



RCSU-CENTRAL MESSENGER

Fall 2021

Issue 11



IN THIS ISSUE

Comd Team Corner	Attraction/Retention Update
Feature Articles	COs' Conference
J-35 Update	Commentary and Perspectives
Online Comms Update	Writing/Imagery Tips
CCW Update	Chaplain's Corner
J-6 Update	UPAR Org Chart

COMMAND TEAM CORNER

LCol Shaun O’Leary and CWO Gilles Godbout



Welcome to the fall edition of the RCSU-Central Messenger, our regional newsletter, which we publish three to four times a year. With the regional commanding officers’ conference and Remembrance Day behind us, we are now well into the 2021-22 training year and making slow progress towards an eventual return to a full calendar of in-person activities across Ontario.

As we do so, however, we must be careful not to rush to failure – moving forward cautiously and deliberately in accordance with the commander’s intent (to not allow the Cadet Program to become a COVID-19 vector) and guidance from public health units across the province. We may still have some bumps to manoeuvre in reaching our desired end-state, so it is crucial that we work together as a team. As we have stated in several forums recently: better to crawl and then walk, before gradually transitioning to a closer to full-speed run.

Speaking of end-state, we must recognize that where we will be in 2022, and beyond, may not look like 2019. What we are anticipating is that the Cadet Program will remain a peer-led one – with cadets leading cadets – and one of Canada’s best for the development of leadership, citizenship, fitness and community service skills in Canadian youth. We will adapt, as needed, to overcome current and future challenges, as we evolve within Canadian society and culture, while continuing to champion diversity within the program and among cadets, staff and stakeholders.

The pandemic has forced us – and organizations everywhere – to embrace technology even more rapidly than before, which has been a large part of our ability to continue in virtual and then hybrid fashion over the past 20 months. We will remain in a hybrid state as we continue to gain confidence – using a mix of virtual and in-person training, tailored specifically to the health and environmental conditions of communities, and their corps or squadrons.

Our regional commanding officers’ conference earlier this fall included more than 400 participants and provided a much-needed opportunity to connect and share our efforts, challenges, best practices and successes across the region.

The conference also included a lengthy town hall where the command team was able to address a wide range of questions related to program delivery, staffing, COVID-19 protocols and vaccinations, and the way ahead. As we move into 2022, we recognize that some cadets may need to be accommodated to allow for their safe participation in the program and we are committed to doing so.

Since the beginning of summer, and as part of our outreach efforts, the command team has visited all six area offices and a number of units — and we are looking forward to meeting many more staff, cadets and supporters as we continue our visits with corps and squadrons across the region in the coming months. We are excited to observe and even participate in some fun and engaging in-person activities led by our senior cadets under staff supervision.

In support of our key cadets-leading-cadets theme, we must also look closely at the development of a new group of now-senior cadets, who – although often fully engaged virtually over the past 20 months – have had very limited in-person participation since early 2020, when many, or even most, were still in their second or third year of the program. This has created an urgent requirement for leadership mentoring and training, for these now-senior cadets, to empower them to confidently lead their junior peers. Providing the tactics and tools needed to bridge this pandemic-created in-person gap is both a significant challenge and opportunity.

Our top regional priorities this year are, therefore, three-fold: 1) manage and lead a slow, deliberate and safe move back to in-person activities; 2) accommodate all cadets who want to participate in the program, regardless of location or situation; and 3) support leadership development of those cadets moving into the senior range, given the limitations imposed on their development since early 2020. A successful focus on these three will allow our PA and other unit-level initiatives to highlight a strengthened program internally and externally, which will enhance our vital attraction and retention efforts.

A focus on these priorities will also require considerable leadership effort and teamwork from our corps and squadron staff members — efforts that should not go

unnoticed. Deserving personnel who go above and beyond – whether through outstanding performance on a specific duty or task, or by consistently demonstrating excellence in all they do – should be nominated for recognition. Nominations are accepted at any time throughout the year and should be sent through your chain of command.

We are inspired and motivated every day by the passion we see in our cadets and staff across the region. Let's stay focused on our identified priorities and – together – we will re-invigorate our regional efforts, while getting our cadets back on track to full participation in one of Canada's most exciting and rewarding youth programs.



"The Cadet Program is a wonderful leadership opportunity for youth across the country, including in our own community."

THE HONOURABLE ANITA ANAND
MINISTER OF NATIONAL DEFENCE

November 2021

Editor's Note

By Capt Mark Giles, PAO

A special thank-you to all those who send us content, especially imagery (still photos or short video) of approved, in-person activities – either locally or regionally directed – where we don't have unit public affairs representative (UPAR) or cadet correspondent (CC) coverage, or even to supplement their work. We rely heavily on our UPARs, CCs and others to provide us imagery and supporting information (caption or articles) for our various traditional and digital (online) communications tools – including this newsletter, social media pages and community media.

Our regional UPAR team (tech-net org chart) is highlighted on page 23 of this edition, which indicates the individual UPARs assigned to our six areas across the region (note we have vacancies in NOA and OSLA). Please contact them directly to ensure they are aware of your activities, so that they – using CCs as much as possible – can coordinate PA support for your corps or squadron. Staff can also coordinate directly with CCs within their units for support with local PA initiatives.

The regional PA team is always available to provide advice – and even tactical support in some circumstances – and we encourage staff to contact us by phone, email or Cadet365 for assistance with events, campaigns or media queries.

Our fall newsletter stays with the more-or-less established format we have been using now for more than a year – incorporating command team and chaplain “corners”, feature articles, some updates from J-staff, ongoing programs and initiatives (e.g. CCW and attractions/retention), our newer commentary and perspectives section (added in 2021), and summary articles of break-out sessions from the COs' conference in late September (unique to fall newsletter editions).

Note that while we do not have an air operations update in this edition, there is much ongoing planning in this area and our next newsletter – scheduled for late March or early April – is set to include a comprehensive piece about the status of air operations going forward into 2022.

Thanks again to Lt(N) Paul Simas for his assistance with newsletter layout (Adobe InDesign) and his considerable patience with the regional PAO's never-ending text, imagery, spacing, balance and other look-and-feel edits.

Happy reading to all!

OUR COVER



A series of instructional orienteering clinics were conducted this fall across the region; some of which culminated in a mini-competition.

On our cover, LAC “Bee” Derry (608 Air, Belleville) participates in a mini-competition in SEOA, obtaining a control point by tapping a “finger chip”. The electronic data from the finger chip help orienteering officials calculate accurate competition results.

Photo Credit: CI Jeremy Kearney, UPAR

MND Joins Cadets in Oakville to Remember

By Lt Anthony Vukojevic, A/NMPO



The 540 Golden Hawks Squadron, an air cadet unit based in Oakville, Ont. was part of a warm welcome for the new Minister of National Defence (MND), the Honourable Anita Anand, who attended a local remembrance parade during Veterans' Week on Nov. 7.

Taking the time to talk with every cadet who attended, Minister Anand thanked them for attending the ceremony—also highlighting the importance of showing a deep level of respect and appreciation for the sacrifices of our Canadian veterans.

“I was very happy to meet with air cadets from 540 Golden Hawks Squadron during our local Remembrance Week service in Oakville. It was a pleasure to get to know each of them, hear their stories, and thank them for raising their hands to serve,” said the Honourable Anita Anand, Minister of National Defence and Member of Parliament for Oakville. “The Cadet Program is a wonderful leadership opportunity for youth across the country, including in our own community. As we approach Remembrance Day, I thank air cadets

for their efforts to bring the spirit of remembrance to their peers and all Canadians. May we always honour those who fought for our freedom. Lest we forget.”

The minister also expressed how important the Cadet Program is to her and that she looks forward to attending many more cadet events across the country in the future. The cadets were very excited to have the opportunity to meet the MND—a unique experience that is hard to get anywhere else.

“Meeting Minister Anand today at the Bronte Remembrance Week parade was an incredible experience! She spoke to me about how school was going, how I was enjoying cadets and how long I had been in the program,” said Flight Sergeant Aditi Saxena, an instructor with the 540 Golden Hawks. “It made me think of how lucky I am to be able to go to school and do cadets with my friends—thanks to all those who sacrificed their lives in combat.”

Organized by the Royal Canadian Legion Branch 486, the 540 Golden Hawks were asked to participate and

attend the ceremony on behalf of the Cadet Program in Oakville. Standing proudly at attention as Last Post filled the somber air, as well as raising the flags as Reveille played, it was a time for the cadets to appreciate the life they have today thanks to the contributions of those who made the ultimate sacrifice.

Although the ongoing COVID-19 pandemic reduced the capacity limit of the ceremony, citizens both young and elderly were in attendance to pay their respects. Wearing a poppy during Veterans' week for many Canadians, whether in uniform or civilian clothing, is a way to help honour our veterans and the sacrifices they've made for Canada.

The Cadet Program contributes to the development of Canadians from all walks of life—building citizenship, leadership, service, and other foundational life skills that benefit communities and the civilian/military careers cadets pursue.

Photo: FSgt Aditi Saxena speaks with Minister of National Defence, the Honourable Anita Anand, about her experiences in the Cadet Program at the local Remembrance Day parade on Sunday, Nov. 7, 2021. (Photo Credit: Lt Vukojevic)



Photo Credit: Capt Roger Carlsen, 748 Army

Armed with Gloves, Rakes and Poppies, Cadets Pay Their Respects

Lt Anthony Vukojovic, A/NMPO

During the two weeks leading up to Remembrance Day, cadets from across Central Ontario participated in the 'No Stone Left Alone' (NSLA) campaign – allowing cadets to honour the sacrifice and service of Canadian veterans.

Officially launched in 2011, the No Stone Left Alone Memorial Foundation was created to help ensure an enduring national respect and gratitude for the sacrifice of the Canadian men and women who lost their lives in the service of peace, at home and abroad. Their mission is simple: to see that every soldier's headstone would have a poppy placed in their honour, with truly no stone left alone.

The initiative to get cadets involved was an idea that came out of a Community Coordinating Committee (CCC) meeting in York Region where one of the cadet unit Commanding Officers mentioned the campaign. Receiving special permission from the memorial fund, the cadet program in Ontario was able to do their own version of the campaign under their official banner. Using the NSLA website, which provided many resources on local cemeteries and veteran graves across the country, any cadet that wanted to participate

could do so by simply entering their community name to find out where a veteran's headstone was located.

After the cadets researched where veteran headstones were located in their community, they were encouraged

to do some research about who the headstone belonged to. Either by searching online or asking their local legion, the cadets learned more about the name and the ultimate sacrifice they gave in order to give them the lives that they enjoy today.



Armed with gloves, rakes, and leaf bags, cadets from 13 different units took the time on a weekend to go visit the cemeteries where they cleaned the grounds and placed a poppy on each stone in remembrance. After placing the poppies, the cadets stood and had a moment of silence, followed by a reading of the details of each veteran that was laid to rest.

Next Remembrance Day, the hope of these cadets is that more units from across the province, and even the across the country, can participate in this great campaign. For more information on how you can get involved, please visit www.nostoneleftalone.ca.

NDTR More Than Just a Holiday

By Lt Anthony Vukojevic, A/NMPO

Colloquially known as Orange Shirt Day, Canada marked the first National Day for Truth and Reconciliation (NDTR) on Sept. 30. More than just a holiday, the day honours the lost children and survivors of residential schools, their families, and communities.

Public commemoration of the tragic and painful history and ongoing impacts of residential schools is a vital component of the reconciliation process. Cadets, staff, and their families were encouraged to wear orange on that day to honour all the Indigenous children who were sent to residential schools, as well as to learn more about the history of Indigenous Peoples in Canada.

Cadets from 104 'Starfighter' RCACS in Brantford, Ontario had the privilege to meet and speak with Layla Black, a member of the Mohawk Tribe. Located on the south end of Brantford, Six Nations of the Grand River is the largest First Nations reserve in Canada

by population and the only reserve in North America where all six Haudenosaunee nations live together. Ms. Black presented an enthusiastic and educational virtual session and opened the door to further learning about Indigenous history and culture in our community.



In addition, three members of RCSU-Central, including our regional chief (CWO Gilles Godbout), participated in a smudge ceremony at CFB Borden led by – 3rd Canadian Ranger Patrol Group – and then rode with other motorcyclists from the base to the Barrie Friendship Centre in recognition of this special day.

In the aftermath of our shared National Day of Truth and Reconciliation, we will continue to reflect on the way ahead throughout the coming year. Reconciliation is an ongoing effort and begins with all of us.



Photo Credit: Capt Mark Giles

J-35 UPDATE

CJCR 2021 - 2022 Posture

Maj David Wright, J-35

The school year is well under way, and winter is on the doorstep. Many units have resumed in-person training and weather will be pushing more training indoors. In the aftermath of Thanksgiving, Halloween and the lifting of capacity limits at restaurants, gyms and other venues, we are seeing the active case numbers creep up. COVID-19 remains a threat, and to ensure safety and our ability to prevent the CCO from becoming a vector of transmission, it is critical to emphasise and enforce screening, 2m distancing and mask wear.

Comd CJCR has released a new posture directive, suppressing and replacing all previous CJCR COVID-19 measures and direction. Key updates include ongoing prohibition of overnight activities, commercial air travel, recreational trips and in-person fundraising. Resumption of music training is now permitted with enhanced distancing, use of bell / horn covers, and limits on playing duration to allow complete air exchange cycles between sessions. Amplifying Regional direction will be released shortly clarifying requirements to obtain RCSU CO approval for any music training. The posture directive also outlines conditions for resumption of on-water training.

While water temperatures prevent us from doing so now, it is good to know that we can do so in the spring (COVID-19 conditions permitting). All adult staff must be fully vaccinated in order to participate in any cadet

activity, and use of civilian volunteers may be approved where there is a requirement. Wherever a facility has a vaccination requirement for access, the CCO must comply; it has now been clarified that this will include armouries and other DND facilities.

Planning is ongoing for summer 2022, and greater detail should be released in the next few weeks. The intent is a return to in-person summer activities. The 5-day and 12-day Cadet Activity Programs (CAP) will be integral to the plan for summer 2022, and there is no intention to run CAP in the spring / March break period.

To date, there have been very few LSA claims submitted. Regionally, there is close to \$1M in funding for this, and it seems inconceivable with the restrictions on fundraising that these funds can't be spent.

LSA should be part of every cc/sqn annual budget and LSA should be the first source of funds used for eligible expenses, before using any local funds. The claims process is not onerous or difficult, and with DFT set-up, deposits can be made quickly after correct and complete claims are received. Also, a reminder that extra Logistic points are available, so please use up current allocation and request top-up to ensure your cc/sqn has the necessary stock for the future. Order now, and use the points quickly because supply chain issues are slowing things down, and items must be shipped from warehouse by end March to be charged against this year's points.

To provide increased flexibility to cc/sqns, fillable PDF versions of the Year 5 Logbooks are now available and posted in the resource library on C365. Once signed into a CCO MS Teams account, the documents are available for Sea Cadets, Army Cadets, and Air Cadets. Paper copies of the logbooks can still be ordered from DSCO through J4 / local warehouse. Note additional courseware for cc/sqn and CTC programming is now available at the CJCR Resource Library available, also on C365.

The air cadet online ground school (OGS) is up and running, with registrations now closed. Central region has approx 650 cadets registered of the over 1800 nationally. The final exam score from the OGS will be used as the qualifying exam score in the GPTC / PPTC selection process.

The work being done at cc/sqns throughout Ontario is nothing short of extraordinary. I am constantly in awe of both the level of effort, and the results being produced. I recognise that timely information, and clarity is needed to enable you to run the local program effectively, and we are striving to deliver that in a complex and ever evolving environment. While COVID is likely to throw a few more bumps in the path, the worst should be behind us, and an easier road ahead. Together, with our eyes focused on the ball and not getting complacent, we will get there.

Promovere Excellentiam Apud Juvenes.

ONLINE COMMUNICATIONS UPDATE



Communicating Online IAW Policy and Guidance

A policy update and action required for corps/squadrons and league partners

By Capt Mark Giles, PAO

In today's world of rapid, visually focused communications, online platforms – including websites and social media (SM) – comprise a significant part of the tools we use in reaching (and positively impacting) our internal and external audiences. Accordingly, we need to understand how to use these platforms effectively and, of course, in accordance with (IAW) policy.

While the concepts and tactics used in communicating effectively are essentially the same, or very similar, for all online platforms – be they official, unofficial or even personal – the policy and guidance relevant to each varies. This update is intended to provide some clarity, based on the CJCR group order (2008-6 Internet Publishing and Social Media, which was updated in early 2021), related to the relevant policy aspects for corps and squadrons, regional and area headquarters, and our league partners within Central Region.

Official online platforms

Some online platforms (websites and social media accounts) are considered official. IAW policy, from a

website perspective, official platforms include “any approved Internet website that involves a cadet organization” (JCR and sea, army or air) or “a DND or CAF organization or unit” with a mission to inform users about the Cadet Program. In other words, any approved website (at the HQ or unit level) is considered an official one. The only official website is the national (CJCR) one at Canada.ca, although RCSU-Central has a section within the CFB Borden site. Those administered locally, across the region by corps and squadrons, are considered unofficial.

From a social media perspective, official platforms are those managed under the approved network model, which is found at Annex A of the policy (<https://www.canada.ca/en/department-national-defence/services/cadets-junior-canadian-rangers/cjcr-policy/cjcrgporders/2000/2008-6/2008-6a.html>) – essentially our regional ones only, which currently includes Facebook, Instagram and the RCSU-Central CO's Twitter account; and the same, plus YouTube (primarily), at the national level. All other social media accounts, essentially those administered at the corps or squadrons level, are considered unofficial.

Continued page 10

So what does this mean?

Official platforms – websites and social media accounts administered by national (CJCR HQ) and the five regional cadet support units – “will conform to Government of Canada (Treasury Board) and DND/CAF policies”, which includes the requirement to publish/post in both official languages (English/French) simultaneously, or at least within a very short time frame of each other. Furthermore, official documents must only be stored on official sites, which are also the only ones authorized to use official program identifiers (e.g. logos).

Requirements for unofficial platforms

While only official platforms must comply with all federal policy direction vis-à-vis content and languages, administrators of unofficial platforms (i.e. corps-and-squadron level sites/pages) must remain aware that their communications through these means – although “unofficial” – still reflect on CJCR and the Cadet Program. Accordingly, and despite being unofficial, the policy outlines a few key areas of compliance to ensure transparency, both internally and externally.

1. “All unofficial websites must have a disclaimer indicating (they) are not official entities of DND or the CAF” (although not specifically stated, the intent here also applies to unofficial social media accounts). The exact text to be used is found at: <https://www.canada.ca/en/department-national-defence/services/cadets-junior-canadian-rangers/cjcr-policy/cjcrgporders/2000/2008-6.html> (see para 5).
2. Content that is marketed on unofficial platforms, which are operated by corps and squadrons using local committee funds, “will be coordinated with the local PA

teams* prior to purchase, and will require a disclaimer to be displayed indicating the financial authority for the advertisement/promoted content”. Effectively, this refers to paid “boosts”, ads or content-related sponsorship fees paid for by local committees – and the requirement to clearly and visibly articulate and attribute this financial source on the platform (website or social media page).

*Regionally, we interpret “local PA teams” to mean consultation with the area UPAR, who will, as required, consult with regional PA.

3. Domain and hosting services are the responsibility of the local committee and all related registration details must clearly indicate this. “Domain names and hosting services should not be held in the names of DND/CAF members.” Unofficial accounts are not owned or managed by DND or the CAF, but rather through shared responsibilities with the local committee.

Other platforms and personal use

We are very aware there are other (unofficial) social media platforms being used extensively by some of our audiences (and possibly cadet units, too) – in particular, young people and many of our cadets. One such platform is “TikTok”, which we estimate currently engages as many – or even more – of our cadets (youth generally) as Instagram does.

So, if we recognize this, why haven’t we officially adopted TikTok – or other popular platforms (e.g. Snapchat, Discord) – into our regional communications in order to maximize our effectiveness (reach and impact)? The short answer is that TikTok and other social media platforms are not currently approved to be used in official form. Regions are currently allowed to use two of the three authorized platforms (Facebook,

Instagram and Twitter), which – on the positive side – means that we can focus our efforts, rather than dilute them across a number of areas.

That said, we fully recognize the need to stay current and evolve our online communications, as Canadian society (and our target audiences within) itself evolves. Accordingly, we monitor a wide variety of online communications platforms in terms of their effectiveness (reach and impact), popularity and any related safety or other issues. In doing so, we consult with our regional and national PA colleagues, making recommendations regarding best practices and the way ahead.

Government organizations will almost always err on the side of caution and, therefore, it is to be expected that the Cadet Program’s official use of online and social media platforms may lag behind the early-adopter activities of private-sector organizations and individual users. In our ongoing efforts to stay current and relevant – while maximizing our effectiveness – we will endeavour to minimize any gaps related to actual or perceived lag in adopting new platforms (and technologies), while always IAW CJCR policy and guidance.

Copyright / Intellectual property

Finally, as an important reminder to all, please review carefully all content used for online or traditional communications platforms – be it text (literary) or imagery (artistic) – to ensure we are not violating copyright or otherwise using content that was created or belongs to someone else (individual or organization), unless specific permission is granted (in writing). In many, if not most, cases we are using content that we developed (wrote or imagery captured), but there are exceptions that need to be reviewed very carefully prior to use on any of our platforms – be they official or unofficial.

CCW UPDATE



Lights, Camera, Action – CCW Again a Big Hit

By Lt Wayne Chan and Capt Mark Giles

We are now in the midst of another Cadet Correspondent Workshop (CCW) – our third this year, and another well-attended serial aimed at providing cadets the critical skills they need to be effective storytellers and, like all of us, ambassadors of the program.

While popular and “again a big hit” – with more than 90 cadets currently enrolled – the main focus of the workshop is to prepare cadet correspondents (CCs) to provide additional public affairs (PA) capacity and capabilities for their corps and squadrons – while also further enhancing the peer-led aspect of the program and its emphasis on cadets taking initiative in improving awareness within their local communities.

Some CCs also assist with the PA component of regionally directed activities (RDA), usually working closely with a unit public affairs representative (UPAR), which expands

the scope of their experience working with program staff and sometimes local media.

The Central Region CCW is conducted through five short modules on Saturday afternoons (with assignments for completion during the week) and covers PA policy, social media, interviews and writing, imagery and inviting media to an event. In the current serial, we have also introduced the concept of ‘CC instructors’ – strengthening our efforts in support of cadets leading cadets.

With this new cohort of CCs, we are fostering a new generation of ambassadors and communicators for the Cadet Program. We encourage Central Region staff and stakeholders to encourage those cadets completing the CCW to remain engaged (as CCs) within their local units and communities in support of one of Canada’s best youth development programs.

*Central Region PA will be offering another CCW serial starting in late January (register in FORTRESS). Cadets wishing to take the workshop in French may join the French-speaking serial being conducted by Eastern Region during the same timeframe.

J-6 UPDATE

CADET365 

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moderne.mobile.efficace.

By Capt John Pierce, J-6

As an update for November 2021, I have provided a summary of some key points relevant to Cadet365, which will help cadets and staff work and collaborate with colleagues remotely (including chat and video conferencing), and the Microsoft 365 Apps Suite.

CADET 365

Password Reset

If you need to reset your password, use the self-serve password reset by Microsoft at: <https://passwordreset.microsoftonline.com/>. For adult staff, if your CCO account and Cadet365 account logins are one and the same, a password change will also apply to your CCO account.

Cadet Onboarding

- Q. **When will cadets be brought in to Cadets365?**
- A. A number of cadets are already using the system and preparations are well underway to allow for all cadets across Canada to be brought in to Cadets365.
- Q. **Will cadets require individual civilian e-mail addresses to use Cadet365?**
- A. No, cadet access to the system will be managed through Fortress.

*Additional tips, tricks and information are available at: <https://cjcr365.sharepoint.com/>

MICROSOFT 365 APPS SUITE

The Microsoft 365 Apps Suite is now available to be installed on CCO Net computers!

All CCO Net users are now invited to upgrade the current office suite (Office 2013) for the Microsoft 365 Apps Suite on their CCO Net computers.

Upgrading to the 365 Apps suite will provide you with the most up-to-date features from Microsoft and allow more seamless integration of work and business documentation between CCO Net, Cadet365 and personal devices. For the time being this a voluntary upgrade but early in 2022 this update will be made mandatory.

This update is about 3 GB in size and will take several hours to download and install. It is better for users to choose a convenient moment to do it so that it does not preclude them from using their CCO Net computer at the beginning of a training night.

Detailed step-by-step procedure is available on Canada.ca <https://www.canada.ca/en/department-national-defence/services/cadets-junior-canadian-rangers/members/it-support/services-and-applications/365-update.html>

If you encounter any issues or require assistance, please contact the IT SMC service desk.

IT@cadets.gc.ca
[1-855-252-8082](tel:1-855-252-8082)
canada.ca/cadets/cadet-365

ATTRACTION/RETENTION UPDATE

Five Tips and a Toolkit

Attracting and retaining cadets requires on-brand communication and delivery

By Capt Mark Giles, PAO

Successful attraction and retention is directly linked to effectively delivering and communicating our intended brand – i.e. what it is that we do (youth development) – while reducing any perception-reality gap between this and what the Canadian public perceives (believes) it is that we do, or at least what the program represents to them.

While we may not pitch “youth development” specifically, as such, in our communications, we do want to articulate the aspects that link directly to this theme – including a focus on the fun, safe and meaningful activities the Cadet Program offers, which build leadership, citizenship, fitness and community service skills in Canadian youth.

The five tips and attractions toolkit outlined below are the same ones highlighted in our summer edition. The importance of linking to our overarching theme of youth development, which forms the basis of our brand, while using the key messages noted in the latter part of para 2, hasn't changed and we are again emphasizing these tips and toolkit in this fall edition.

The attractions toolkit, which includes templates for promotional, media and other products – and narrative development – is available on the Cadet Portal at <https://portal-portail.cadets.gc.ca/en/Pages/publicAffairs.aspx>.^{*} And here (again) are the five tips to assist local corps and squadrons in building and communicating the Cadet Program brand effectively in support of attraction and retention.

1. Link all communications and supporting communications-related products to the brand, ensuring reality is reflected in our efforts to attract and retain cadets.
2. When preparing to communicate or craft a product, ask yourself what is the intended take-away (and consider running a quick, informal focus group to measure).

Communications products (speeches, presentations, imagery – photo/video – posters, give-away products, media opportunities, etc.) should provide the desired take-away, meaning they should link to the brand while softly influencing intended audiences (potential cadets, cadets, parents or other potential influencers) that joining – or remaining with – the Cadet Program is a worthwhile endeavor.

3. External products and communications opportunities should, where possible, use the appropriate visual identifiers. While only official platforms may use government or CCO-related logos, watermarks or authorized identifiers (e.g. Cadets Canada with red “swoosh”), using a local corps or squadron crest or other local identifier/image (non-Government of Canada) is fine. Avoid using more than two identifying images, otherwise a communication product/post becomes too intense, distracting from the main image(s) and supporting message(s). Using one keeps it simple, but sometimes a second one can allow for a link to two themes or sub-themes (e.g. one linked to history, such as a crest, with another more contemporary image linked to youth development).
4. Strive for text-imagery balance, realizing that good imagery can tell often part or even all of the story. Try to use action-oriented (as opposed to posed shots), which are more likely to effectively highlight the fun, safe and meaningful aspects of the program.
5. KISS – don't try to get too fancy or complicated: simple, straight-forward communications and supporting products often work more effectively.



^{*}Attractions toolkit: Log in to the Extranet (left side) using CCO credentials, then go to “Public Affairs” on top right. This is a work in progress, however, there are many promotional, media and other products of use. Please call the PA team for advice regarding the use of various products.

COs' CONFERENCE

SUMMARIES OF SELECT BREAK-OUT SESSIONS



Caring for Others Starts With Caring for Yourself

By Lt(N) Terri-Leigh Saunders, UPAR - SWOA

During the COs' conference, a session on Wellness was hosted by our Padre, Captain Dave Fowler and our Medical Liaison Officer, Captain Annie Lampron. While much of the weekend naturally focused on cadets and our units, this session was an opportunity to focus on ourselves, looking at what we as leaders can do to ensure that we're at the top of our game.

As usual, Captain Fowler used humor and infectious enthusiasm to draw participants in, ensuring to create an interactive and inclusive environment. It was also a great opportunity to meet Captain Lampron and receive information on expectations going forward.

There's no question that the pandemic created additional stress in our lives. Maybe it's the challenge of working from home in a makeshift living room office, or that you work in the customer service industry and have been trying hard every day to smile while enduring the complaints of disgruntled patrons who feel the need to take out their frustrations on you. Perhaps you've been home-schooling your own children and somewhere along the way realized why teachers are amazing human beings who deserve tons of credit for shaping the minds of our youth day in and day out.

If the pandemic has taught us anything, it's shown us that it's easy to lose touch with others, and to become more

reclusive. It's also created an environment where it's more challenging to separate work and play or being busy versus resting.

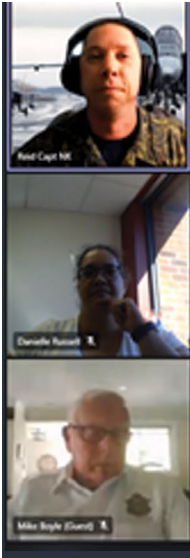
Participants were reminded of the importance of taking a break when you need to; It's one of the simplest, yet effective ways to take care of oneself, even if just for 10 minutes. A short break from a stressful environment can sometimes be

enough to get you through a rough afternoon. Making a point to interact with others or create positive emotions can also serve as a resilience-building strategy that helps us from day to day. Captain Fowler reinforced the old saying... "take time to stop and smell the roses." Creating a calming environment with things like soft music or scented oils may help, while for others it could be time spent outdoors taking in some sunshine or fresh air. Maybe it's a favourite snack or flavoured tea that fills your senses with calm, or perhaps imagery of places you enjoy. Whatever your preference, our senses can be a useful key that unlocks the door to let stress find its way out of our lives.



This session served as a strong reminder that we must take care of ourselves to be in the best position to help those around us, including our peers and cadets. It focused on resilience-building strategies that we can use while we continue to navigate the uncharted waters on our pandemic journey. As Commanding Officers, it's important to remember that as much as our staff and cadets deserve our time, our attention and our best, we too deserve the care needed to be at the top of our game!

COs' CONFERENCE



Air Cadet League
of Canada
Ontario Provincial
Committee



Crawling, Walking, Running and Finally Flying

By Capt Darius Soo Lum, UPAR - SEOA

A fitting metaphor for how the CCO resumes its activities is that we must crawl, then walk, before we can run. But for Air Cadets, we must add flying to that analogy.

At this year's commanding officers' conference, the Air Cadet League of Canada Ontario Provincial Committee (OPC) and regional cadet air operations discussed their plans to get us soaring again. The OPC outlined what they have been up to during the past year. Their mission: to provide community resources and funding for the air cadet program for that which is not already provided by the CAF / Government of Canada. To achieve this, the OPC intends to:

- Implement their new strategies and priorities, ensuring a common cadet experience, effective program support, and that no cadet is left behind;
- Improving administrative capabilities and supporting SSCs and their Treasurers;

- Build a volunteer experience that is consistent; and
- Build greater community support and interest through town halls and more.

Fundraising remains an important requirement to maintaining air operations. The OPC ensures that the finances are in place to keep our fleet of tow planes and gliders fully operational in anticipation of resumption of flying training. While we wait for that green light, RC Air Ops continues to work on the actual maintenance and preparation of both the fleet and the Cadet Flying Sites (CFS).

With our eyes now on summer of 2022, the introduction of the new online ground school course could not be timelier. Cadets who are eligible for glider or power pilot training must now complete this 45-hour self-paced course conducted online in both English and French. This move ensures that every eligible Air Cadet can receive ground school training that prepares them for the flying exams.

While this does not replace Squadron-developed ground schools, it can certainly augment it, as well as ensure Squadrons that do not have a ground school can still prepare candidates to the same level.

With in-person fundraising on hold, familiarization flying grounded, and ground school in the hands of the cadets themselves, what can adult staff do to support the flying program? Your local CFS could use your help. There may be an opportunity for Squadron staff to augment flying sites. You can also encourage recent flying graduates to contact a nearby CFS to inquire about staffing requirements. With this support we can ensure that our cadets receive quality flying familiarization and training that is not only fun, but that is conducted in the safest possible environment.

COs' CONFERENCE

Health and Safety: It Affects Everyone

By Lt(N) Gillian Metcalfe, UPAR - SEOA



The commitment to the environment and to health and safety was a recurring theme Central Region's Environmental Health and Safety Committee's presentation at the region's annual commanding officer's conference in September.

"Environmental stewardship is for everybody to take a look at and to help preserve the environment we live and work in." said Capt Ken Reid, Central Region's Environmental Officer, while speaking of the exercising due diligence in adopting environmentally sound practices during all activities. He also stressed the importance of being aware of the environmental acts, policies and orders while ensuring sound environmental stewardship.

Highlighting initiatives such as Earth Hour and Earth Day, Capt Reid encouraged staff to promote environmental initiatives within their corps and squadrons, particularly as an opportunity to involve senior cadets. These help cadets to reach beyond their local communities and participate on a global aspect.

In addressing attendees regarding the importance of safety, General Safety Officer, Capt Chris Neron, reiterated

portions of the Central Region Safety Policy which should be posted in each corps and squadron. "The safety, security and well-being of all personnel in Central Region are the primary concerns in the execution of everything we do." He further reinforced the obligation of leadership to protect health and safety with respect to our partners, members and families. "Injuries affect not only the injured party but also everyone around them."

Capt Neron reviewed COVID-19 protocols and also outlined key steps that promote general safety. Corps and squadron staff should review safety plans for LHQ and other activities, ensure there is a muster point, conduct an orientation with new members, complete regular fire drills and safety walk-throughs, know location of fire extinguishers and incorporate safety talks into O-groups. Base Safety at CFB Borden has many resources available.

Wrapping up the presentation, Capt Annie Lampron, RMLO, reminded attendees of the importance of submitting required paperwork, tracking accidents helps prevent future ones. She also encouraged everyone to get their COVID-19 vaccine.

A Post-Pandemic Focus on Fundraising and Expeditions

By Capt Shannon Pecore, UPAR - NGTA

The 2021/22 annual commanding officers' conference was a chance for COs from all over Ontario to get together to discuss issues important to the running of the cadet program across air, army and sea elements. During the Army Elemental Session, participants had a chance to hear from our Army Cadet League partners, who were able to share what the return to fundraising will look like.

With league volunteers allowed to return to in person fundraising, it opens the door to having fundraising activities like OLG Bingo sessions and other fundraisers return although without the participation of cadets or CIC Officers for the time being. The last 18 months

have impacted unit fundraising and the formation of a fundraising working group between the three elements and RSCU will look for strategies and develop potential ways ahead at both the provincial and corps level.

This was also the chance to hear about the return to expedition training for silver and gold star cadets. With the restriction on overnight training, the expedition team will be focusing on activities over the course of a day in areas that are within driving distance for parental drop off. Getting cadets back to in-person activities safely following guidelines is a priority and the plan will be adjusted as the situation changes. Adaptability will be the key.



Cyber Security: With Great Power Comes Great Responsibility

By Capt Darius Soo Lum, UPAR - SEOA

Computers and the power of the internet enable us to achieve huge productivity boosts - but for every pro there is a con. J6 Information Management Officer, Captain John Pierce, reminded us to stay vigilant at the COs' Conference.

One of the golden insights we have learned since the start of the global health crisis is that virtual productivity can allow us to innovate; coming up with new ways to do business and conduct cadet training. The culmination of that insight is the development of CADET365, the now well-known virtual platform for the CCO that is driven by Microsoft. Accessible on desktop and mobile, CADET365 enables easier access to CCO tools, as well as Microsoft Office solutions like MS Teams, an ideal platform for virtual training. As many adult staff members and cadets learned first-hand during the virtual CTC season, and as Capt Pierce puts it: CADET365 is a "game-changer".

But will it be a "game changer" for malicious actors in the digital environment? The answer to that depends heavily on us, the end users. During his COs' conference briefing, Capt Pierce explained that CCO computer assets are high value targets, and poor digital security and lack of online awareness is the way that CCO data can be targeted. We can mitigate the risks that the CADET365 rollout presents using the same strategies that many of us are already familiar including:

- Avoiding and reporting potential spam. Always be aware of the source (e.g. check the sender email for suspicious handles. Is this someone you would normally receive messages from?);
- Never share a password. If someone requires access to CCO tools, they ought to have their own account created through the CCO IT Service Desk;
- Do not use external USBs and other Portable Information Technology Devices on CCO computers, even USBs that were previously issued (some exemptions are possible);

- Avoid downloading suspicious files or opening suspicious links; and
- Do not store cadet information on any third-party platform.

In addition, there are some specific CADET365 policies that every user should be aware of:

- Disable VPNs that direct your IP address outside of Canada;
- Emails cannot be auto forwarded, please erase any forwarding rules;
- Limit external emails to under 50 emails at once. Internal CCO-to-CCO emails can exceed this limit;
- When possible, utilize the Virtual Orderly Room to send J1-related information rather than through email;
- Report lost / stolen DND devices as well as personal devices that are connected to CADET365;
- Computer viruses should be handled by a professional;
- Do not copy files from SharePoint to your personal device; and
- Avoid repeated incorrect login attempts.

Thanks to CADET365 we now have a powerful tool to conduct cadet training, but we must protect it from all risks. If you need help or have questions, check out these resources:

it@cadets.gc.ca
1-855-252-8082
Canada.ca/cadets
Canada.ca/cadets/cadet-365
Cjcr365.sharepoint.com/sites/resources365resources

ETHICS



Doing the Right Thing When Everyone is Watching

By Capt Shannon Pecore, UPAR - NGTA

The commanding officers' conference gives participants a refresher on several aspects of importance as leaders within the CIC. One key area is Ethics where everyone is reminded of the importance of creating and maintaining a positive non-toxic environment, where everyone feels welcome and included. RSCU Ethics Coordinator Lt(N) Anderson reminded commanding officers of the Defense Ethics Programme (DEP) that includes ethical principles, specific values and expected behaviour.

A unique challenge within the CCO is the different family dynamics that can be found, between both officers and

cadets, and officers working together in the same unit. Navigating relationships within the cadet environment can be challenging and that is the reason there are protocols in place to ensure that the right person not the favourite person is chosen for each position available.

Our focus as leaders within this youth development organization is to treat everyone fairly and consider each candidate equally based on their achievements and skills possessed to be successful in their position.

The slide features a header with the Canadian flag, the text 'National Defence / Défense nationale', and the 'National Cadet and Junior Canadian Rangers Support Group' logo. The main title is 'Defence Ethics Programme (DEP)'. Below the title, there are two columns of text:

Ethical Principles and Expected Behaviour	Specific Values and Expected Behaviour
Respect the dignity of all persons	Integrity
Serve Canada before self	Loyalty
Obey and support lawful authority	Courage
	Stewardship
	Excellence

COMMENTARY AND PERSPECTIVES

Leadership 101—Part 9

Ethical Leadership ... Or Leading the Right Way

By Maj Lee Wendell, CD (ret'd)



In this segment I will discuss leadership and (or versus) management. There are always similarities and differences in a majority of the things we see. “You manage things, you lead people.” – Grace Murray Hopper. It’s an easy way to say it but, as we will see, it both true and not as simple as that.

Theory of leadership and management has been written about for decades. Management processes are plan, organize, lead and control. Some theories include directing as a separate process, but we can group these two together for the discussion here (directing is short term while controlling is longer term). These processes are a bit different from leadership in that primarily leadership is not really a process. Leading is more of a characteristic than steps in a process. Recall being a transformational leader has no real steps to being one. It involves developing your subordinates to be your replacement, to be better leaders themselves.

Planning refers to deciding what needs to be done and establishing objectives. What is it that needs to be done and what is the desired outcome? Organizing refers to creating staff and resource relationships to accomplish the task. How many team members do I have to assign to the task and what resources do they need to get the job done? A lot of planning is done for you at the Regional HQ – J3 Plans Officer and their team. The resources and staff are also made available locally to accomplish the many tasks you have throughout your cadet career.

Staffing, as a process, refers to obtaining the right people for the right task. The Corps/Sqn Officers and summer staff are chosen for their experience and knowledge. Staff Cadets are chosen that are best suited to the roles they

apply for. They are teamed with an experienced Officer and are given an opportunity to lead and develop from their leadership team. Once you are appointed as a Staff Cadet, your leadership skills will develop as you manage the group. You manage the schedule, the timings and getting your charges to the right location. You plan and organize your day, week and graduation.

What does management get you? Well, consider a problem within your group. What do you do? When you manage the group, when faced with a problem, you have to recognize there is a problem, identify the cause and act (apply a remedy). After acting, you reassess and evaluate the outcome. If the problem persists or another problem develops, you adjust your solution and reassess. In theory, the problem-solving is a much more detailed process, but I think you get the idea here. Manage the problem and apply a solution, adapt and try again. No manager really gets the solution perfect all the time.

How do leadership and management tie together here? I would say that the leadership style you apply to the problem identification and solution is the biggest part. If there is a personal problem at home with one of your team members, I would avoid taking the authoritarian approach. No need to yell and demand production here. It will just push that person away from the team, and perhaps result in a complaint about your behaviour. I would recommend a more subtle approach here, a more one-on-one talk about the problem and come up with a solution you can both live with. Giving the person a stake in the solution will endear them to you and the solution will result in a happier team member.

Leadership and management are really intertwined but are considered within a realm all their own. If you understand the principles of leadership, the styles and how they are applied, management processes can be applied to achieve the team goals. Dynamic group personalities can be molded to form an effective team, capable of things that will surprise you.

<https://vtechworks.lib.vt.edu/bitstream/handle/10919/70961/Chapter%207%20Management%20and%20Leadership.pdf?sequence=12&isAllowed=y>
Pg. 161 http://samples.jbpub.com/9780763742911/42910_ch02_007_024.pdf Pg. 11

ETHICS

By Lt(N) E. Melody Andersen, Ethics Coordinator



* Image background edited slightly

The last time we met here, I posed a question asking why people bend or break rules and whether or not it was justifiable in occasions that would make it ethical. Let me share an anecdote that occurred to me while I was the Commanding Officer of a cadet unit. I ask that you tell me what you would have thought or done differently if you were in my place.

As a team-building exercise, and an experience of aerodynamics, my cadet unit decided to take our cadets on a recreational trip to Canada's Wonderland. We also decided that the trip would be paid for through their fundraising efforts. So we set some rules: cadets must participate in both the fall and spring tag days, as well as Remembrance Day ceremonies (which fell on a weekend that year) and that they must be in good standing in attendance. Exceptions would be made for first year cadets and they would be exempted from the events they missed by nature of their registration date. I thought those were fair expectations and so did my sponsoring committee, I even expressed that the cadets should work hard to earn this reward. At that point, I did not consider any other possible and additional scenarios that would not fit those rules.

As we neared the Rec Trip day, my WO1 asked if she could attend the trip. Wholeheartedly, I agreed that she may. When I asked for her name to be added to the list of attendees, it was brought to my attention that the WO1 was missing some events; and that she did not fit the rules which I had laid out. She did not participate in the fall tag days due to a school activity and she would not be able to tag at the upcoming spring session due to another school event. The only rules she met was that she had participated in Remembrance Day Ceremonies and she had excellent attendance throughout the year. The sole exception did not apply as she was unquestionably not a first-year cadet.

I gave it some thought but decided to advocate for that the WO1 and argued that she should be exempted from my original set of rules. I thought about the effort that she had put in as a senior cadet in the unit and I thought about the past efforts she had put in to plan a recreational trip that we could not make happen. Additionally I thought about what it meant to be a high school senior and that we wanted to develop well-rounded individuals in the cadet program while giving considerations for other activities and experiences that would be important to senior cadets

such as her. I even thought about her whole career and remembered all the times she did show-up. What I failed to think about was whether the other cadets would agree. Although she was well-admired by her peers, would they have thought she did not deserve to go on this trip or would they have wanted to share and celebrate with her while looking past the fact that she did not fulfill all of the obligations of the rules I had designed.

I was adamant that she should be allowed to go. With much protest, and without the full agreement from my staff, she was added to the list of attendees. In the end, after much debate with my staff, the WO1 had to withdraw her name due to another school commitment and could not attend the trip.

Looking back, it was the adult members of the unit that did not agree with me, however, if the cadets had known, would they have agreed to bend the rules for their WO1? Though it was a relatively simple situation with by comparison to other dilemmas, it still effected all of the members of the unit. If I made one exceptions, how would I fairly use the WO1's situation to make other exceptions? Put yourself in each person's shoes, from the most junior cadet, to her fellow senior cadets, to a staff member or a support committee member. Was it acceptable to allow this WO1 the exception from the agreed upon rules? Was this a moment that a CO of a unit should have had the right to veto or a moment in which the rules should have been adhered to strongly?

Though this one incident was not something that had grave consequences, it still outlines the fact that we set rules and boundaries to make it equitable for those involved. I recognize now, looking back, the effects that it had on all levels. What I did learn was that I should think more thoroughly, and in my decision-making process, that maybe I should have engaged others more on their perceptions. Rules are not always made by design with the sole purpose of ensuring equality, but they should be designed to ensure equitable outcomes where possible. When we start to change or bend the rules, we change the unbiased nature that was the original intent of the rule. Sometimes rules need to be changed and updated, but those changes should not be made without thorough consideration of the second and third order effects.

For consideration next time, has there been a time in which you felt compelled to speak-up or speak-out? How did you feel? What encouraged you or what prevented you in speaking up?

WRITING/IMAGING TIPS

How Far is Too Far?

By Lt Anthony Vukojevic, A/NMPO

When submitting stories to our regional public affairs (PA) office, the PA team often asks that along with key information of the event, you include a few “action shot” photos. In a previous issue of the RCSU-Central Messenger, we explained how to capture a perfect shot and why imagery is an important piece of the storytelling process. There is no longer a need for a DSLR camera — in fact some smartphone cameras are just as good — making it easier than ever to take a picture or record a short video. As well with current technology, such as tools like Photoshop, it is not a problem if you don’t get the perfect shot because you can just as easily digitally alter and enhance the image. But how far is too far when it comes to photoshop and making sure that the perfect shot is... perfect?

Correcting the white balance, enhancing the colours, blurring the background — these are just some examples of alterations that can be performed to an image in programs like Photoshop to make them more visually appealing. Although it is still editing the photo, most people wouldn’t bat an eye or give it a second thought. But let’s say that the individual that the photo is focusing on was wearing a red jacket against a red background. Would it be okay to change the colour of the jacket, to make it more appealing? As with many ethical situations, we find ourselves in grey areas where we must make a judgement call that is morally acceptable and honest. There is a fine line of what edits should and shouldn’t be made to a published photo — and if an edit is made, the audience should know about it.

On the previous page, the Ethics article, you may have noticed a small font, caption-like text underneath Lt(N) Melody Andersen’s picture. Yes — the PA team for the

newsletter did alter the photo. See the side-by-side comparison of the original versus the edited (bottom-left).

The reason for the edit was that the editor felt that the yellow ribbon from the Canadian flag was appearing to come out of Lt(N) Andersen’s head, potentially distracting the reader. By having it removed, it would draw less attention, allowing the audience to focus on the important content in the article. Journalism ethics matter, but so do aesthetics. Therefore, the change was made and caveat placed.

On the other hand, here is an example of a submitted photo taken at a recent cadet event.

Original photo



Altered photo



The photographer realized after capturing the image that the cadet in the background was not wearing his mask properly. To avoid issues with respect to the cadet not adhering to COVID-19 mask protocols, the photographer edited a mask onto the cadet so that it would be usable in publication. Even if a caveat was placed underneath the edited photo, the alteration and manipulation of the image changes the context and reality of the photo beyond the acceptable threshold. In this situation, it is ethically incorrect to use the photoshop version, even though it would have been the “perfect shot” for the story.

The saying “a picture is worth a thousand words” is accurate and a great picture can be the final polishing touch to a well-written story. But a deceptive photo can turn those thousand words into nothing but fiction.

Original photo



Altered photo



CHAPLAIN'S CORNER

Resources Available From the Chaplain

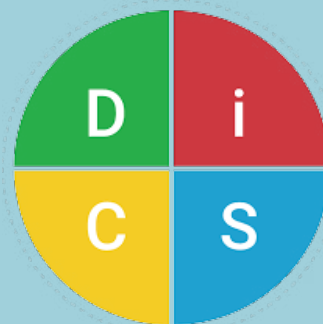
By Capt (the Rev'd) Dave Fowler, RCSU-Central Padre



How can I better understand my cadets? How can I better understand myself? How can we as staff better understand each other??

Glad you asked! Self-understanding is the first step to better understanding others. During the week of Jan.17-21, I will be doing DISC training.

DISC is a personality inventory tool used by the Canadian School Of Public Service to help public servants better understand themselves and others. When we are more understanding, we are more compassionate, patient, effective and productive. Compassion, patience and understanding are all great spiritual values that enhance our lives and the lives of those around us.



If you would like to be a part of the one-night virtual training, send me an email at dcfowler@rogers.com and I will include you in the pre-training exercise materials distribution. I look forward to our journey together on the path of understanding.

Your Submissions Make a BIG Difference!

As our cadets slowly return to in-person training, we want to share your experiences. All you have to do is capture that "action shot" (and caption) that really shows what's going on.

Send in your photos or short videos (10-30 seconds) to Ontario Cadets by DM on Facebook and Instagram, or emailing us at: NewMediaRCSUCentral@gmail.com.

Let us know what you're up to in the photo/video, where you're from, and why you're enjoying the summer, for a chance to have your photo and video featured on our social media channels.

You know what they say... a picture is worth 1,000 words!

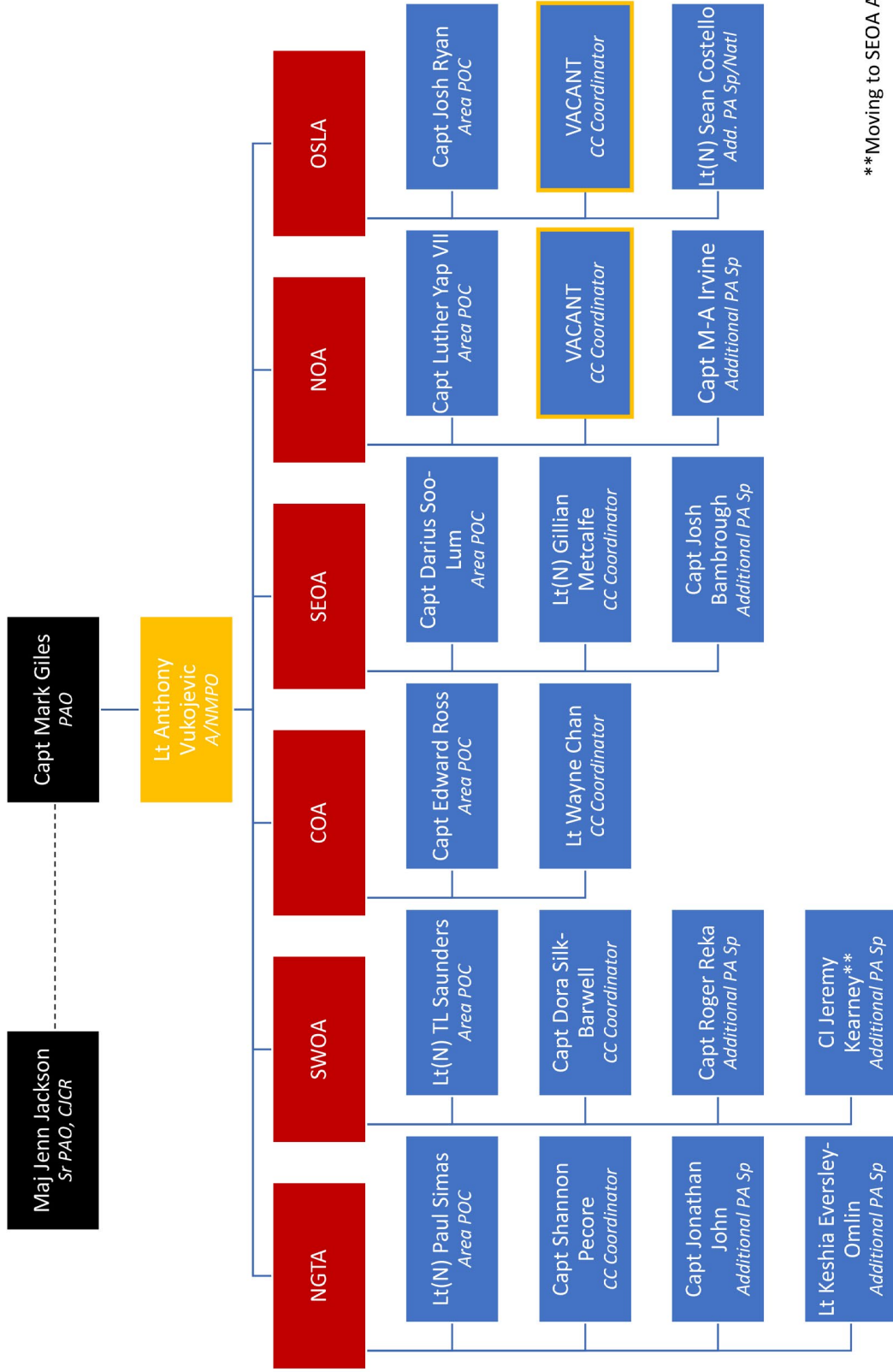


Ontario Cadets



@ontcadets

RCSU-Central PA Org Chart (tech-net) — Nov 2021



** Moving to SEOA April 22