover from burnout. You may need two jobs to pay for the divorce.

Manage your career and personal life on an equal basis. Respect your hours at work and at play to allow for both professional and personal growth.

A paramount rule to follow is to leave your work at the office and leave the family issues at home. Learn to love your family and your work by honouring them with your time.

For assistance in balancing your career and personal life, read "*Flying by the seat of your plans*" by Betska K-Burr.

In all areas, the bottom line is to "get a life" and get passionate with it. Developing interests is one of the easiest ways. You are what you think and do.

Get involved, volunteer your time, love whatever you do and do what you love. 🍁

– Mr. Viciulis is a career development and learning advisor at the LCDC at National Defence Headquarters in Ottawa.

Life may be a roller coaster ride or as peaceful as sailing into the sunset. It is not the challenges in life that will make or break us. It is the choices we make.

Getting ORGANIZED

By Lt Ginette Thibodeau

BETTER TIME MANAGEMENT CAN SOMETIMES LEAD TO BETTER BALANCE IN YOUR LIFE. GETTING ORGANIZED REQUIRES SELF-DISCIPLINE AND PERSISTENCE. MOST PEOPLE ARE NOT AWARE OF THE HABITS THAT CAUSE THEM TO BECOME DISORGANIZED.



Here are some tips from Toronto time consultant Harold Taylor's "Getting organized" action plan. Don't become discouraged if some of the following suggestions don't work for you. Use the ones that do. The longer you work at it, the better you will get at organizing your working and personal environment.

Set goals and priorities. Determine what is important to you and what you would like to accomplish. Set specific objectives that you can work towards.

Plan and schedule. Plan your week in advance. Fill your planner with priorities that relate to your goals. Jot down specific days and times to work on specific projects, reports, articles and so on.

Write things down. Always carry a notepad. Record ideas that pop into your head, assignments, deadline dates and events.

Stop procrastinating. Avoid getting sidetracked by those urgent but unimportant activities. Make your intentions into goals.

Don't be a packrat. Throw out what you never use. It is difficult to be organized when there is just too much to organize.

Organize your environment. Organize your work area, eliminate all unnecessary paperwork, and develop a simple file system. Decide where to store each item and stick to it. Don't use your desktop as a storage area, clear out your in-basket daily and put away all projects once you have finished working on them for the time being.

Work smarter, not harder. Delegate, assign or contract tasks that can be done by others. Fill your time with those priority activities that only you can perform. Always search out better ways of doing things.

Avoid the tyranny of the urgent. Do you constantly feel you are under pressure? Modify your sense of urgency. Concentrate on the 20 percent of the activities that produce 80 percent of the results. ✪

– Lt Thibodeau works in the strategic change cell at the directorate of cadets.



A GOOD SIGN OF

balance is laughter

IN YOUR HOME



By *LCdr Gregg Hatton-Fearnley*

LCdr Hatton-Fearnley with his family, from left, Robert, 12; wife Charleen holding their dog 'LC' (short for Lucky Chance); Jason, 22; and Melynda, 19. Robert is a first-year cadet; Jason and Melynda are former cadets.

BALANCE! IT'S A SIMPLE WORD, BUT EXTREMELY DIFFICULT TO ACHIEVE. I HAVE BEEN WORKING WITH CADETS FOR MORE THAN 16 YEARS AS BOTH A CIC OFFICER AND NAVY LEAGUE OFFICER. BUT MY SERVICE HAS NOT BEEN CONTINUOUS. WHY? A LACK OF BALANCE IN MY LIFE.

My constant quest is to achieve this balance so I can continue to work in the CIC without hurting my family, my job, and the cadet movement.

I have still not achieved my ultimate goal of pure balance, but I know I'm getting closer.

My background was as a navy league cadet, a sea cadet, a reservist and then a short stint in the Canadian Forces. I joined the Navy in 1979. I thought I was 'on my way'. Little did I know, I was about to get my first lesson in **lack** of balance.

I met my future wife that same year. My entire focus became my new family and not my career. I was ill-equipped to balance my home and work life. Add to that a few bad choices and I was out of the Navy after only two and a half years.

Moving to a civilian career, I vowed I would have better balance between my new job and family. I spent more time at work and rose through the ranks in my job. I then moved to another job in Calgary, where I still live.

Now, I was spending less time with my family and almost all my time at work and with cadets. My career was flourishing, I was working with a navy league corps and then I helped start 335 Sea Cadet Corps in Calgary.

Lesson number two in balance was about to rear its ugly head. My wife lowered the boom in 1992. "I want you to be out of my life, you are never here, when you are here you're miserable and making us miserable too. It's better that we go our separate ways". What a wake-up call!

My first thought was denial. I was a good father, a hard worker and a good CIC officer. How could my family think that this was wrong? But with help from a good friend, a wonderful understanding boss and a pastor's advice, I soon realized, once again, I needed to find balance in my life — and fast!

I didn't know where to start. Then out of the blue, my commanding officer hauled me into his office and set me on my path to true balance. He announced he had to cut an officer from the corps. Budget cuts, I think he said. I was devastated! After all the work I had put into starting up the corps! After a few days I began to realize that my commanding officer had seen that my problems at home were affecting my performance at Cadets and he was right to cut me.



Gregg Hatton-Fearnley a member of the management team at TELUS — the second largest telecommunications company in Canada — with one of his managers, Darren Lavoie.

Instead of filling up the void with more volunteer work, I spent my extra time with my family. I also sought professional help. After a year of concentrated effort, the mysterious “balance” started to appear. I recognized the signs: the sound of laughter in the house and big smiles on the faces of the ones I loved and worked with.

Here’s what I had learned:

- Take on only the work or extra activities you can complete in a reasonable amount of time. Set a maximum time per week that you are willing to spend away from family. Just as you must close watertight doors in a ship to stay afloat, you must do the same in your life so you will not sink!
- Communicate well in advance. Mark on a calendar for your family all the time you will be away from them, negotiating conflicts right away. At the same time, fill in the evenings, weekends and vacation time you’ll have with them.
- Schedule weekly family meetings and listen carefully for signs that balance is off.
- The words “no I can’t” are your best friends when you’ve reached your maximum working capacity either at work or Cadets. Give reasonable explanations as to why. At the start of each assessment term or year, I told my commanding officer and my boss what my commitment to them was. Knowing my limitations — and why — created balance for all of us.
- Be honest with yourself when you feel you’re under pressure. Back off on some activity until balance is achieved again. Communicate why.
- Ask your commanding officer/boss to prioritize work if your limits are being reached. Ask them which activity they want you to set aside to achieve the new work they’ve given you. Most officers find this easier at work than in the cadet movement. It’s the same however.
- Take a team approach to achieving your goals at work and in Cadets. Sharing the work allows you to tap into the energy and time of others on the team.
- If you’re not sure your ‘balance’ is working right, seek advice right away. Don’t wait until it’s too late.

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- **Communicate, communicate, communicate** — at home, at work and in Cadets. You never know who has a skill to help steer you back to the “balanced path”

My most recent lesson in balance came last June. I was promoted at work and also to commanding officer of my corps. The lesson came in the form of good advice from two commanding officers of two different reserve units here in Calgary.

At a change of command parade for the Naval Reserve unit, HMCS Tecumseh, LCdr Mike Ervin said balance is needed to keep the Reserves alive and well. He said we must remember balance and set priorities in our lives to achieve it. He emphasized that family and faith come first, our regular daytime jobs come second and our Reserve service comes third.

Some officers might see these priorities as not helping Reserve attendance or retention; but I see the opposite. LCdr Ervin recognizes the pressures on us and is saying, “Don’t drop out. Simply recognize these areas of concern and give them the right priority. Then our busy lives will fall into place.”

My last bit advice was from LCol James Gludo, who commands the unit and building we parade in. Col Gludo lives a busy life, not only because of Reserves, but also because he travels to Ontario to work each week, commuting back on weekends.

When I asked him how he balances his military life, his family and job, he said he works all week in Ontario, works with his Calgary unit on Saturday and through conference calls during the week, but Sunday is his family’s day. “My wife chooses what, when and how we do things on Sunday. It’s her day with me,” he said. “It works for me and maybe it might work for you.”

I talked over the idea with my wife. A big smile that was so bright it would have lit up a ballroom came over her face. It’s been a few months now, and everything is working out well.

I am still on my path to achieving better balance. It’s always on my mind. I may never reach the ultimate goal, but I won’t give up until I am the best father/husband, employee and cadet leader that I can be. If we all believe in this goal, not only will we win, but Cadets will too. 🌟

– LCdr Hatton-Fearnley dedicates this article to his wife of 20 years, Charleen.

Busy teens

HAVE GOOD SENSE OF BALANCE

DO TEENS HAVE TROUBLE BALANCING THEIR CADET ACTIVITIES WITH SCHOOLWORK, PART-TIME JOBS, FAMILY COMMITMENTS, OTHER OUTSIDE INTERESTS AND BUSY SOCIAL LIVES?

“YES” AND “NO”.

We interviewed seven senior cadets, between 16 and 18 years of age and representing every region in Canada, for this article. All are active cadet leaders. Four have part-time jobs; two hope to find jobs. As one might expect, the higher their grade level in school, the more difficult their balancing act.

But whether they answered “yes”, or “no” to our balance questions, they shared a common thread: they may not have much spare time, but they seem to be thriving in spite of it!

One reason is that every cadet has at least one coping strategy for regaining balance in times of stress. As well, they all have a support system — most often parents, but sometimes friends or teachers.

Here are some of the coping strategies they use to achieve balance in their lives.

PRIORITIZING ACTIVITIES

This year, the chief warrant officer of 3027 (Lameque-Miscou) Army Cadet Corps was also an A student in her first year of a two-year health science diploma course at the University of Moncton. “School is important, it’s your life,” says Cadet CWO Susie Mallet. “But Cadets is my love and I wasn’t going to choose between the two.” So CWO Mallet made both school and Cadets her top priorities and put aside everything else — for a while.

“My first three years in Cadets were easy because school didn’t take all of my time,” she says. But this year was tough. In her first semester, she took a laboratory course that ran back-to-back



Basketball puts ‘balance’ into WO Teitsma’s lifestyle. (Photo by Arthur Veith, Grande Cache Mountaineer).

with her training night. Even though she had to drive 30 minutes to Miscou, NB, she didn’t miss a training night.

Showing the same level of commitment to her cadet biathlon team, she participated in biathlon the weekend before a Monday biology exam. She was often tired, but by establishing that school and Cadets were her priorities and dropping several less-important activities, she achieved some balance in her life.

Sixteen-year-old WO Brenda Teitsma, 2952 (Lord Strathcona’s Horse) Army Cadet Corps in Grande Cache, AB, bowls with her mother, plays basketball and badminton, takes part in track and field, works out every day after school, takes part in community plays, and still finds time for Cadets. Her priorities, she says, are based on her values and beliefs. She chooses the things she feels are important, rather than the activities her friends want her to do. With that philosophy, she has no problems arranging her priorities, no regrets for choosing one thing over another and attains balance.



WO Teitsma arranges her priorities according to her beliefs and values. A priority last summer was becoming top cadet in the cadet leader instructor course at camp in Vernon. Here, she receives her award from RAdm Ron Buck, then commander Maritime Forces Pacific.

She recently chose Cadets over a role in a community play. Wearing the second highest rank in her corps right now, she's often in charge of parade nights. But, parade nights conflicted with play rehearsals, so she compromised and found a more flexible role in the play — as assistant producer.

PO2 Angela Ethelston has just recently started setting priorities because she hopes to graduate in a year and knows if she doesn't graduate, she'll "be in some trouble". Because she has to work hard to keep her grades up, she sometimes chooses homework over Cadets, especially if she gets behind. But it's a struggle to set priorities. PO2 Ethelston doesn't want to give up anything because she loves her cadet position as divisional officer with 306 (Captain Kidd) Sea Cadet Corps in Elliot Lake, ON, as well as the other things she does (including taking part in the school play, or band and other teams).

She is not as hard-nosed in setting priorities as Cadet WO2 Eddie Peart, 825 (Elks) Air Cadet Squadron in Yellowknife, NT. Perhaps because he works 15 to 20 hours a week as a 'food-runner' at a restaurant, or perhaps because he comes from a single parent family, he's a pro at the 'balancing act'. He lives with his mom on Mondays, Wednesdays, Fridays and every second Sunday. He lives with his dad the rest of the time. "Don't stretch yourself too thin because, believe me, it will not work out in the long run," he advises. When he was instructing his squadron's drill team (the team placed second in regional competition), he made it a priority, putting ground school and his work on hold during his last month of practice. On Thursday nights, the squadron warrant officer says, his priorities are homework, Cadets, then his girlfriend. "I know she'll understand."

RECOGNIZING LIMITATIONS

Having reached what he calls "the top of the ladder" in cadet rank, WO2 Peart recognizes his limitations when it comes to demands on his time. Sometimes, he says, he has to tell his officer, or whomever, "Just a minute sir. I'm up to my ears in duties." And he says, the person usually understands.

WO1 Marie-Hélène Cormier, 2686 Army Cadet Corps in Rimouski, QC, is a junior college student with a heavy course load. She knows she has a habit of waiting until the last minute to do things because she works better under pressure. But she also knows how dangerous this can be. So she organizes each day to help her get the most from it. She does most of her homework at school during her school day, which stretches until 6 p.m. With two working parents and a mother who is away from home one week out of two, she helps a lot at home. But she still finds time to play badminton for her college team, jogs and lifts



WO1 Marie-Hélène Cormier

weights for three or four hours a week, and plays other sports, as well as flute and guitar. She also coaches badminton for teens between 12 and 14 for four hours a week and six weekend tournaments a year.

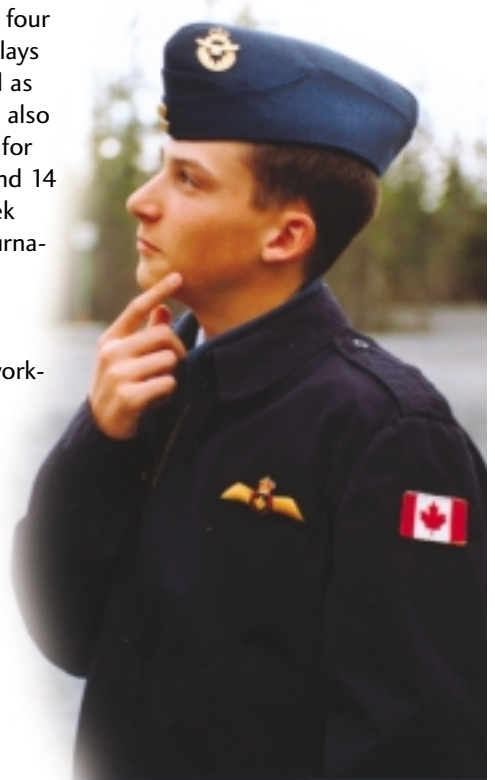
REDUCING STRESS

For WO1 Cormier, working hard is balanced by playing hard. "When I'm sick and tired of everything, I go running, or take a walk. It's good for my mood," she says, and helps her regain balance.

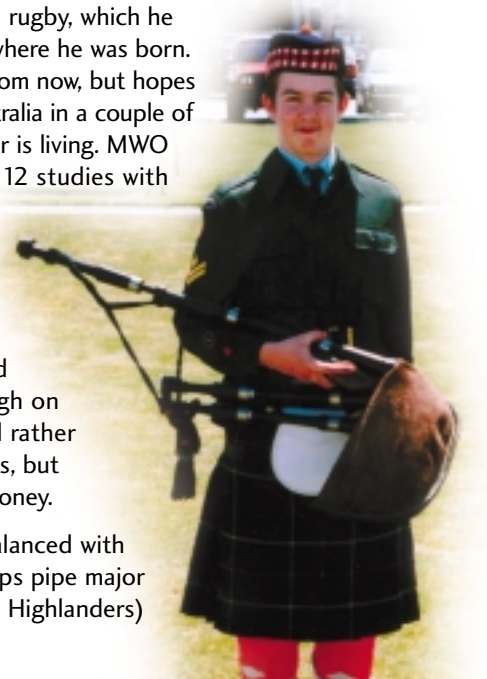
Another cadet who plays hard is MWO James Stalley. "I love to run around and sweat and know that I've worked my body out," he says. He plays

soccer, does karate and loves cricket and rugby, which he learned in Australia where he was born. He's living with his mom now, but hopes to move back to Australia in a couple of years where his father is living. MWO Stalley juggles grade 12 studies with a 20 to 25 hours a week job washing dishes and preparing food at a local pub, with his Cadet activities, sports and music. It can be tough on weekends when he'd rather be doing other things, but he wants the extra money.

His work is always balanced with play, however. As corps pipe major with 2963 (Seaforth Highlanders) Army Cadet Corps



Looking pensive in his grandpa's (Col ret'd Dave Tate) Snowbirds jacket, WO2 Eddie Peart may be wondering how he finds the time to go to school, work part time and still find time for Cadets.



In his role as corps pipe major, and on a cadet trip to Scotland (p. 19), MWO James Stalley finds the "play" he needs to balance the work of his grade 12 studies and a part-time job of from 20 to 25 hours a week

in Sechelt, BC, the 18-year-old indulges his passion for music. "Music is my life," he says, and just for fun he acts as a disc jockey. Another way he "frees his mind" is through meditation, which he learned about in karate. Sometimes, he just attacks his punching bag!

ACCEPTING SUPPORT

None of the cadets is hesitant to ask for support in balancing their lives.

"Huge help from my parents is the main reason I can get involved in as much as I do," says FSgt 'BJ' Houghton, an active member of 223 Red Lion Air Cadet Squadron in Vernon, BC, a Grade 11 honour student, and a part-time waiter at a senior retirement residence. "I wouldn't get anywhere if my parents didn't drive me." He

MWO Stalley

adds that his parents probably could have bought a new car with the money they've spent on gas to get him to all of his activities in the past four years. He is taking flying ground school classes, is an avid sailor (with Canadian Yachting association bronze five certification), plays trombone in the school band and has been involved in backstage drama at his school for many years. As an award-winning stage manager, he spends countless hours after school in his "second home", building sets, hanging lights, preparing actors and managing large casts and crews. Because of his involvement with the school, he says, his teachers also give him a little slack.

Teachers also help PO2 Ethelston, who says if she doesn't have much homework, she goes to her teachers to get ahead a little. She also turns to her family and friends for support. "When I'm going through a rough time, or when I'm just frustrated, my mother is always there for me," she says.

Even if it's sometimes only psychological support, my parents are always behind me," adds WO1 Cormier. "As long as I have good school marks, they accept the idea of my extremely busy life."

FSgt 'BJ' Houghton



"I had to stop karate last November because I couldn't do it all," says CWO Susie Mallet. She dropped several less important activities to keep balance in her life when she began university last fall.



"School is important; it's your life," says CWO Susie Mallet, shown here in her highschool graduation photo. "But Cadets is my love."

Sometimes when CWO Mallet doesn't feel like going to Cadets because she's too tired, her mom encourages her to go and lends her the car. A younger sister — who is also in Cadets — provides an added incentive because CWO Mallet wants to set a good example for her.

Sometimes support can also come from within.

MWO Stalley says his firm, but fair method of dealing with cadets helps him cope. He believes communicating in a mature way with his senior cadets earns him respect and reduces stress. WO2 Peart believes "asking if you have a question" is key to coping in Cadets because it takes a lot less time than fixing a mistake. And being able to take constructive criticism helps. "I have a CIC warrant who pesters me with the most complicated questions," he says, but it helps me think of what I'm doing."

By prioritizing activities, understanding their limits, finding ways to reduce stress and reaching out to their support systems, our cadet leaders cope with their hectic lifestyles and still retain balance their lives. Perhaps, as WO2 Peart says, the secret to good balance is pacing yourself. Or perhaps, as CWO Mallet says, it's loving what you do and putting your heart into it. 🌟

LOSING Balance CAN TAKE A TOLL

By Capt Kathy Desjardins

“IF YOU NEED SOMETHING DONE, ASK A BUSY PERSON”, THE SAYING GOES. THE ASSUMPTION IS THAT BUSY PEOPLE ARE THE BEST AT JUGGLING AND MANAGING THEIR TIME.

CONSUMING
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In 1996, I was a branch manager with the Canadian Imperial Bank of Commerce in Ottawa, working 50 hours a week. I was also assisting my son's cadet corps one night a week. As an unpaid civilian instructor, I acted as administration officer and did most of the recruiting. My teenage son was fairly self-sufficient and my spouse and I maintained separate lives, so I wasn't concerned about the time Cadets took.

Before long, I had enrolled as a cadet instructors cadre (CIC) officer and had taken my first course. My family was accustomed to my working overtime, so Cadets seemed like an easy addition to my life. The only concession I made was to stop curling competitively. I was looking for a new challenge!

My son and I enjoyed having Cadets in common. The experience was good for him and he learned to take on more responsibility around the house, doing laundry and shopping for groceries.

MORE COMMITMENTS — MORE TIME

In 1997, our corps suffered a mass exodus of officers, leaving many of our corps' teams without a coach. Not wanting to let down the cadets, I coached the shooting, drill and skill-at-arms teams.

At the same time, I decided to change careers. I left the branch manager position and started on the road to becoming a financial adviser with the bank. Course after course was required to improve my credentials. If I wasn't working with cadets, I was studying and working on assignments for the bank — sometimes blending the two. At one skill-at-arms practice, I studied a manual on Canadian economic policy while the cadets practised.



When a number of officers left the corps in 1997, Capt Desjardins began coaching three of the corps' teams because she didn't want to let down the cadets. She's shown here with the skill-at-arms team at Connaught Range in Ottawa.

Having any kind of social life became more difficult. Consuming more and more hours of each day, Cadets seemed to overtake my personal life.

When our large and active corps began to search for a qualified individual to become the new commanding officer, no-one would accept the position. (I firmly believe that more officers need to accept the responsibility commensurate with their rank.) Although I was only an officer cadet, I was approached to accept the position.

In October of 1998, I was promoted to the rank of second lieutenant and within an hour, became commanding officer of 3018 Army Cadet Corps in Ottawa.

SOME POSITIVE SUPPORT

With no military background or cadet experience, I relied on my training as a CIBC branch manager to run the corps. My employer was very supportive and proud to see my level of community involvement. I spent two mornings a week in my office, completing paperwork for Cadets and using the bank fax machine, computers and photocopier for Cadets business. Daily phone calls related to Cadets were common and often it was hard to convince parents that my assistant did not work for the cadet movement. The phone calls became so numerous, however, that I eventually had to cancel parents' access to my work number.

Through all of my courses, including the commanding officer course, I was supported by CIBC. The bank recognized the courses as Reserve Force training, so I didn't have to use vacation time to attend them.

In spite of the support, however, my job as commanding officer became onerous.

TOO MUCH TO DO

One of my first official duties as commanding officer was to attempt to mend the bridge between our corps and our landlord — the Royal Canadian Mounted Police. Our corps parades at the RCMP's 'technical and protective operational facility'. We use one portable for supply and another for offices. We have no running water or toilet facilities in either portable, but we have access to washrooms in the main RCMP building. We also access the main building for classes and drill. However, we were having accommodation problems.

A union steward representing the civilian mechanics in the building advised that our band practices were causing a noise-related health hazard, so we had to stop practices. After numerous phone calls, we made arrangements for off-site band practices;



Capt Desjardins (then lieutenant) with Lt Pierre Cournoyer, Governor Generals Foot Guards Cadet Corps, during a shoot at Connaught. Capt Desjardins also coached her corps' shooting team.

unfortunately, parents resented ferrying cadets from one location to another and eventually, the band folded. The same steward then advised us that the cadets calling drill was also causing a noise-related health hazard and ordered us to stop all parades and drill practices. Temporary alternative arrangements were made, but it was soon evident that we needed to find new accommodation. The search for new parade facilities has been ongoing since 1998.

Along with the two nights per week that I spent at the corps, I attended meetings with the parents' committee, our Legion (sponsor) liaison, the garrison, our affiliated unit, toured new prospective corps locations and, as the only female officer, attended all competitions and exercises.

Despite all of these hardships, the corps won the regional drill without arms competition and the Strathcona Shield for the best large army cadet corps in Eastern Ontario in the past two years. The corps' strength is its cadets and officers who continue to struggle to be the best they can be.

THE TOLL

Due to a pending divorce, I have stepped down from active involvement with the corps. The 'promised' one night a week never materialized and I feel I cannot continue to fulfil my commanding officer role to the level needed for the corps' success. I continue to do corps administration.

How successful do I feel I was in balancing my life? Did this 'balancing act' ultimately end my marriage? I'm not sure. My spouse would probably blame the failure of our marriage on my commitments to my career and Cadets. And my best friend resents the time Cadets "stole" from our relationship when I was unavailable for weekends.

But I look at it differently. My office and home are full of cadet memorabilia — photographs, my commissioning scroll and plaques reminding me of the wonderful people I have met through the cadet movement. I live with the knowledge that I never let down anyone who was depending on me. And I have always fulfilled my responsibilities to my son, my job and to the cadet organization. In spite of everything, I still urge other officers to make the effort and consider the role of commanding officer of a cadet corps or squadron.

No, it's not one night a week, but if you do it — and keep your work, lifestyle and Cadets in balance — you will never regret it. 🌿

VOLUNTEERISM —

life-blood of the cadet movement

“THE STRENGTH OF VOLUNTEERING IS, I BELIEVE, ONE OF THE DEFINING VIRTUES OF MODERN CANADA,” HIS ROYAL HIGHNESS CHARLES, PRINCE OF WALES, WROTE IN THE *GLOBE AND MAIL* DURING HIS APRIL VISIT TO CANADA. CERTAINLY, IT’S ONE OF THE DEFINING VIRTUES OF THE CADET MOVEMENT.

The many officers who work countless hours over and above their paid hours, civilian instructors, as well as League and parent volunteers who give so freely of their time are the life-blood of Cadets. Volunteerism is seen as important enough that the United Nations has designated 2001 as the International Year of the Volunteer.

But with growing demands on time, volunteerism is at risk. According to Michael Hall, vice-president of research at the Canadian Centre for Philanthropy, Canada’s voluntary sector is “skating on thin ice” because half of its donations and volunteers come from a tiny and shrinking core of supporters. Volunteers are “a pretty unusual slice of Canadian society”, he says — one that may actually be disappearing.

The 1997 Statistics Canada National Survey of Giving, Volunteering and Participating (NSGVP) revealed that 31 per cent of respondents had given time as an unpaid volunteer to a non-profit organization and that 50 per cent were members of one or more civic organizations. But those numbers are deceiving because the top third accounted for more than 80 per cent of total volunteer time. In fact, says Mr. Hall, one in 10 people account for most of the giving and volunteering in Canada.

The cadet movement is full of people in this top third. As an organization that is highly dependent on volunteers, it is interesting to view a picture of the active volunteer in Canada, as painted by a Statistics Canada report on research findings of the Nonprofit Sector Knowledge Base Project. It describes a person who

- has been involved in civic activities as a youth;
- has an above-average education and occupation;
- feels a sense of personal responsibility for or interest in community affairs;
- feels a sense of satisfaction and control in life;
- has children under the age of 17 living at home in a larger than average household; and
- engages not only in volunteering but also in other forms of helping, contributing and participating as well, especially through religious organizations.

Data from the National Survey of Giving, Volunteering and Participating suggests that many factors, personal and social, contribute to an individual’s level of community involvement. An adult’s tendency to participate in community activities is influenced by both their childhood and adult experiences. As a youth, being involved in youth groups and having parents who volunteer will influence later community participation. As an adult, education and current religious attendance are significant predictors of community involvement.

According to Statistics Canada, the propensity to volunteer can be enhanced through social learning. In other words, promoting positive attitudes and values towards volunteering among young people can be very effective.

As an organization that offers youth group involvement, volunteers as role models and a citizenship program, Cadets seems to be moving in the right direction towards ensuring that volunteering remains “one of the defining virtues of modern Canada”. 🍁



Brian Garagan volunteered to conduct a study on the perception within the partnership of the army cadet league. For the results see our fall issue

VOLUNTEERING

can put balance into lifestyle

WHEN LOOKING AT LIFE AS A 'BALANCING ACT', IT'S EASY TO LOOK AT VOLUNTEER TIME AS SOMETHING WHICH CAN TIP THE BALANCE NEGATIVELY. BUT THERE ARE SOME WHO VIEW VOLUNTEERING AS SOMETHING THAT TIPS THE BALANCE POSITIVELY — ESPECIALLY WHEN IT'S SOMETHING THEY ENJOY.

League volunteers Brian Garagan and Fred Hopkinson are among those who view it positively.

Other than being grandfathers, Army Cadet League of Canada volunteer Garagan and Air Cadet League of Canada volunteer Hopkinson fit the Statistics Canada volunteer profile to a tee.

Mr. Garagan of Winnipeg is governor at large, national chair of the public relations committee and a former provincial president of the army cadet league. He is also manager of media and community affairs (Manitoba, Saskatchewan and Northwestern Ontario) for Canada Post. Mr. Hopkinson of Dundas, ON, is a member of the Board of Governors of the Ontario Provincial Committee, as well as former national president of the air cadet league. He is also a human resources consultant specializing in career transition counselling.

Both men volunteer at least 300 hours a year with the leagues. The national annual median for volunteer work is 66 hours. That places them in the group responsible for nearly 90 per cent of the total volunteer time in Canada, according to a 1997 Statistics Canada study.

What drives these men to volunteer as they do?

Mr. Garagan's story supports the Statistics Canada finding that the example set by their parents is an important formative influence for children who become adult volunteers. "I've always had a sense of community involvement since I was a little boy," says Mr. Garagan. "It was taught to me by my parents." He was officially introduced to volunteerism at the age of six, accompanying his father on visits to a local orphanage.

He's been a volunteer — in one form or another — ever since, balancing his work and family life with volunteer work in several organizations. Mr. Hopkinson does the same.

Active on several national and provincial league committees and as a member of the sponsoring committee of 735 Firebird Air Cadet Squadron in Dundas, ON, Mr. Hopkinson quips, "My mother once commented that the day of her funeral would not conflict with an air cadet activity." Involved in the movement since he became an air cadet in 1952, he considers himself one of Canada's oldest cadets.



"Thank you for all your support — of air cadets, of public speaking, of me," said Cadet WO Alex Prine when he gave this gliding graduation photo to Fred Hopkinson last year.

As board and committee members in several organizations, both men have a healthy respect for volunteerism. And both deem it crucial to the cadet movement.

"Volunteerism is critical to society and the communities in which we reside," says Mr. Hopkinson. "It's important that people from the community — including parents — are involved in the cadet movement," agrees Mr. Garagan.

Available day and night to the media in his Canada Post

position, Mr. Garagan balances his life by prioritizing everything he does corporately and privately. He's flexible, takes a two-week holiday every six months and in consultation with his doctor, takes care of his health.

Mr. Hopkinson admits conflicts do occur occasionally, but his family understands. "Involving my family in activities when possible also helps them understand the importance of what we are doing for the youth of the country. 🌱

Bring on the adventure

RESHAPING SCOUTS CANADA FOR THE 21ST CENTURY

An important aspect of 'growing' in the Canadian Cadet Movement is looking beyond ourselves. We don't mean 'growing' in the context of numbers, although that's a factor. What we're really talking about here is 'growing' in the context of becoming the best organization we can be.

That's what prompted us to ask Scouts Canada for an article in this issue. Scouts Canada, the country's largest youth development organization, has just under 200,000 members — about 150,000 youth between the ages of five and 26 years, and 50,000 leaders and support/administrative volunteers.

We wanted to know if Scouting is going through the same kinds of 'growing' pains as Cadets in its attempt to stay relevant in the future.

You bet it is! **Phil Newsome, president and chief executive officer of Scouts Canada, writes about** some of the challenges Scouting faces and how the organization is tackling the issues head-on as it tries to become more meaningful, relevant and appealing to youth and communities in Canada.

HOW DO YOU TAKE A VENERABLE INSTITUTION WITH ALMOST A CENTURY OF HISTORY AND CULTURE, AND RE-SHAPE IT FOR THE 21ST CENTURY? HOW DO YOU MAKE A YOUTH ORGANIZATION — ROOTED IN TRADITION — MORE RELEVANT TO TODAY'S OVER-STIMULATED, INTERNET-SAVVY, DIGITAL-AGE CHILDREN AND TEENS? SCOUTS CANADA IS TACKLING THESE CHALLENGES HEAD-ON.

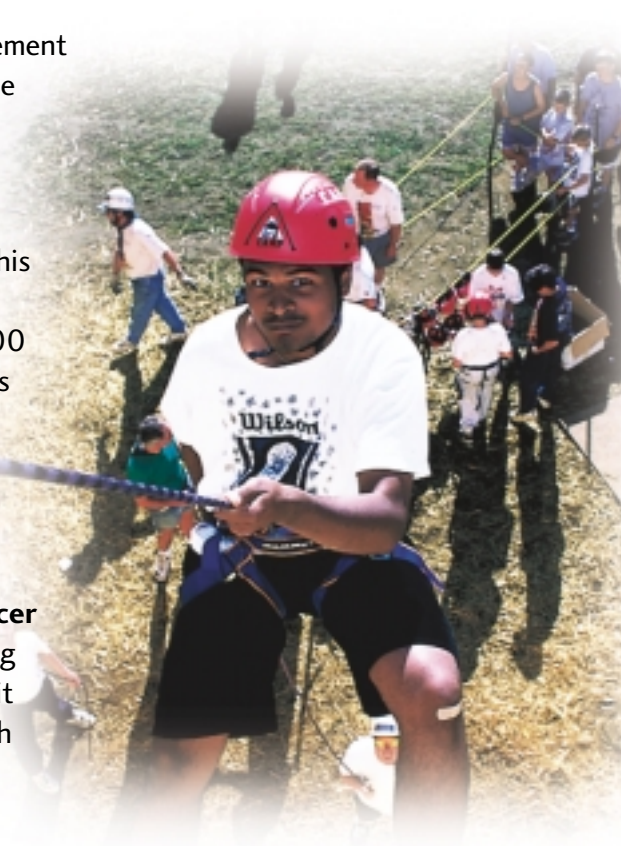
Although Scouting has seen changes over the years (the most significant being the move to a fully co-educational movement in 1998), we still face the public stigma of being an old fashioned, out-of-date organization. Scouting's membership has declined steadily since the mid-1960s (when it reached over 320,000 members). Today, it's slightly under 200,000.

We are working to re-focus Scouting's image (and reality) to make us more meaningful, relevant and appealing to youth and communities in Canada. But we're doing so armed with the knowledge of what our members and the general public expect from us.

Before we could solve our problems, we needed to know specifically, why were fewer youth and communities turning to Scouting for their extra-curricular activities?

RECRUITING VOLUNTEERS — A NEVER-ENDING CHALLENGE

We have received many anecdotal stories from the field about the difficulties of recruiting enough volunteers to run programs. Some of our groups actually have waiting lists of youth wanting to join, but who can't because of a lack of volunteers. Like many volunteer organizations, getting people to donate their precious and dwindling free time is a constant challenge. People are busier and working more hours than ever before. Single-parent



families, or families with both parents working full-time also have less time to volunteer. And volunteering in Scouting can take a lot of time. It's not just two hours a week. There's planning and running weekly meetings, weekend camps, training, fundraising, group committee meetings — the list goes on forever.

We needed to find a way to make it easier to be a leader. In response, we've totally revamped our leader training program to focus solely on skills development — the results, rather than the process of attending courses. Some leaders already have the needed skills, so they need less training. We also realize there's more than one way to develop the skills needed to be a leader, including videos, books, mentoring, on the job training, CDs, and web sites. A leader no longer necessarily needs to attend a three-weekend or week-long course to learn about Scouting.

We're also improving our resources to leaders. We now offer 'canned programs' to help a busy leader plan and conduct a dynamic weekly program. We also have many resources available on our web site (www.scouts.ca), and have a 'help line' for leaders to call or e-mail and receive advice on their programs. This fall, we'll introduce a 'program builder' CD-ROM — including more than 2,000 exciting program activities — that will make program planning a snap!

But is making it easier to volunteer the only solution to our decreasing youth membership? Comprehensive research told us there was much more work to do.

KNOW THY CUSTOMER

In the late 1990s, we contracted with Ipsos-Reid to conduct internal and external research. Ipsos-Reid did phone surveys with 1,200 Scouts Canada members, and 1,200 youth and parents among the general public to gather their perceptions of Scouting. Ipsos-Reid also conducted focus groups involving youth members, and youth and parents from the general public.

The internal phone survey showed that the vast majority of members, parents and leaders were very satisfied and happy with their Scouting experience. By and large, they enjoyed the programs, had fun, and looked forward to the weekly activities. More than 95 per cent of members (an incredible number according to Ipsos-Reid) were satisfied with their Scouting experience.

The survey did raise some red flags. Some members commented that Scouting took too much time. Some members expressed concerns about Scouting's relevancy to today's youth. Well over one-third of members felt Scouting was out of touch with youth, and more than one-quarter of members were embarrassed to tell their friends they were in Scouting. Thirty-five per cent expressed dissatisfaction with the uniform.

THE PUBLIC SPEAKS

These themes carried over into the external research. It showed Scouting had fairly high awareness among parents, but it wasn't

"top of mind" as a potential extra-curricular activity among youth (well behind organized sports). Also, both parents and youth among the general public had an outdated and old-fashioned image of Scouting. Only 44 per cent of parents and 41 per cent of youth surveyed agreed that Scouting was a relevant organization.

Parents and youth were also asked what they looked for in an extra-curricular activity. The overwhelming response: to have fun and enjoy themselves. Any many felt that Scouting didn't necessarily fit that need (even though the majority of our own members felt Scouting was extremely fun).

The focus groups confirmed the results of earlier surveys. They further highlighted our image problem, and showed we need to do a better job of portraying a modern image (particularly to youth), and be more flexible in meeting their needs.

BRING ON THE ADVENTURE

The research proved that we needed to focus our public messages on fun and adventure and had to be more

flexible in delivering our programs. Here's what we're doing to respond:

- Last fall, we launched two new, informal, short-term programs: ScoutsAbout (for 5-10 year olds) and Extreme Adventure (for 14-17 year olds). These programs complement and offer alternatives to our core programs (Beavers, Cubs, Scouts, Venturers and Rovers). They offer the same types of activities, but are delivered over a shorter time frame (usually three months). Also they don't have uniforms, ceremonies, badges, or the 'traditional' symbols that people might think of when they think of Scouting.
- ScoutsAbout is an after-school program, offering active, co-operative and creative games, crafts, and outdoor activities. Extreme Adventure offers teens the chance to plan, train for and experience a high-adventure activity. Some of our extreme adventures include 'eco-challenge' adventure races,



mountain bike trips, and canoeing and kayaking expeditions.

- Scouts Canada is enhancing its public relations and advertising. We are ensuring that Scouting delivers consistent positive messages (fun, adventure, friendship the outdoors) to the public across the country. We adopted a new slogan: "Bring on the Adventure." We use it in all of our external and internal communications efforts.

Last fall, we launched our two new programs with the assistance of an internationally respected public relations firm. We conducted a cross-Canada media tour, getting coverage on TV breakfast shows (including Canada AM), radio programs and daily papers. The campaign generated 19 million media impressions across Canada, and helped us promote ourselves as a modern and relevant organization.

This fall, we are planning a co-operative paid advertising effort with local Scouts Canada councils. We want to build on the success of the media relations campaign, and continue to deliver consistent, positive and relevant messages to the public about Scouts Canada. We'll use outdoor ads, and ads in theatre magazines aimed at parents.

- To be more flexible in meeting the needs of youth, we are de-emphasizing the uniform in Scouting. (We aren't changing it or getting rid of it.) Our leaders have been told to consult with their own youth members about where and when to wear the uniform. We conducted additional research about the uniform with Ipsos-Reid, and learned that most youth (in the Scout, Venturer, Rover age group) feel the uniform has a place in Scouting. But they feel they should get to decide where and when to wear it.

Many of our youth members said they want to wear the uniform for things like ceremonial and formal occasions, award ceremonies, Remembrance Day ceremonies, and Scout-Guide Week activities. They also feel the uniform has no place at all in outdoor activities (like camps, canoe trips, etc.) and a very limited role in the average weekly meeting. The key message to leaders: We're a youth organization. Consult with them, and do what they say!

- Scouts Canada is also planning to introduce a line of Scouts Canada-"Bring on the Adventure" life-style wear this fall. The line will include attractive, affordable branded outdoor clothing, like fleece pullovers, vests, jackets, hats and t-shirts. They'll be perfect wear for Scouting's many outdoor activities, and help us identify ourselves to people when our members are out enjoying their adventures in public.

MEETING THE NEEDS OF TODAY'S YOUTH

These are just a few of the initiatives that Scouts Canada is taking to meet the challenge of attracting today's youth. We are also involving youth members in decision-making roles, such as participating on boards and national committees. It's their organization, and we need to ensure they have a major say in determining Scouting's future direction.

Our changes are just beginning to take shape and bear results. Change in a volunteer organization takes time to implement and take root, but Scouts Canada is confident we are headed in the right direction to remain a viable and relevant force in the lives of youth and the communities we serve. 🍁



ARE *you* PART OF THE PROBLEM?

By LCdr Brent Newsome

A GREAT DEAL OF SPACE IN *Cadence's* PREDECESSOR, *Proud to Be*, WAS DEDICATED TO INFORMING CADET MOVEMENT MEMBERS ABOUT THE STEPS BEING TAKEN TO REDUCE THE ADMINISTRATIVE BURDEN AT LOCAL HEADQUARTERS. HIT LISTS HAVE BEEN DEVELOPED, ORDERS ISSUED AND ATTEMPTS ARE BEING MADE TO BRING THE ADMINISTRATION REQUIRED BY HEADQUARTERS UNDER CONTROL, BUT SOMETIMES HEADQUARTERS IS NOT THE PROBLEM.

As a corps commanding officer and a member of the Way-Ahead administration action team, I have been quite loud in my objections to the amount of administrative burden "imposed from above." Recently, however, I was called to task about my complaints that the burden is always imposed from headquarters. A staff member at our regional headquarters took me aside and challenged me to look at the administrative burden from his perspective. As I am always up to challenge I began investigating how well my unit was working administratively with our headquarters.

Despite the best intentions to improve our administrative ability, my unit gets a failing grade for 'dealing effectively with headquarters'. In a two-month period, we failed to respond to four requests for information (despite eight weeks notice). A summer camp contract was returned to the unit because it was incorrectly completed. Ten summer camp applications were returned because we failed to complete all the sections. Two requests for exercise were returned because they hadn't been completed correctly. And seven cadets nearly didn't qualify for a Youth Initiatives Program scholarship because we overlooked the deadline.

As I dug into these problems I started to see a few patterns. Most of the forms were being returned because the officers completing them were not reading the instructions completely, were rushing quickly to get the paperwork out of the way, or didn't understand what was being asked on the form.

We were missing deadlines because items were being left in various people's briefcases or on desks, and there was no follow-up by any one person. Other reports had to be completed because somebody somewhere in the cadet movement was not familiar with the rules, and a new set of 'controls' had been imposed to ensure that units were following regulations.

I wonder how much headquarters time I wasted because I wasn't paying close attention to what my staff and I were doing? How often does headquarters have to create new procedures and administrative processes because one unit can't (or won't) take the time to read and understand regulations and as a result, makes a mistake that ruins it for us all?

Do you take the time to read and familiarize yourself with new procedures and policies? Are you training your junior officers effectively? Do commanding officers take advantage of their headquarters staff knowledge to get it right the first time? Does your unit create its own processes and procedures? Have you made suggestions to your headquarters on how to improve the administrative process?

While I continue to contend that the amount of administrative work requested in two months was completely out of line with running a volunteer youth organization, I have to admit that my unit is part of the administrative burden. Is yours? 🍁

– LCdr Newsome is commanding officer of 24 RCSCC *Magnificent* in Dartmouth, NS. He is also the son of Phil Newsome, CEO of Scouts Canada.

LCdr Brent Newsome



A HAPPY Balance

Responsible to the military; responsive to sponsors

By LCdr Gerald Pash

A MONTHLY REPORT WILL NOT ONLY SAVE YOU TIME, BUT IT WILL ALSO SAVE YOU MULTIPLE DISCUSSIONS, AS IT MEASURES THE ACTIVITIES OF BOTH THE UNIT ADMINISTRATION AND THE SUPPORTING SPONSORING COMMITTEE.

Often cadet unit commanding officers find themselves pulled between duty to carry out their responsibilities to the Canadian Forces chain of command and the demands of the very important civilian league sponsor and its representative committee. There should be no competition. The responsibility of each is well defined and has not changed significantly over time. There is of course the reality of how it works locally and the requirement for each to understand what each can do best to support the cadet individually and collectively.

The cadet unit commanding officer is responsible for carrying out his duties to the commanding officer of the regional cadet support unit. One of those responsibilities is a duty to maintain good relations with the sponsoring league and to allow league representatives and parents to support the cadet unit to everyone's benefit. Every cadet unit commanding officer has a duty to be responsive — by providing information — to league representatives.

It has been said again and again that the greatest barrier to good relations between commanding officers and sponsors is lack of communication. Keeping your sponsoring committee informed does require some effort. Ideally you should attend the committee's meetings and be available to answer questions. The amount of time you take at those meetings can be greatly reduced by pre-empting many of the frequently asked questions. In so doing you free up time for the sponsor to discuss items that are appropriately sponsor business in support of your unit.

My experience as the commanding officer of an air cadet squadron led me to develop a simple report that saved a great amount of time and discussion with the sponsoring committee. I can hear you now. Not another report! How can that save me time? It will not only save you time, but it will also save you multiple

discussions, as it measures the activities of both the unit administration and the supporting sponsoring committee.

The magic is that there is nothing that you don't or shouldn't already know. It does organize the information in a manner that is easy to read and simple for sponsors and parents to understand. It takes only a few minutes to complete and most of the information has already been compiled in another form or is already in your head. Two copies of the report are presented to the sponsoring committee chair once a month and ideally just in advance of the committee's monthly meeting. If your sponsor group does not meet regularly, it forces you to provide key information to the chairman on a monthly basis. The sponsoring committee chairman then must acknowledge your report in writing with his/her comments on the same form and sign your copy before returning it to you.

No matter what the personal relationship may be, this is a professional and straightforward method of carrying out your **responsibility** to the commanding officer of the regional cadet support unit to be "**responsive** to your sponsoring committee," and maintain effective internal communications. ✻

— LCdr Pash is the public affairs officer for Regional Cadet Support Unit (Pacific)

MONTHLY REPORT TO SPONSORING COMMITTEE

FOR MONTH _____

UNIT STRENGTH:

Officers:	male _____	female _____
Instructors:	male _____	female _____
Cadets:	male _____	female _____
Total:	_____	_____

Average weekly attendance: _____ Average Percentage _____

UNUSUAL CIRCUMSTANCES AFFECTING ATTENDANCE: (WEATHER, SCHOOL EXAMS, COMMUNITY EVENTS)

This is important, as it is an objective report card. It reveals the unit's ability to recruit and retain cadets. It is also a reminder to the sponsor to continually seek out suitable candidates as unit officers and put the required emphasis on recruiting overall. Recruiting is a league responsibility while community relations and public affairs is a joint responsibility.

TRAINING: (ITEMS NOT COVERED IN ROUTINE ORDERS OR REGULAR SYLLABUS)

Training is the sole responsibility of the unit officers. Your sponsor needs to know that you are on schedule, whether you need any special training aids and what special training events are planned and if any special funding is required such as bus transportation or aircraft rental.

SPECIAL EVENTS: (ITEMS NOT COVERED IN ROUTINE ORDERS)

Short report on current planned events.

REQUIREMENTS OR PLANS FOR FUTURE ACTIVITIES: (FUNDS, EQUIPMENT, ASSISTANCE)

Here is your opportunity to suggest new activities. Open discussion on what is required for a mess dinner, cadet ball, citizenship trip, awards event at City Hall, freedom of the City; anything that is particular to the sponsor's responsibility of providing accommodation, building repairs, administrative support and equipment, band and music support, firearms safety support and finances, etc.

ADDITIONAL REMARKS BY COMMANDING OFFICER

Follow up on issues from the previous month. Comment on successes, problems and other activities. Report on headquarters support, clothing and equipment and stores. Report on individual cadet issues, nominations for appointment, awards, summer training.

COMMENTS BY CHAIRMAN OF SPONSORING COMMITTEE

The opportunity for the sponsor chair to comment on any item or issue, or report back on any committee decisions.

Signed _____
Commanding Officer

Signed _____
Sponsor Committee Chair

Forum



**New ideas, best practices
and lessons learned**

GET CREATIVE!

By Lt(N) Melanie Brooks

YOU GET OUT OF LIFE WHAT YOU PUT INTO IT. AND OUR CHALLENGE, AS CADET MOVEMENT LEADERS, IS TO BE CREATIVE ENOUGH TO ENSURE THAT CADETS GET THE MOST OUT OF CADETS.

Some simple strategies can build communication, create greater challenges, and teach cadets that they really do get out of life what they put into it.

The cadets I have seen excel over the years are those who are pushed to their limits and then challenged to reach slightly beyond them. I have worked with cadets in ships and on exchanges where a tightly knit bond developed early creates an atmosphere where self-confidence rises and exploration of their own personalities begins. Seeing these personal growth experiences is the most rewarding aspect of being an officer.

Personalizing specific events for cadets helps make their opportunities more rewarding.

During a recent visit to Groesbeek War Memorial in Holland, I wanted my cadets to relate personally to the sacrifices of soldiers during the Second World War. I asked them to look in the directory for a surname that matched

Cadets Christopher Webb of Victoria, left, and Dani-Marie Luciano of Bowmanville, ON, look for surnames that match their own in the Groesbeek Canadian War Cemetery in Holland. Personalizing the visit helped them relate to Canadian losses during the Second World War.

their own and gave them a tri-element Canadian Forces pin and Canada shoulder flash badge to place on that soldier's gravesite. In reading the directory, they learned the age, family, and hometown of the soldiers. Learning that some of the soldiers were no older than themselves when they died helped them relate.

Knowing that a solo expedition can be a huge growing experience for young people who have never camped out, been out of a large city, or stayed completely alone before, I once asked my cadets to write a personal letter to themselves during their expedition. I asked them to include their aspirations, life goals, a personal view of how they saw themselves and where they wanted to be in five years. The letters were not read by anyone else. I kept them and mailed them back to the cadets six months later. It gave them a chance to reflect once again on school, upcoming university decisions and other things they might otherwise have delayed.

On a recent trans-Atlantic trip, I challenged my cadets to create a message in a bottle that they could toss overboard ceremoniously upon crossing the Prime Meridian. This challenged them to work creatively as a team to complete the task on time, and constantly check their plotting for the exact moment when the bottle would be tossed overboard. The cadets placed notes of special memories of the trip, pins, small flags and gifts in the bottle. Much to our surprise the bottle was found and we received a return message six months later. This simple task brought back fresh memories of our sea adventure and the promise of new memories to come by keeping in touch with the family who found our message.

Aboard ship, I have assigned a cadet daily to be in charge of team spirit. At summer camp, I've provided a small radio and assigned a cadet daily to report the news to the rest of the division. These are small things that can bring about a larger experience for cadets

Our challenge as cadet leaders is to find creative ways to build an environment where cadets can search within themselves and grow personally from each new experience — to get the most from Cadets. ✨

– *LT(N) Brooks is an officer with 47 Captain Vancouver Sea Cadet Corps in Vancouver.*



SUCCESS 'SECRETS'

By Maj Dianne Krücker

2912 SUDBURY IRISH ROYAL CANADIAN ARMY CADET CORPS MUST BE DOING SOMETHING RIGHT!

For the second year in a row, our corps received the Lord Strathcona Shield as the most efficient army cadet corps in its class in Northern Ontario. Also for the second year running, we received the award given to the Ontario army cadet corps with the most interesting and effective training program, combined with the highest retention rate and strength relative to the size of the community.

I've been asked to share what I believe are some of the 'secrets' of our success.

RECRUITING/RECRUIT TRAINING

Personal contact of cadets with students is key when we begin our recruiting campaign. We meet for 30 minutes with



Even as a captain, Dianne Krücker believed in keeping lines of communication open. Here, she chats with Cadet CWO Chris Hartwick on a bus carrying the corps' skill-at-arms team to Borden, ON.

complete groups of grades 7 and 8 students. The officer who attends introduces at least three cadets, junior and senior, dressed in a variety of uniforms (greens, combats, kilt and scarlet). The cadets talk to the students and the officer assists when necessary.

We have an excellent six-week training program for new recruits. We sell them a t-shirt — which gives them a sense of uniformity and pride — on the first night. They receive general knowledge of the army cadet program, learn some drill, fire the air rifle, watch army cadet videos, learn how to do their uniform, meet with senior cadets and the commanding officer, and so on. On the fourth week, the cadets receive a uniform, but they leave it on a hanger — tagged. They take home only their boots and berets. On the sixth week, they wear their uniforms for the first time for a graduation ceremony. They are then considered cadets and are transferred to a platoon. We believe this format has been behind our successful recruiting and retention.

HIGH STANDARDS AND TRADITIONS

Our corps has adapted to the extensive changes in the army

cadet training program over the years, maintaining its high level of standards and traditions. These standards have created among the cadets the professionalism and leadership necessary to our success. When our cadets participate at competitions at other units or centres, their deportment and conduct is of the highest standards. The cadets and officers address each other by rank only, they stand to attention when speaking to a higher rank, they use the chain of command, and they know when to be serious and when to have fun. Physical fitness is a priority.

COMMUNICATION TOOLS

With such a large corps, we use these tools to keep important communication lines open:

- Personal calls from platoon commanders to their cadets every week to inform cadets of the dress and requirements for parade nights. This also gives an idea of attendance.
- A monthly calendar of parades and activities
- Newsletters, highlighting important issues
- Two parents' meetings yearly
- Letters, when necessary, to parents regarding special activities

CWO Sam Blake and the 2912 army cadet challenge team, after winning the Northern Ontario area regional competition the third year in a row in April.

DEDICATION OF STAFF AND CADETS

Our strongest asset is the dedication and commitment of our staff and cadets. Every year, our cadets look forward to fall, winter and spring field exercises, which strive to keep the ARMY in army cadets. Our training program is diversified and active. Our cadets are involved in the preparation of most of our activities. Their feedback is very important to us.

The attendance of our staff members is outstanding on training and administration nights, as well as on weekend exercises. They enrol in as many training courses as possible so they can provide numerous training opportunities to our cadets.

Since January 1999, we have gone from 40 cadets on strength to 113. 🍁

— Maj Krücker has been the corps commanding officer since last September, and was previously CO from 1990 to 1993.



'HR MAN' shares his mandate



MODERNIZING HUMAN RESOURCES MANAGEMENT IN THE CIC

By Maj Harold Mendes

WHENEVER I'M ASKED TO EXPLAIN MY POSITION AS THE STAFF OFFICER CIC HUMAN RESOURCES (HR), MY FIRST REACTION IS TO HUM THE *VILLAGE PEOPLE'S* TUNE OF *MACHO, MACHO MAN*. MY VERSION GOES SOMETHING LIKE THIS: HR, HR MAN, I'M GOING TO BE THE HR MAN... HR, HR, MAN, I'M CIC HR MAN. TO ADD A PERSONAL TOUCH, I ALSO PROVIDE THE BODY GYRATIONS THAT CLEARLY REVEAL MY JAMAICAN BACKGROUND.

This tune was one of the greatest hits when I joined the Canadian Forces as a personnel selection officer (PSO) in the mid-seventies. Those of you who weren't around then, read on anyway, as I will explain how 25 years of PSO experience have equipped me well to deal with the challenges I will be facing as the provider of 'organizational behaviour advice' to CIC senior staff.

Given the dynamic and ever-changing times in which we live, the CIC leadership saw fit to review, modernize, and align its HR systems with the current

best practices in HR management. As the CF was undergoing extensive review of its own HR systems, the CIC was given the opportunity to align itself with Regular Force initiatives that were being reviewed. The initiatives that specifically affect the CIC include: restructuring the Branch Advisory Council (BAC), pursuing the CIC Change Management Project and taking part in the Reserve Force Employment Project. I've already been tasked to provide support to these initiatives.

The role of the BAC — as explained by Director of Reserves Capt (N) Jennifer Bennett in the last issue of *Cadence* — is to "facilitate CIC members in voicing and addressing their concerns and

recommendations, as well as provide input into policy affecting the branch." My role in the directorate is to co-ordinate, advise, and oversee CIC HR matters at the national level. One of my roles is to act as secretary for the branch council and I am looking forward to my first official meeting with the regional advisors at the July BAC meeting in Edmonton

The goal of the CIC change management plan, in the words of team member Capt Mike Blackwell, is to ensure that officers are "adequately recruited, trained, employed, and remunerated." This project is progressing well; the sponsor advisory group received the final report in May. Funding for the implementation of

the report recommendations has been approved, and team members are embarking on the project's second phase. Most of the team's work will consist of holding qualification standard and training plan boards to determine the competencies required of CIC officers to perform their job. As project manager, I will be responsible mainly for ensuring long-term stability, continuity, and coherence among other CIC HR initiatives.

The Reserve Force Employment Project is also progressing well. This is the largest review ever of Reserve policy and is an excellent opportunity to revisit past decisions when CIC officers may not have been considered.

Capt (N) Bennett is the project manager and thereby provides a key link between the chief of reserves and cadets and the assistant deputy minister human resources (military). The entire project will look at policy from a pan-Reserve perspective, taking into consideration Primary Reserve, CIC, Supplementary Reserve and Canadian Rangers. Greg Harper, RFEPC project leader, indicates that the intent is to treat purely CIC issues as a separate "theme". This will ensure that issues unique to the cadre are given the attention they deserve. One of the cadre's main concerns is to find ways of increasing the retention of its trained personnel. Again, the depth and breath of my PSO experience in the area of attrition/retention may be of value to senior staff.

In summary, I believe that my most valuable contribution to the CIC world would be to equip it with policies and procedures as well as modern, tested, and proven HR tools that will allow the cadre to move smoothly into the 21st century. I believe that if we continue to accept that the way we were yesterday is the way we must continue to be tomorrow, we will suffer major setbacks in terms of being able to fulfill our mandate.

Remember the old saying: "If you always do what you've always done, you'll always get what you've always got." With that in mind, I now change my tune from HR, HR man to HR, HR, M — I'm the CIC HR Manager. 🌟

Your new 'HR MAN'

Maj Mendes has spent most of his career as a Personnel Selection Officer (PSO). Beginning in 1976, he spent three years as a Base PSO, doing human resources (HR) management work.

After acquiring a master's degree in psychology, he became a researcher at the Canadian Forces' Personnel Applied Research Unit. One of the projects he worked on there was the attrition/retention of pilots, perhaps gaining attrition/retention knowledge he can draw upon to apply to CIC officers.

In 1984, he became director of the department of psychology at the Collège militaire royal (CMR). During six years there, he taught university courses, developed programs, and advised students on career issues. While there, he also

enrolled in the University of Montreal Industrial/ Organizational Psychology program, graduating with a doctoral degree (Ph.D.) in 1994. His thesis focused on the development of group performance measures as they impact on teamwork.

Posted to Australia for a two-year tour as senior Canadian research officer with the Australian Army, he provided professional advice to senior level managers and policy decision-makers on recruitment policy development and monitoring. This too could serve him well in his new post.

Returning to Ottawa in 1996, he retired a year later and transferred his expertise to the Public Service, where he provided technical advice and policy development strategies to federal departments' HR consultants. His expertise was in the appropriate use of assessment tools for recruitment, selection and staffing. Back in uniform in 1999, Maj Mendes embarked on the CF's recruitment project before becoming the CIC's first HR officer in April.

Maj Mendes also teaches organizational behaviour courses as part of the Royal Military College's continuing education master's degree program. Both his son Karl and daughter Kristine have fond memories of their years in Cadets. 🌟

**...25 years of
PSO experience
have equipped
me well to deal
with the chal-
lenges I will be
facing**

Web talk www.cadets.ca



Leaders must be open and knowledgeable in electronic age

By Capt Ian Lambert

THE AVAILABILITY OF INFORMATION ON-LINE IS CHANGING THE CADET PROGRAM. TODAY, CADETS ARE GETTING INFORMATION ON-LINE FROM THE VARIOUS REGIONAL AND NATIONAL CADET WEBSITES AND ARE ASKING QUESTIONS THROUGH E-MAIL AND CHAT ROOMS. THE IMPACT IS ENORMOUS.

The chain of command has not become obsolete, but what has changed is that information now moves easily outside this chain through electronic media. Cadets are looking and finding orders and regulations — the same orders and regulations most never had access to at their local units. Chat rooms have provided a forum for cadets from different corps and squadrons to discuss and compare training and local policies. Through e-mail and websites, cadets — and parents — are asking questions and getting quick answers. The result is a cadet population that is more and more aware of how the program and their corps and squadrons are supposed to work. Not only are they informed, but they also have the tools available to have their concerns addressed with minimal effort on their part. It takes only a minute to whisk e-mail to the regional cadet support unit or to national defence headquarters.

We can try to control this information by burying orders behind firewalls and requiring log-ins to access directives, but we would only be shooting ourselves in the foot. We would be sending the message to cadets, parents and the general public that there is something to hide. In the new world of rapid communication and information at our fingertips, it is ever-important that corps and squadron personnel be up-to-date on the program and straight-forward in addressing questions raised by parents and cadets.

Our actions have to reflect official regional and national policies on things like abuse of authority, selection for summer course, promotions and favouritism.

One of the weaknesses in our program for a very long time was the lack of communication of information; parents and cadets were often in the dark. Without the proper information, they speculated and challenged decisions made by the proper authorities. Informed parents will have more confidence in how the program works and by extension will be stronger supporters. By providing information in an open and up-front manner, it will become evident that we are doing our jobs by the book. And when things are not done in accordance with published regulations, informed cadets and parents will ensure that commanding officers are held accountable.

Though it may not yet be evident, the changes occurring will help protect the cadet program by making it more open and by providing a more timely mechanism for addressing concerns. By sharing information on-line, we are saying to parents, cadets and the general public that we are proud of our program and have confidence in how it works. ✻

— Capt Lambert is the national web site manager at directorate of cadets.

Becoming better officers



Training to benefit the entire CIC community

By Maj Serge Dubé

About three years ago, cadet instructors cadre (CIC) trainers from across the country got together to look at the training that was delivered to officers. They started to revamp the basic officer qualification, the military occupation (sea, land and air), the lieutenant qualification and captain qualification courses. Work stopped for a while when the directorate of cadets reorganization began a year and a half ago. But then I was appointed as the staff officer, CIC training development. One of my first duties was to finish the Qualification and Standard Plan (QSP) that had been started two years earlier.

So a call to the country went out and a number of people came on board to help in the QSP's completion. The individuals involved were from the regional cadet instructors schools, as well as local, regional and national headquarters. It proved interesting to have some local headquarters representatives on our working group. They were able to bring us back to the reality of being an officer at the local level.

Some of the changes we're putting in place have been needed for a long time to make the training more interesting for the adult community of the cadet movement.



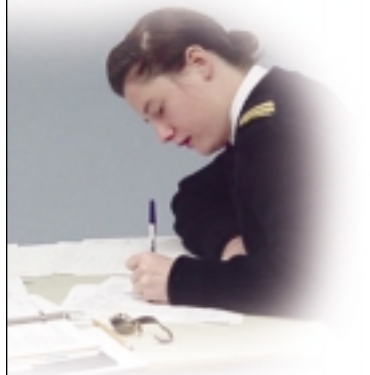
One important issue we dealt with was student assessment. Normally, six to 10 periods were allocated, on average, for the evaluation of a trainee during an eight-day course. This has been reduced to three to five periods on eight-day courses.

We have also removed the class standing and course grade on most courses. Now the courses are pass or fail. More emphasis will be placed on passing on the information and helping you do your job better.

We also removed some of the duplication between courses. Operation Orders, for instance, were taught in three different courses. We have also included new material on Situational Leadership II (a more up-to-date tool making leadership easier to understand) and the Human Synergistic decision process (to help unit officers make better decisions). Also included are more tools on how to deal with your unit staff and the cadets.

In some cases, the material isn't new. It was being taught in other schools and is now being applied nationally to all schools. Our working group objective was to listen to best practices across the country and apply those best practices to courses that would most benefit the entire officer cadre.

Look for these changes and more, beginning this fall. ✨



More emphasis will be placed on passing on the information and helping you do your job better.

LEADERSHIP...

A cadet leader's perspective

By Cadet MWO Mike Thornback

"It's the worst thing in the world when an officer has to do the job of an NCO."

"Your cadets' needs should always come before your own."

— MWO Mike Thornback.

I remember the days when I first joined cadets — things were a lot different then. The discipline was a lot stricter, the uniforms were sharper and the demeanour of the non-commissioned officers (NCOs) was generally more professional.

Granted, times have changed. Rules and regulations have come and gone. But has the system changed so much that we have forgotten how to lead our cadets?

Personally I take great pride in shaping the minds of younger cadets, ensuring that I, as well as the seniors of my corps, set a high standard for our cadets to follow. So why is it that I see NCOs and cadets showing such disregard for their uniforms and setting such a poor example for the next generation of NCOs?

Despite what you may or may not think, the younger cadets do look to you for guidance and to set the standard. Cadets is a place to have fun, but there is a time and a place for it. When cadets see you tell another NCO (especially a higher ranking one) that you're not going to do something, both of you lose the respect of the cadets.

NCOs are the backbone of a cadet corps. If there is not an atmosphere of mutual trust and respect, then not only will nothing get done, but Cadets will become fun for no one. If you have a dispute with another NCO then settle it in private and do it maturely.

The best thing any NCO can do is always keep learning and expanding his or her base of knowledge; you

never know when something you learn will be useful. The more knowledge you have the easier your job gets, so first know exactly what your job in your unit is, then shape it to your style of leadership. One golden rule that should never be far from the mind of any leader is your cadets' needs should always come before your own.

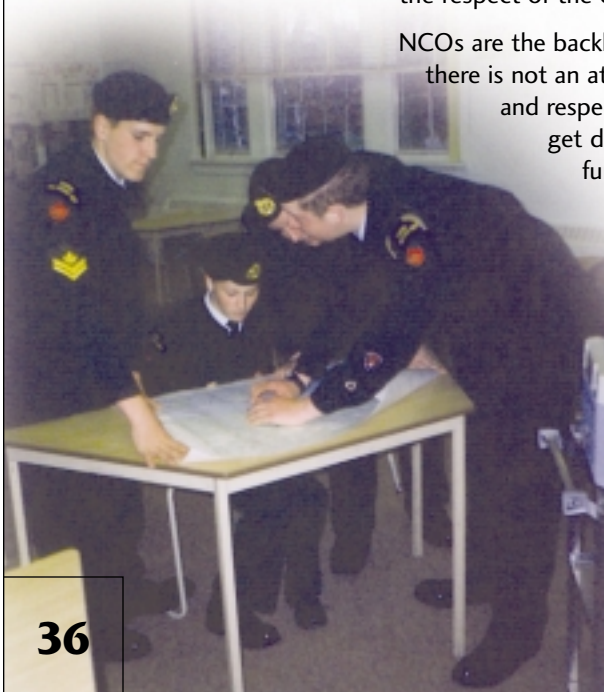
Senior NCOs have so many roles in cadets — from parent to friend to instructor. Each has its own time and place to be used within the unit. With these changing roles, an NCO's ability to adapt to new conditions has to improve as well. Thinking on your feet is an asset that you can use throughout your life. Cadets provides the perfect outlet for you to learn.

Finally, NCOs have to understand that personal initiative must be shown for a unit to run smoothly. If you have to be told to do something that obviously needs to be done, something is wrong. It is paramount that NCOs do their jobs to the best of their abilities. It's the worst thing in the world when an officer has to do the job of an NCO.

The officer's job is planning; the NCO supervises and carries out the plan. This basic principle is set in stone. We, the NCOs, work with cadets for one very important reason: We know the cadets better than the officers do. We work with them on a regular basis and understand their strengths and limitations. 🌟

— MWO Thornback is the squadron sergeant-major with 76 Army Cadet Corps in Uxbridge ON.

MWO Thornback, shown here with, from left, MCpls Jordan Rozenzweig, Patricia Humphrey and Brian Fowlow.



A CADET LEADER'S dilemma

To be or not to be an officer

By Cadet CWO Raytia David

FOR AS LONG AS I CAN REMEMBER CADETS HAS BEEN A PART OF MY LIFE. MY WEEKS REVOLVED AROUND CADET TRAINING NIGHTS AND MY WEEKENDS WERE FILLED WITH CADET ACTIVITIES. ONCE I STARTED GOING TO CAMP IN THE SUMMER, THEN CADET ACTIVITIES ALSO DEFINED MY SUMMERS. OVER THE YEARS BEING A CADET HAS BECOME A PART OF WHO I AM AND HAS SHAPED WHO I HAVE BECOME. A PART OF ME WOULD LIKE TO BECOME AN OFFICER

Now that I am almost 19 years old, it seems hard to believe that soon I will no longer be a cadet and that such a huge part of my life for so long will be over. I have often thought about what I will do when Cadets is over. A big part of those thoughts is whether I will become a CIC officer and continue on with the organization in another way.

My own commanding officer, Capt Marc Johnson, has been a huge influence in my life. When I think about all of the hard work and time he has put into our corps and the results that we have all seen because of it, it makes me want to take on the role of CIC officer.

But I also see how much time it takes to commit to being an officer with a corps. I have so many choices ahead of me. I have to decide what university to attend and where, what courses to take, whether or not to play basketball. It's hard to imagine adding to that the role of CIC officer right now. Sometimes I think that it might be better if I take some time away and look at the CIC when I am a little more comfortable in my new world.

Other times it is hard to imagine not being a part of Cadets anymore. This part of me wants to become an officer so that I



CWO David receives the Royal Canadian Legion Medal from Lieutenant Governor of Nova Scotia Myra Freeman.

continue on with the organization and the corps. But it is also a little weird to think that one day you are cadet and the next day you are in charge of cadets who you used to parade with. I think that it will be a hard transition to make, going from being a cadet to being an officer and I don't know if I am ready to make that leap so soon after leaving the organization.

For right now, I think I will make my decisions one at a time. I will finish my last year as a cadet and enjoy every minute of it. And I will leave my corps knowing that I have achieved all that I have wanted to accomplish as a cadet. Once I have settled the questions about school, courses and basketball then I will sit down and think about the officer question. It's going to be a tough decision and the best thing I can do is make it when the time is right for me.

For now I'm not sure, but I think that even if I do decide to wait to join the CIC I will eventually return to the cadet program. There's just something about Cadets that calls people back. 🍁

– CWO David is a cadet leader with 117 (Preston/Westphalia) Army Cadet Corps in Dartmouth, NS.

CAUTION to cadet leaders:

BE ON THE ALERT FOR HEAT ILLNESSES

By Col(ret'd) Jean-Marie Rouleau

Last summer, more than 90 cadets reported to cadet summer training centre medical clinics for heat illnesses. That number in itself is small compared to the more than 33,000 cadets reporting sick during the same period. The disturbing fact is that leaders alert to these problems could have prevented many of these visits by encouraging cadets to drink fluids and reducing the pace of their activities.

Heat illness occurs when the body is unable to cool itself sufficiently. The body naturally transfers excess heat from the body core through the blood stream to the skin where it evaporates into the air through sweat. Sufficient water intake is critical to that process. It maintains a normal blood volume that brings heat from the core to the body surface and it also provides the main component of sweat, which transfers heat from the body surface to the environment.

An alert leader can prevent heat illness by knowing what increases the core body temperature and what prevents the transfer of heat to the environment. A combination of high temperature,

high humidity and minimum air movement is the information used by the Wet Bulb Globe Thermometer (WBGT) Index to limit activities in garrison. However other factors such as clothing and equipment worn, physical exertion like running or forced march, availability of drinking fluids, degree of acclimatization to the climate and pace and type of activities, and state of health or fatigue, can significantly increase the risk. Heat illness may have three levels of severity.

- **Heat cramps.** Muscle cramps in the legs and abdomen, accompanied by excessive sweating are the first level of heat illness. Treat by moving the casualty to a cool location, remove excess clothing and equipment and give the cadet water to drink if conscious. If the condition does not improve, get medical help.
- **Heat exhaustion** or prostration is the second level of heat illness. A casualty will feel weak and tired, may complain of headache, dizziness, blurred vision or cramps and may show signs of shock (cold clammy skin, weak rapid pulse, shallow breathing, vomiting and unconsciousness). Place a conscious casualty in a cool location in the shock position (on his back, with feet and legs raised), remove excess clothing and equipment and give water to drink if conscious. If unconscious, place the casualty in the recovery position (on his side, with head lying on arm looking sideways), get medical help and monitor breathing and pulse.
- **Heat stroke** is the third level of heat illness and is life threatening because the body core temperature rises far above normal. The casualty will be hot to the touch, with a rapid but weakening pulse and noisy breathing. The victim may be restless and complain of headache, fatigue, dizziness and nausea. Other symptoms may include vomiting, convulsions and unconsciousness. Send for medical help, move the casualty to a cool location, remove outer clothing and cover with a wet cloth or place the cadet in cool water. When the body feels cool to the touch, cover with dry clothing. Place a conscious casualty in the shock position; if unconscious, place in the recovery position.

Remember that high heat and humidity must be countered by reduced activity and increased fluid intake, especially at the beginning of camps. 🌿

–Col (ret'd) Rouleau is the Cadet National Medical Advisor.



High heat and humidity must be countered by reduced activity and increased fluid intake, especially at the beginning of camps. (Photo by Wayne Emde)

Viewpoint

Giving teens a second chance

CADETS AS A VIABLE ALTERNATIVE PROGRAM FOR YOUTHS AT RISK

By Douglas Thomas

“Compared with many other Western nations, Canada imprisons a higher – not lower – number of young offenders.”...from the book *Criminal Justice in Canada* by Julian V. Roberts

As an organization dedicated to developing young Canadians, everyone involved in the delivery of the program needs to recognize an identifiable population of youths who could potentially benefit from what Cadets has to offer. In 1998, approximately 107,000 youths aged 12 to 17 were charged by police. Of those charged, only 20 per cent were for violent crimes, with the vast majority being categorized as property crimes, mischief and other minor offences.

The Justice Department is in the process of launching Bill C-3 — a new reform strategy aimed at young offenders. The government has long recognized that young offenders' first exposure to the harsh realities of the legal system is usually never their last. The current youth justice system has been accused by many as being one that merely hardens a young offender by providing attention and exposure to a network of other youth at risk. The government is now advocating an alternative measures program that will allow arresting officers to offer options to young offenders. One option will be exposure to the traditional criminal system, complete with its problems. Another option is where the officer, along with the offender, selects an appropriate alternative program.

For example, a young person is apprehended by police for applying graffiti to a neighbour's fence. The offender accepts responsibility for his or her actions, makes some form of restitution and is directed to a community program. The police officer monitors the offender's performance within the selected activity. In the

event that the agreed upon terms are not adhered to, the youth could face additional penalties.

With more than 1,100 cadet units, the cadet program is without a doubt this nation's single best alternative measure. Concerns that the organization's positive image would suffer would need to be addressed. A confidential process could be established easily whereby only the corps/squadron commanding officer, as well as involved police officers and offenders would be aware of the terms.

There are already youths at risk involved in local cadet programs. In Calgary, a sea cadet corps runs a satellite operation within a youth detention facility (See sidebar). During my four years as a corps commanding officer in Kingston, ON, I had the pleasure of enrolling a number of young men and women from two area group homes. These individuals blended into the corps seamlessly and served with distinction. Flexibility and open mindedness on our part will pay dividends as we strive to fulfill what youth want and what society needs. 🍁

— Mr. Thomas is the national executive director of the Navy League of Canada.

The Department of National Defence/Canadian Forces have not been approached or formulated a position on the concept of Cadets as a viable alternative for youths at risk. The opinions expressed are the personal views of the writer. The Navy League has endorsed the distribution of Mr. Thomas' position paper on the subject and will review feedback before re-evaluating its official position.

SATELLITE CORPS FOR YOUNG OFFENDERS

LCdr Gregg Hatton-Fearnley is the commanding officer of 355 Sea Cadet Corps Calgary, which has a division at the Calgary Young Offenders Centre. The main corps parades on Monday nights; the division of approximately 24 youth offenders parades on Thursdays. The division is about a year and a half old.

“We really need to get young people into Cadets before they offend,” he says. “But if they do offend, let's try to get them back.”

He believes that through Cadets “we can capture some of these hearts back”.

He says the media paint a picture of these young people as “the worst people in the world”, but what he sees

are “lost souls”. Lessons have to be more creative and hands-on to hold their attention. But cadets in the main corps are looking for the same kind of approach.

So LCdr Hatton-Fearnley views the programs as complementary. “If even one cadet leaves the detention centre and is able to come into the main cadet program, then it's worth the hard work,” he says. “I don't know if it will ever happen, but we're going to try.”

CADETS AS A “free program”

PARTNERSHIP COMMITTEE ENDORSES CONCEPT AND APPLICATION

ANY ELIGIBLE YOUTH CAN JOIN THE CADET MOVEMENT AND PARTICIPATE IN ITS ACTIVITIES WITHOUT ANY FORM OF FINANCIAL OBLIGATION TO THE YOUTH, THEIR PARENT(S) OR GUARDIAN(S). THIS CONCEPT OF A “FREE PROGRAM” WAS ENDORSED BY THE MOVEMENT’S PARTNERSHIP COMMITTEE AT ITS APRIL MEETING.

This means,

- no admission fees can be charged to the youth, their parent(s) or guardians(s);
- no charges can be imposed on cadets, parents or guardians as a condition to participate in local and summer training programs funded by or through the Department of National Defence;
- no materiel, equipment, pieces of clothing or badges can be imposed on a cadet unless it is free of charge to the individual, their parent(s) or guardian(s);
- cadets and parents can be requested to participate in fund-raising activities aimed at providing cadet activities, welfare, insurance coverage, collective projects, accommodation and materiel not provided by, or through DND.

At the same meeting, the committee also defined “the partnership” between the Leagues and the Department of National Defence. The definition will be refined at future meetings.

Committee members agreed that “consultation” within the partnership is a problem. Consultation will be defined at the next meeting and a consultation structure will be developed.

The committee discussed the complicated issue of costly insurance for the Leagues, as well as strengths and weaknesses of the Leagues. The idea was to identify best practices and look at the possibility of joint regional meetings. These issues will be examined further in future.

Between its April meeting and its next meeting in July, the committee has broken down into three sub-groups to analyze the roles and responsibilities of the Leagues and DND in the following areas: financial management; public relations and recruiting; official appearances and protocol; logistics/accommodations; personnel management; and training.

LCol Michel Couture, committee chairman, said it is extremely important for the committee to support any future recommendations with solid analysis. Accountability and performance measurement, as they relate to Treasury Board guidelines, must also be considered. ✪



On the horizon

COMMUNICATION

The dictionary defines communication as “the act of conveying information”. Whether it’s good, or bad, communication is at the hub of everything we do. We normally tend to associate it with public relations — something specialists do to preserve or promote the good image of clients. Or something specialists do to mitigate the damage when bad news breaks. And in fact, good public relations can mean the difference between a top-of-mind youth movement and Canada’s best kept secret. But it’s much more than that. It can be communication between regional staff and a local cadet unit. It can be newsletters and web sites. But it can also be as simple as the “clear communication up and down the chain” that senior cadets said they are looking for in our last issue. The theme of our fall issue is communication — in its many guises. ✪

Copy deadlines are August 6 for our fall issue and October 5 for our winter issue. Advance notice of planned submissions is requested.