

161 RCACS STANDING ORDERS

INTRODUCTION

1. 161 C.K. Beveridge RCACS Standing Orders are issued under the authority of the Commanding Officer. These Standing Orders outline the established policies and procedures as carried out by the squadron and are to be adhered to by all cadets, civilian instructors, volunteers and CAF members who work with or belong to the squadron.
2. The Standing Orders are to be reviewed by all members of the squadron prior to 30 Sep of each training year.
3. All cadets, civilian instructors, volunteers, and CAF members who work or volunteer with the squadron will sign the master copy of the Standing Orders annually indicating that they have read and will comply with all articles contained within these subject orders.
4. All personnel who perceive a need to amend the Unit Standing Orders may make an application to the Commanding Officer to amend those orders that are in question. At the discretion of the Commanding Officer, Standing Orders will be amended accordingly.
5. Standing Orders shall be reviewed on change of command by the incoming Commanding Officer. Amendments will be made at the discretion of the incoming Commanding Officer.

Original Signed By:

April D. Phinney
Captain
Commanding Officer
161 C.K. Beveridge Royal Canadian Air Cadet Squadron

SECTION 1 – TERMS OF REFERENCE (STAFF)

1.1 Commanding Officer (CO)

1.1.1 The Commanding Officer shall carry out all duties as outlined in CATO 11-36 ANNEX S.

1.1.2 The CO is responsible to the Regional Cadet Support Unit Detachment Commander (Det Comd), for all cadet matters, training and administration of cadets including: Cadet Instructors Cadre (CIC) Officers, Civilian Instructors, volunteers and cadets serving with the squadron.

1.2 Deputy Commanding Officer (DCO)

1.2.1 The Deputy Commanding Officer shall be responsible to the Squadron Commanding Officer for carrying out all assigned duties.

1.2.2 The DCO shall carry out all duties as contained in CATO 11-36 Annex S and:

- a. assist the Squadron Commanding Officer as required;
- b. carry out all duties of Squadron Commanding Officer in the COs absence;
- c. liaise with the parent committee and Sponsoring Committee to arrange staff assistance when required for fund-raising activities;
- d. responsible for the direct supervision of assigned staff members and assist in the PDR process;
- e. complete a duty roster of personnel for the positions of Duty NCMs to be posted in the Routine Orders one month in advance and supervise the Duty NCMs;
- f. seek feedback from staff and cadets and pass on information to the Commanding Officer;
- g. perform public affairs related requirements of the unit including the creation of media releases;
- h. monitor the drill, dress, deportment, and discipline of the unit including the implementation of extra duties; and
- i. carry out other duties as assigned by the Commanding Officer.

1.3 Administration Officer (AdminO)

1.3.1 The Squadron Administration Officer shall be responsible to the CO for carrying out all assigned duties.

1.3.2 The AdminO is responsible to:

- a. distribute preliminary applications for Summer Training Courses to all cadets who show an interest in applying.
- b. conduct the application process for all non-LHQ sponsored training, including summer training and national courses;

- c. update all cadets', Civilian Instructors', and CIC officers' personnel files;
- d. register and file all incoming and outgoing mail;
- e. confirm that all staff sign the Form X attendance sheets weekly;
- f. submit, at the end of each month, all necessary documents regarding staff attendance to the CO for signature the mail to the Det;
- g. ensure that all new recruits have properly completed their CF1158, DND 2570, and DND 2571 and have a file created for them;
- h. input new cadets into Fortress and maintain existing cadets' files within the system;
- i. complete all applications, memos and letters assigned by CO;
- j. input attendance for all activities into Fortress and maintain a paper record for the year;
- k. complete and mail CF-52 claim forms as required for internet bill and other applicable expenses each month;
- l. maintain an updated telephone list by flights, ensuring new cadets are assigned flights upon arrival;
- m. ensure cadets who are unexcused absent are contacted each week and contact the parents of these cadets should they miss three consecutive weeks;
- n. supervise the administrative duties of the cadet squadron adjutant and assistant administration officer; and
- o. carry out other duties assigned by the CO.

1.4 Training Officer (TrgO)

1.4.1 The Trg O shall be responsible to the Commanding Officer for carrying out assigned duties.

1.4.2 The Trg O shall:

- a. advise the CO on, and co-ordinate, the Squadron's special training projects, exercises and citizenship tours;
- b. develop a training program including creating a master training schedule and applicable evaluations in accordance with established Cadet Training Directives as found in CATOs;
- c. organize squadron drill, ceremonial parades and inspections;
- d. supervise the maintenance of the annual training files per cadet, Fortress Training Records, and other associated records;
- e. coordinate the yearly training schedule and assign qualified instructors to individual classes, developing personal instructor schedules;

- f. assist and supervise instructors in the preparation and presentation of their classes;
- g. select and submit demands to the Sup O for training aids, office supplies and materials to carry out objectives of training program;
- h. ensure Squadron is in possession of all required training material and reference manuals;
- i. maintain Qualification Standards and Plans as well as Course Instructional Guides;
- j. work with the Standards Officer to ensure a system is in place for instructor development including the scheduling of instructional evaluations and professional development;
- k. recommend individual cadets for promotion and summer camp positions;
- l. ensure sufficient optional training activities are available to cadets and ensure adequate staff is assigned to supervise;
- m. ensure initial, midterm, and final interviews are conducted with cadets and placed in training files;
- n. ensure parade sequence is created and updated in conjunction with the Parade Officer;
- o. assign, supervise, and support level training officers;
- p. submit Requests for Cadet Participation (RCPs) to the Detachment at least one month prior to scheduled training activities;
- q. ensure operation orders are created and submitted for all non-regular training activities;
- r. supervise Assistant Training Officer, Standards Officer, Parade Officer, Training Resource Coordinator, and Instructors; and
- s. carry out all other duties assigned by the Commanding Officer.

1.5 Supply Officer (SupO)

1.5.1 The Supply Officer shall be responsible to the CO for carrying out all assigned duties.

1.5.2 The Sup O shall:

- a. ensure all cadets who have completed their enrolment and have demonstrated an interest in remaining with Squadron are issued uniforms and briefed on the proper wear of the uniform;
- b. prepare and transmit all necessary documents to acquire equipment and uniforms;
- c. maintain an updated record of all public property on the Supply Customer Account and all uniform parts belonging to Squadron (issued and non-issued);
- d. inform the Commanding Officer immediately of any lost or stolen public property or uniforms;

- e. ensure that cadets who are struck off strength have returned their uniforms;
- f. maintain an updated inventory of all squadron sponsor property found in squadron stores;
- g. ensure all cadets are properly kitted with a well fitting uniform at all times;
- h. ensure cadets receive required kit prior to attending summer training;
- i. order new uniform parts through Logistik Unicorp as required;
- j. ensure uniform cards are filled out when uniforms are issued or exchanged;
- k. ensure temporary loan cards are completed for all borrowed equipment;
- l. supervise the duties of the cadet supply NCM;
- m. supervises classes held in the range area outside of supply;
- n. supervise the cadet canteen including cashbox/float, purchase of canteen supplies, and canteen NCM;
- o. supervise uniform inspection on a weekly basis and track cadet uniform marks; and
- p. carry out all other duties assigned by the CO.

1.6 Assistant Training Officer (Asst TrgO)

1.6.1 The Assistant Training Officer shall be responsible to the TrgO for carrying out all assigned duties.

1.6.2 The Asst TrgO shall:

- a. review of Qualification Standards and Instructional Guides;
- b. prepare operation orders as required;
- c. prepare after action reports as required;
- d. maintain training files in Fortress;
- e. implement and monitor the unit classroom and field instruction standards i.e.: monitoring, lesson plan oversight;
- f. complete instructor evaluations;
- g. ensure training materials are available for all instructors;
- h. recommend cadets for CSTC coursing to TrgO;
- i. recommend promotions to TrgO;
- j. coordinate special events and parades;

- k. become familiar with CATOs that apply to training standards e.g. CATO 14-06, uniform standards;
- l. delegate taskings to senior cadets and junior staff members;
- m. coordinate optional training; and
- n. carry out all other duties assigned by the TrgO/CO.

1.7 Band Officer (BandO)

1.7.1 The Band Officer shall be responsible to the CO for carrying out all assigned duties.

1.7.2 The BandO shall:

- a. be responsible for organization, management, administration and general efficiency of the band;
- b. supervise band equipment and stores;
- c. plan and supervise practices and rehearsals;
- d. maintain records of musician proficiency and levels;
- e. make recommendations to the CO on the acquisition of new equipment;
- f. complete all applications for parades, seminars and competitions;
- g. ensure a mini-band is prepared for various squadron parades; and
- h. perform any duties as assigned by the CO.

1.8 Range Safety Officer (RSO)

1.8.1 The Range Safety Officer shall be responsible to the CO for carrying out all assigned duties.

1.8.2 The RSO shall:

- a. supervise all range activities within the squadron;
- b. ensure the security and safety of all personnel on the range during practices IAW squadron Range Standing Orders and regional orders and directives;
- c. maintain the security of all range equipment, specifically weapons and ammunition;
- d. report any requirements for the repair, replacement, or acquisition of new equipment; and
- e. all other duties as assigned by the CO.

1.9 Unit Cadet Conflict Management Advisor (UCCMA)

1.9.1 The Unit Cadet Conflict Management Advisor shall be responsible to the CO for carrying out all assigned duties.

1.9.2 The UCCMA shall:

- a. follow procedures for training all cadets and staff in Positive Social Relations for Youth;
- b. adhere to CATO 13-24, 13-25 and 13-29 when dealing with issues and complaints brought to their attention.

1.9.3 In the event that a complaint is made about the CO, the UCCMA is directed to follow proper reporting procedures directly to the Detachment UCCMA.

1.10 Standards Officer (StdsO)

1.10.1 The Standards Officer oversees the quality of training and the professional development of cadets who are employed as instructors, and is responsible to the TrgO for the following:

- a. scheduling evaluations for cadet instructors and monitoring their classes;
- b. maintaining records of the monitoring of each cadet instructor;
- c. observing each instructor's progress through the training year and assisting instructors to improve in areas where weakness has been noted;
- d. assisting in conducting occasional instructor's forums to help instructors develop instructional techniques;
- e. advising the Trg O of strengths and weaknesses of instructors to assist the Trg O in scheduling appropriate instructors for each class;
- f. ensuring adequate numbers of assessment forms are copied and available to all assessors;
- g. working with the training resource coordinator to develop training aids and keep training supplies in the office organized; and
- f. performing other duties as assigned by the TrgO or CO.

1.11 Parade Officer (PrdO)

1.11.1 The Prd O oversees parades working with the SWO to ensure that the national standard is met with respect to drill, dress, and deportment and is responsible for the following:

- a. ensuring parade positions know proper commands and sequences, ensuring that a paper copy of the parade sequence is correct and distributed;
- b. advising SWO to make sure all drill corresponds with the CF 201;
- c. supervise weekly fall-in procedures and parades;
- d. evaluating parade positions at least once through the year;
- e. work with the Sqn Comd to track the top flight for each month for presentation during CO's parade;
- f. assist with the enforcement of standards of drill, dress, and deportment amongst the squadron NCOs; and

- g. ensuring all parade positions have a copy of the proper parade sequence following the CF 201 and squadron standards.

1.12 Level Officer (Lvl O)

1.12.1 Level officers are assigned to each training level to assist with the training and development of the cadets. The Lvl O will be there to assist and mentor the cadets as well as play a supervisory role. The Lvl O is responsible to the TrgO for the following:

- a. supervise the assigned level;
- b. handle all level disciplinary problems ensuring they are recorded on Cadet Behaviour Record forms and placed in the cadet's training file. For serious problems, the level officer will inform the DCO or CO;
- c. when available, supervise classes for the assigned level;
- d. assist the training officer with keeping a training file for the each cadet in the level, noting accomplishments and deficiencies;
- e. assist each level cadet with any difficulties they may be having;
- f. perform initial, midterm, and final interviews each year with level cadets;
- g. mentor cadets in their leadership development;
- h. take note of the cadets' uniform, drill, and conduct. Give cadets tips to encourage improvement in drill, dress, and deportment;
- i. keep a level officer binder with a list of cadets in the assigned level, cadet tracking forms, and PO attendance forms;
- j. keep track of cadets' weekly attendance on Class Attendance Sheets and record when POs have been completed; and
- k. perform any other duties as assigned by the Trg O.

1.13 Optional Training Supervisor

1.13.1 Supervisors of optional training activities are responsible to the CO for all assigned duties.

1.13.2 Supervisors shall:

- a. ensure optional training is conducted safely and following all specific policies, orders and directives that may pertain to their specific activity;
- b. maintain a concise log of which cadets have attended their activity;
- c. maintain all required records for qualifications and training proficiencies as required; and
- d. all other duties as assigned by CO.

1.14 Duty Officer (DutyO)

1.14.1 The Duty Officer shall be responsible to the CO for all assigned duties.

1.14.2

The DutyO shall:

- a. ensure that Duty NCOs are present for their duties,
- b. supervise the Duty NCOs;
- c. ensure that all keys are returned at the end of the training period;
- d. ensure that all classrooms and other areas used by the squadron are neat and tidy at the end of the training activity;
- e. ensure all doors are secure at the end of the training activity;
- f. report any damages discovered during the event; and
- g. all other duties as assigned by the CO.

SECTION 2 – TERMS OF REFERENCE (CADETS)

2.1 Squadron Commander (Sqn Comd)

2.1.1 The Sqn Comd shall be responsible to the Commanding Officer (CO).

2.1.2 The Sqn Comd shall be responsible for the Dep, SWO, Adj, Flt Comd(s), and PMC.

2.1.3 The Sqn Comd shall:

- a. ensure a high personal standard of dress, drill and deportment is maintained by all cadets in the Squadron at all times;
- b. supervise all cadets during cadet activities;
- c. set the standard for drill, dress and deportment of all cadets;
- d. oversee the creation and maintenance of a Warrant Officers'/Sergeants' Mess committee
- e. bring forth concerns and suggestions of fellow cadets to appropriate staff members;
- f. monitor classes and provide feedback as required to ensure proper instructional techniques are being used, and order is being kept;
- g. act as the parade commander for all ceremonial parades;
- h. ensure effective communication between senior cadets through initiating phone downs, holding meetings, and providing guidance as required;
- i. ensure all applicable policies and regulations are being enforced by senior cadets;
- j. oversee the implementation of corrective action and extra duties on a weekly basis;
- k. carry out all orders and instructions as issued by the commanding officer or other squadron staff in a timely and efficient manner;
- l. perform weekly uniform inspections of the Dep, SWO, and Adj;
- m. keep of written record of any disciplinary issues noted or reported by other senior cadets (using chits); and
- n. carry out other duties as assigned by the Commanding Officer.

2.2 Deputy Squadron Commander (Dep)

2.2.1 The Dep shall be responsible to the Sqn Comd

2.2.2 The Dep shall:

- a. ensure a high personal standard of dress, drill and deportment is maintained by all cadets in the Squadron at all times;
- b. supervise all cadets during cadet activities;
- c. set the standard for drill, dress and deportment of all cadets;

- d. ensure WROs are up to date, inform TrgO of any necessary changes (missing instructors etc), and read ROs to cadets at the beginning of each training night
- e. be responsible for the whereabouts of cadet instructors and assist instructors in finding a replacement if necessary;
- f. assist in completing the duties of the Training Resource Coordinator including the organization of training aids and equipment in the squadron office;
- g. assume the parade position of Dep and be able to take over as Sqn Comd in the event of their absence;
- h. assist in the implementation of corrective action and extra duties in consultation with the Sqn Comd ensuring chits are used;
- i. perform any other duties as assigned by the Sqn Comd.

2.3 Adjutant (Adj)

2.3.1 The Adj shall be responsible to the Sqn Comd.

2.3.2 The Adj shall:

- a. ensure a high personal standard of dress, drill and deportment is maintained by all cadets in the Squadron at all times;
- b. supervise all cadets during cadet activities;
- c. set the standard for drill, dress and deportment of all cadets;
- d. ensure cadet telephone list is up to date at all times through correspondence with the AdminO;
- e. call cadets, using squadron phone, who are absent without an excuse during any mandatory training activity to determine the reason;
- f. assume the parade position of Adj and be prepared to assume the position of Dep or SWO in their absence;
- g. assist in the implementation of corrective action and extra duties in consultation with the Sqn Comd ensuring chits are used;
- h. in coordination with the Sqn Comd and TrgO, plan inter-flight competitions through-out the training year and track "top flight" for ACR Award;
- i. ensure attendance is taken properly at every cadet activity (regular and weekend training) and delivered to the AdminO in a timely manner;
- j. perform any other duties as assigned by the Sqn Comd.

2.4 Squadron Warrant Officer (SWO)

2.4.1 The SWO shall be responsible to the Sqn Comd.

2.4.2 The SWO shall:

- a. maintain a high personal standard of drill, dress and deportment at all times

- b. ensure a high standard of drill, dress and deportment is maintained by all cadets in the Squadron;
- c. keep all cadets informed of all events through appropriate methods of communication including but not limited to weekly phone-downs;
- d. ensure that uniform inspections are being performed on a weekly basis by Flt Comds and Flt Sgt, collect inspection sheets and file appropriately in office. The SWO will personally inspect the Flt Comds and Flt Sgts;
- e. plan and conduct squadron drill periods and parade practices in consultation with the TrgO;
- f. be responsible for ensuring the Canadian Flag is raised at the beginning of, and lowered at the end of, each training night;
- g. be responsible for ensuring proper timings are adhered to during training especially with regard to fall in and dismissals procedures;
- h. implement corrective action and other extra duties during break times in correspondence with the Sqn Comd, keeping a written record;
- i. act as a mentor for Flt Comd and Flt Sgts, passing issues up and down the chain of command as necessary;
- j. manage parade square to ensure all cadets are marching in twos;
- k. ensure all cadets are addressing NCMs and officers with proper marks of respect; and
- l. carry out all other duties assigned by the Sqn Comd.

2.5 Flight Commander (Flt Comd)

2.5.1 The Flt Comd shall be responsible to the Sqn Comd .

2.5.2 The Flt Comd shall be responsible for the Flt Sgts and Sec Ldrs.

2.5.3 The Flt Comd shall:

- a. maintain a high personal standard of drill, dress and deportment at all times
- b. ensure a high standard of drill, dress and deportment is maintained by all cadets in their Flight;
- c. keep all cadets informed of all events through appropriate methods of communication including but not limited to weekly phone downs;
- d. ensure cadets in their flight are in proper dress for all activities;
- e. address minor disciplinary problems within their flight reporting consistent problems (such as substandard uniforms) or behavioral issues up the chain of command to the SWO;
- f. performing the parade position of Flt Comd;
- g. mentoring Flt Sgt and Sec Ldrs in their duties;
- h. perform weekly uniform inspections with the assistance of Flt Sgt and Sec Ldrs;

- i. increasing the morale of cadets in the flight through the creation of attitude checks and planning of flight activities;
- j. Acting as mentor for cadets in flight and passing up and down issues through the chain of command;
- k. carry out other duties as assigned by the SWO.

2.6 Flight Sergeant (Flt Sgt)

2.6.1 The Flt Sgt shall be responsible to the Flt Comd.

2.6.2 The Flt Sgt shall:

- a. ensure that all members of the flight are informed of all events and up to date with important information through weekly phone downs and other means of communication;
- b. assist with completing uniform inspections of flight members;
- c. perform the parade position of Flt Sgt and be able to assume the position of Flt Comd in their absence;
- d. ensure the morale of their flight through attitude checks and assisting in planning flight activities;
- e. Act as mentor for cadets in flight and pass up and down issues through the chain of command;
- f. carry out duties as assigned by the Flt Comd.

2.7 Section Leader (Sec Ldr)

2.7.1 The Sec Ldr shall be responsible to the Flt Comd.

2.7.2 The Sec Ldr shall be responsible for all cadets in their section.

2.7.3 The Sec Ldr shall:

- a. communicate with cdt's in their section on weekly basis through phone downs and conversation;
- b. ensure that absent cdt's are informed of weekend activities;
- c. will conduct weekly uniform evaluations before the start of training (once fallen-in) with the guidance of Flt Comd and Flt Sgts;
- d. Ensure a high level of morale in their section through participation in attitude check and flight activities;
- e. Act as a mentor for cadet in section and pass issues up and down through the chain of command; and
- f. carry out duties as assigned by Flt Comd.

2.8 Flag Party Commander (FP Comd)

2.8.1 The FP Comd shall be responsible to the SWO.

2.8.2 The FP Comd shall:

- a. fulfill the parade position of FP Comd;
- b. ensure a high standard of drill, dress, and deportment is maintained by flag party members;
- c. ensure the flag party is performing proper drill movements in accordance with the squadron parade sequence and the CF 201; and
- d. be responsible for the maintenance of flags, poles, and drill rifles and inform the SupO of any issues with equipment.

2.9 Mini Band Drum Major (MB DM)

2.9.1 The MB DM shall be responsible to the SWO.

2.9.2 The MB DM shall:

- a. assume the parade position of MB DM;
- b. ensure a high standard of drill, dress, and deportment of the mini band;
- c. ensure the band is performing proper drill and playing proper music in accordance with the squadron parade sequence, CF 201, CF 202, and in correspondence with the BandO; and
- d. be responsible for the gathering, storing, and basic maintenance of instruments and equipment and shall inform the BandO of any issues relating to equipment.

2.10 Duty NCO

2.10.1 The Duty NCOs shall be responsible to the DutyO.

2.10.2 The Duty NCO shall:

- a. ensure that all classrooms are opened at the start of the trg night, and closed at the end of it;
- b. assist the Sup O during the break in the running of the canteen in the absence of the SupNCM;
- c. supervise cadets during the break on the parade square;
- d. assist in the setup of the parade square as required;
- e. oversee duty cadets in their duties (including set up of flag pole and dias);
- f. ensure the bell is sounded to signify change in classes and ensure cadets in the basement are informed of the class change; and
- g. carry out all other duties assigned by the SWO.

2.11 Training Resource Coordinator (TRC)

2.11.1 The TRC shall be responsible to the TrgO.

2.11.2 The TRC shall:

- a. keep all training aids organized in the Trg/Admin Office;
- b. keep an inventory of training aids on hand and be able to assist instructors in finding appropriate training aids for their classes;
- c. set up a sign out sheet for any instructors taking training aids or other supplies for their lessons each night and be present in the office at the beginning and end of the night to sign out supplies;
- d. keep PP&S organized and inform the TrgO when items are running low;
- e. be knowledgeable in using training documents and assist instructors in finding required information;
- f. keep training documents including QSPs and IGs up to date, printing new pages as required;
- g. keeping up to date electronic file on usb drive and computer in office with electronic copies of training aids/documents; and
- h. perform other duties as assigned by the TrgO.

2.12 Supply NCM (SupNCM)

2.12.1 The SupNCM shall be responsible to the SupO.

2.12.2 The SupNCM shall:

- a. oversee the operation of the Cdt Canteen and Kit shop, including maintenance of books, securing product, and setting procedures in consultation with the SupO;
- b. assist with the fitting of cadets with uniforms;
- c. take cadet who require uniform parts or exchanges to supply at the beginning of each training night once attendance is taken and maintain an appointment book of cadets requiring exchanges;
- d. assist the SupO with keeping an accurate inventory of items kept in supply;
- e. sign in and out any training aids cadets borrow at the beginning and end of the night each week; and
- f. any other duties as assigned by the SupO.

2.13 President of the Mess Committee (PMC)

2.13.1 The PMC shall be responsible to the Sqn Comd.

2.13.2 The PMC shall:

- a. be appointed by the Commanding Officer to represent the senior NCMs;
- b. hold and chair bi-monthly meetings with members to plan activities;
- c. work with the Sqn Comd and staff to coordinate recreational activities for the senior cadets; and
- d. assist with planning of mess dinner.

2.14 Cadet Instructor (Instr)

2.14.1 The Instr shall be responsible to the TrgO.

2.14.2 The Instr shall:

- a. prepare lesson plans and training aids for all assigned classes;
- b. meet with TrgO or other staff designate a week before teaching assigned lesson to discuss plan and potential improvements;
- c. teach assigned classes within the scheduled period and find a replacement instructor in unable to attend;
- d. continually utilize feedback to improve personal instructional abilities;
- e. take attendance during each lesson in attendance binder;
- f. provide feedback to trainees regarding their performance and inform level officer or training officer of any specific problems a cadet may be facing; and
- g. complete other duties as assigned by the TrgO.

2.15 Duty Cadet (Duty Cdt)

2.15.1 The Duty Cdt is responsible to the Duty NCO.

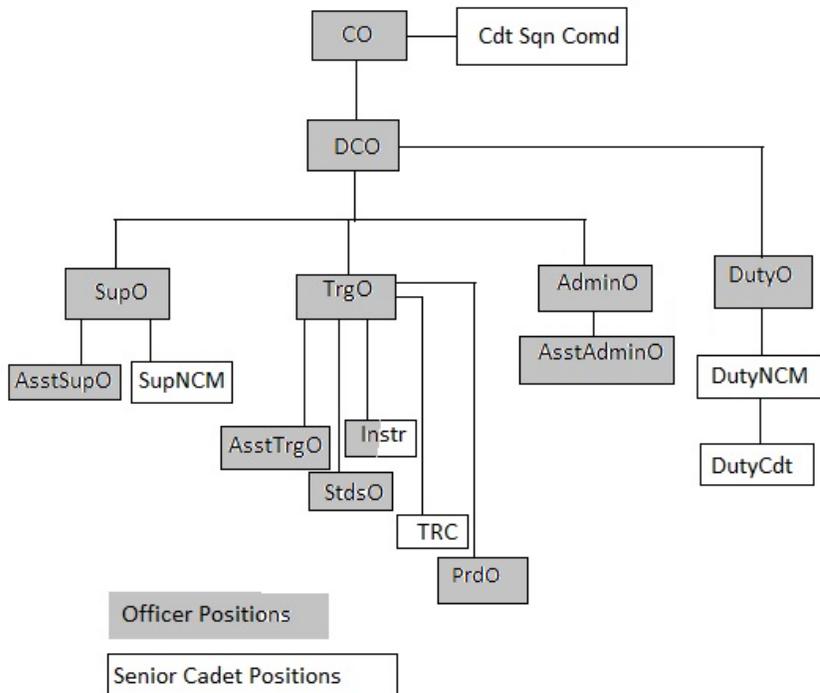
2.15.2 The Duty Cdt shall:

- a. Assist the Duty NCO with completing the set-up and tear down of the parade square or other training areas;
- b. Assist in the supervision of cadets during break on the parade square;
- c. Raise and lower the flag on the parade square;
- d. Ring the alarm at the end of classes to signal for the next class or break;
- e. Ensuring garbage and recycling in office and supply are taken out on a weekly basis; and
- f. Carry out all other duties as assigned by the Duty NCO.

SECTION 3 – SQUADRON ORGANIZATION

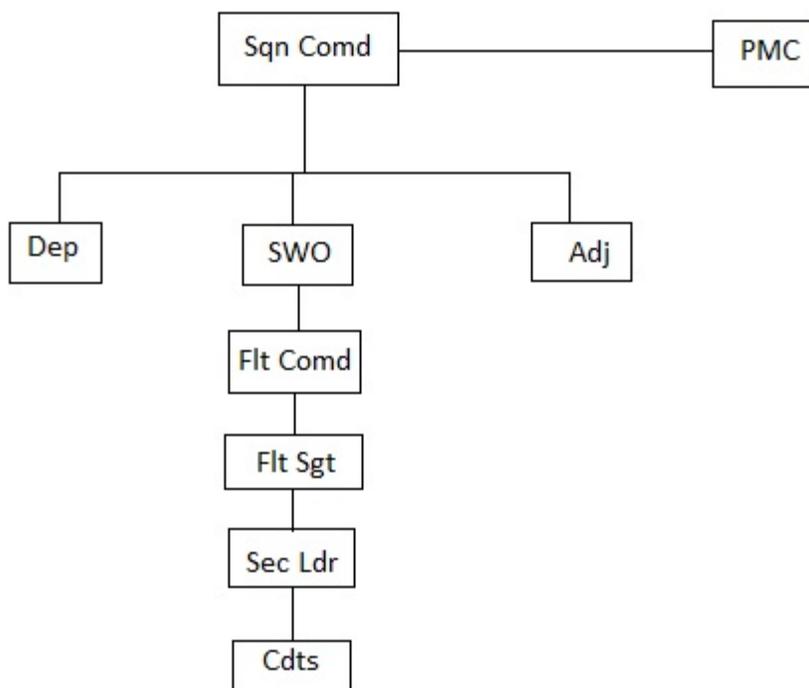
3.1 Squadron Organizational Charts

3.1.1 Squadron Chain of Command



Note: All personnel may be used as instructors as required by the CO and TrgO. A complete list of duties can be found in the Terms of Reference.

3.1.2 Cadet Chain of Command



Note: All Flights are structured in the same manner, with all Flt Comds reporting to the SWO, therefore only one flight has been depicted on this chart.

3.2 Weekly Training Routine

3.2.1 During the training year, 161 Squadron will conduct training as specified in the following chart:

Sunday	Marksmanship, Biathlon Model Club
Monday	Flying Scholarship
Tuesday	NA
Wednesday	Mandatory Training
Thursday	Administration Night
Friday	Drill Team Music Training
Saturday	As detailed in WROs

3.2.2 Each week the Training Officer will issue a Weekly Routine Order (WRO), once signed by the Commanding Officer, the WRO constitutes the official record of what training has taken place.

3.3 Mandatory Training

3.3.1 Mandatory training will occur on every Wednesday night from the start of September until the middle of June. Exceptions to this include the time around Christmas, and the March Break.

3.3.2 In the event of bad weather conditions, mandatory training will be cancelled by the Commanding Officer, with a phone down being initiated as soon as the decision has been made.

3.3.3 On mandatory training nights, staff and senior NCOs should arrive NLT 1815h, with the cadets arriving by 1825h.

3.3.4 The nightly schedule for mandatory training will run as follows:

1815h	Cadets fall-in
1820h – 1825h	Attendance is taken
1825h – 1840h	Fall-in parade/ Uniform inspections
1840h	SWO reviews nightly training
1845h – 1915h	Period 1
1920h – 1950h	Period 2
1950h – 2010h	Break
2010h – 2040h	Period 3
2045 - 2110h	Drill/Fall in for announcements and dismissal

3.4 Mandatory Support Training

3.4.1 During the year several mandatory support training activities will take place during the weekends. Under normal circumstances, participation in these events is considered to be required in order to meet the training requirements for each specific training level. These activities include:

A. Battle of Britain Parade

B. Field Training Exercises

- C. Remembrance Day
- D. Glider Familiarization
- E. Mandatory Training Days
- F. Annual Ceremonial Review

3.5 Optional Training Programs

3.5.1 During the year, 161 Squadron offers a number of optional training programs. Many of these take place during the entire training year, and are therefore reflected on the weekly training routine shown in 2.2.1.

3.5.2 The complete list of optional training programs offered at 161 Squadron includes:

- A. Marching Percussion Band
- B. Precision Drill Team
- C. Ground School for Glider and Power Pilot Scholarships
- D. Marksmanship
- E. Biathlon
- F. Effective Speaking
- G. Duke of Edinburgh Award
- H. Model Building
- I. Remote Control Aircraft Flying

SECTION 4 - SQUADRON POLICY

4.1 Smoking

- 4.1.1** Under no circumstances shall cadets smoke or be in possession of tobacco products during Squadron activities. This shall be in accordance with CATO 13-22.
- 4.1.2** No staff, including civilian instructors, CIC Officers or volunteers, shall smoke in front of any cadet. While in garrison, staff members who wish to smoke may do so in the designated smoking area.
- 4.1.3** Staff shall endeavour to impress upon cadets the dangers of smoking and to foster an attitude, which encourages cadets to abstain from or quit smoking.

4.2 Alcohol

- 4.2.1** No cadet shall consume or be in possession of alcoholic beverages or be intoxicated during Squadron activities.
- 4.2.2** No Squadron staff member, including civilian instructors, civilian volunteers, and CIC Officers, shall consume or be in possession of alcoholic beverages or be intoxicated while performing their duties as a CI or CIC Officer. Staff members are expected to abstain from any alcohol for at least eight hours before attending squadron activities.
- 4.2.3** In the case where alcohol is suspected, the Sqn CO shall immediately notify the proper chain of command as per CATO 13-23, and proceed with disciplinary action as outlined in CATO 15-22.

4.3 Drugs

- 4.3.1** No member of the Squadron, including cadets, civilian instructors and CIC Officers, shall be under the influence of or be in possession of any illegal drug of any sort.
- 4.3.2** In the case where drugs are suspected, the Sqn CO shall immediately notify the proper chain of command as per CATO 13-23, and proceed with disciplinary action as outlined in CATO 15-22.

4.4 Harassment

- 4.4.1** Under no circumstance shall members of the Squadron, including cadets, civilian instructors and CIC Officers, commit any objectionable act, comment or display that demeans, belittles or causes personal humiliation or embarrassment, or any act of intimidation or threat, toward any cadet or staff member.
- 4.4.2** All forms of hazing, including any coerced participation expressed or implied, improper initiation rites, ceremonies or other events are expressly prohibited.
- 4.4.3** Harassment of any form constitutes unacceptable conduct and will not be tolerated.
- 4.4.2** Any infraction of DAOD 5012-0 (Harassment Prevention and Resolution) will be reported to the UCCMA, the Commanding Officer or the immediate supervisor (officer) of the aggrieved person.

4.5 Abuse

- 4.5.1** Under no circumstances shall members of the squadron, including cadets, civilian instructors and CF personnel, abuse or be abused by another person, whether that be emotionally, physically, verbally or sexually.

4.5.2 All infractions of CATO 13-24 (Emotional, Physical and Sexual Abuse in the Canadian Cadet Organization) will be reported to:

- a. the UCMA or CO;
- b. any member of the squadron in a position of authority;
- c. the DND/CF Harassment Help Line at 1-800-290-1019 (English) or 1-800-290-0893 (French);
- d. Kids Help Phone at 1-800-668-6868.

4.6 Personal Relationships

4.6.1 Where adult members of staff are involved in a romantic, emotional, sexual or family relationship the provisions CATO 25-05 shall apply.

4.6.3 Neither cadets nor staff shall openly display acts of affection while engaged in any squadron activity.

4.7 Attendance

4.7.1 All Squadron Cadets must maintain a minimum 60% attendance rate for mandatory performance objectives throughout the cadet training year.

4.7.2 Subsequent to para. 3.7.1, any cadet who is absent for three or more training nights running, without excuse, may be struck off strength (SOS) and recovery action for uniform undertaken.

4.7.3 It is the responsibility of the **individual cadet** to inform his/her Flight Commander, Trg O or Admin O of intention of and reason(s) for being absent from a Squadron training night or compulsory training activity. The first point of contact for all junior cadets should be their Flight Commander. Cadets may also call the squadron phone at 632-3215 and leave a message. For optional training activities, cadets should inform the cadet or officer in charge of the activity if they are unable to attend.

4.7.4 In the event that a cadet may be required to miss an extended period of time, and they are not in their first year as a cadet, they may apply for a Leave of Absence. The application for a Leave of Absence will be addressed to the Commanding Officer, with their decision being relayed in writing to the cadet within seven days.

4.8 Safety

4.8.1 Safety of cadets must be the primary concern for all staff. Staff must familiarize themselves with all CATOs concerning safety, including CATO 13-12 Supervision of Cadets and CATO 14-31 General Safety Program as well as any CATOs that apply to specific types of training (i.e. biathlon, marksmanship, etc...)

4.8.2 The physical safety of the cadets must, at all times, outweigh any other consideration. All staff shall ensure that the risk aspect of any undertaking is carefully considered and the appropriate counteracting safety measures instituted. Staff members are responsible for the safety of cadets under their care and for ensuring safety regulations reach and are understood by each and every cadet. The absence of a safety regulation to cover any specific requirement does not relieve any staff member of their responsibility for safeguarding the life, limb and welfare of the cadets. At all times staff shall take the necessary measures to foresee risks and provide safeguards for any hazard or accident.

4.8.3 The basic principle for cadet safety shall be adequate supervision by qualified personnel at all times. Roll calls should be carried out before and after training and where required during training to maintain control of the whereabouts of each and every cadet.

4.8.4 Parade Safety: The parade square can be the scene of accidents and injuries to cadets. Cadets left standing motionless for long periods of time can lose consciousness. Resulting falls can produce serious injury.

4.8.5 Injury can also occur as the result of exaggerated drill movements. In some cases, stress fractures are caused by exaggerated placement of the foot as in adopting the position of attention.

4.8.6 To protect cadets from injury on parade the following rules will be followed:

- a. cadets on parade will not be kept motionless for periods of longer than fifteen minutes;
- b. cadets will be instructed on maintaining blood circulation by wiggling toes and shifting weight;
- c. flights not being inspected should be stood at ease;
- d. cadets are to be taught that those who experience symptoms of fainting must crouch on the spot or take themselves off parade;
- e. cadets wishing to fall out shall not be prevented from doing so;
- f. forceful stamping of feet in drill is not permitted; and
- g. cadets are to be reminded of the importance of eating and drinking properly before coming to cadets.

4.8.7 While it may not be possible to avoid all risk, every person in charge of cadets, whether staff or volunteer, is responsible to minimize and manage risk in accordance with safety regulations and common sense. The safety of the cadet outweighs any other aspect of training.

4.8.8 Further regulations on safety may be found in the Squadron Range Safety Orders as well as in the building Fire Orders.

4.9 Fundraising

4.9.1 While the majority of fundraising is undertaken by the squadron sponsor and parents committee, cadets will be asked from time to time to assist in specific fundraising initiatives.

4.9.2 Participation in fundraising is considered to be mandatory as the funds raised are used to finance specific aspects of the program or pieces of equipment that all cadets will benefit from.

4.10 Electronics

4.10.1 While attending Cadet training there will be no electronics in use at any time unless instructed by an officer as a training aid. All cell phones and other electronics devices will be turned off when the cadet enters the building. If the cadet needs to call home or a parent needs to get a hold of a cadet, there is a phone in the office that can be used. The number is 632-3215.

4.10.2 Cadets will be responsible for the security of their own electronic devices. Staff will not be held responsible for any lost or stolen devices.

4.10.3 Disciplinary action will be taken if electronics are misused. If a cadet uses an electronic device during training, the device will be confiscated and stored in the office until the end of the training activity. Before leaving, it is the cadet's responsibility to retrieve the device from the office.

SECTION 5 - DRESS AND DEPARTMENT

5.1 Dress

5.1.1 All Members of the Squadron will adhere to the following Squadron Dress Regulations:

- a. All cadets shall conform to the Air Cadet Dress Regulations, CATO 55-04, while in uniform;
- b. All CF Members, including CIC Officers, Primary Reserve Members, and Regular Force members shall conform to the Canadian Forces Dress Regulations A-AD-265-000/AG-001, while in uniform, and shall be considered on duty while at the unit, whether in uniform or not;
- c. Under no circumstances shall civilian articles of clothing be worn with any part(s) of an Air Cadet or CIC uniform, except in extreme weather conditions or with expressed permission of the Commanding Officer in regards to unavailable articles of issued clothing due to size, availability etc.; and
- d. All Civilian Instructors and volunteers shall wear appropriate attire during Squadron training nights and training activities; and

5.1.2 The following is the order of dress for:

	Regular Training Night		COs Parade / Annual Inspection		Sports Night
Cadets:	Parade	Class	Parade	Class	
AC to FCpl	C-4A	C-4A	C-1	C-2A	C-6
Sgts & above	C-2B	C-2B	C-1	C-2A	C-6
CF Members	No.3 (A,B or C)	No.3 (A,B or C)	No.1A	No.3 (A,B or C)	Sports Gear
Civilian Instructors	Business Casual	Business Casual	Business Semi-Formal	Business Semi-Formal	Sports Gear

(IAW CATO 55-04 Annex A and CFP A-AD-265-000/AG-001, Canadian Forces Dress Instructions)

5.2 Department

5.2.1 All members of the Squadron including, cadets, civilian instructors, volunteers and CIC officers shall conduct themselves in a professional and responsible manner at all times.

5.2.2 Cadets, while in uniform, shall not chew gum, slouch, saunter, carry hands in pockets, smoke, walk arm in arm or indulge in similar lapses of deportment that detract from a military bearing in the eyes of the public.

5.3 Etiquette

5.3.1 161 C.K. Beveridge RCACS, while a cadet unit, is to be guided by Air Force custom and tradition. Cadets shall be encouraged to adopt air force customs and traditions during all aspects of squadron activities.

5.3.2 Saluting while indoors is required unless otherwise stated in this order. Personnel shall pay proper compliments when:

- a. required to do so on the parade square;
- b. seeking permission to enter the office area;

- c. passing by or seeking permission to speak with an officer;
- d. the Canadian flag is being raised, lowered or marched in front of you;
- e. you are not formed up in a flight, are in uniform, and "O Canada", "God Save The Queen", the Last post/Rouse, or any other national anthem is played;
- f. entering the quarterdeck of any commissioned ship; or
- g. passing by or approaching a cenotaph.

5.3.3 When passing officers in hallways cadets are expected to acknowledge the officer by executing an eyes right or left or, if the officer is not engaged in conversation with another person, by saying "Good evening Sir/Ma'am". Exaggerated and noisy displays of greeting are neither expected nor welcome.

5.3.4 All squadron personnel shall refer to squadron officers, warrant officers and NCMs and other cadets by rank and surname, never by surname alone.

5.4 Wearing of Civilian Clothing

5.4.1 Cadets should always dress in a manner that is credible to the Cadet Program. The following guidelines should be followed when wearing civilian clothing. The following items of clothing are appropriate for wear at a cadet function in the following situations:

- a. Smart casual: dress slacks with collared shirt and appropriate shoes for males or dress slacks, skirt with blouse/sweater or dress for females. This is to be worn on more formal occasions or when unable to wear a uniform.
- b. Relaxed casual: casual slacks or jeans in good repair with collared shirt, t-shirt, or sweater with shoes, sneakers, or sandals when appropriate (not when drill is expected) for male cadets. Casual skirt, slacks, or jeans in good repair and blouse, t-shirt, or sweater with shoes, sneakers, or sandals when appropriate (not during drill) for female cadets. Shorts may be worn in warm weather. This is to be worn during optional training or weekend training activities where uniforms are not required.
- c. Physical training: shorts or fitness pants with t-shirt, polo, or sweat shirt. Issued cadet PT Gear may be worn. Cadets should wear appropriate sneakers and socks.
- d. The following items should not be worn: clothing with offensive logos (including alcohol logos), clothing with rips or tears, tank or halter tops, short shorts (shorts should reach the bottom of finger tips when hands are by side), or clothing that reveals the midriff or backside/underwear. Pyjamas or jeans should not be worn for PT.
- e. Cadets who arrive dressed inappropriately will be asked to change their clothing.

SECTION 6 – PROMOTION OF CADETS

6.1 Promotion Philosophy

- 6.1.1** 161 Squadron acknowledges that it is in the best interests of cadets, parents and staff to have a clear, concise promotion policy.
- 6.1.2** The normal promotion period in 161 Squadron for junior ranks is within the fall as completion of the previous year's training level is a requirement for most promotions. Promotions will take place on CO's parades, the first Wednesday of every month, as cadets meet the requirements for promotion and at the discretion of the Commanding Officer..
- 6.1.3** On occasion, as operational needs demand, promotions will be made at other times of the year, as determined by the Commanding Officer.
- 6.1.4** The final decision regarding all promotions within the squadron rests with the Commanding Officer.

6.2 Standards for Promotion

- 6.2.1** The guiding document for all promotions within 161 Squadron is CATO 13-02 Cadet Rank Promotions.
- 6.2.2** For promotion to the rank of Warrant Officer Class 2, a merit review board will be convened as per CATO 13-02, Annex B. The findings of the board will then be submitted to the Commanding Officer for consideration.

SECTION 7 – SELECTION OF CADETS FOR SUMMER TRAINING

7.1 General Information

- 7.1.1** Summer training courses are available to all cadets who are interested in and meet the prerequisites for the courses.
- 7.1.2** It is to be understood by all members that while staff develops a priority list for course selection based on various factors, course selections are made at the Detachment, New Brunswick Provincial Committee and Air Cadet League of Canada National levels.
- 7.1.3** Cadets who wish to apply for summer training courses are required to make their wishes known to staff. On occasion, the Commanding Officer or his/her designate may confer with a particular cadet to advise them of staff's desire for them to consider specific courses. Under no circumstances should a cadet feel pressured or obligated to accept such recommendations and a declination of said course will not negatively impact a cadet's career.

7.2 Application Process

- 7.2.1** The normal application period for National Courses is October to December of each training year. Qualified cadets may only apply for one National Course per year. A current school transcript and a one-page narrative explaining why the cadet should be selected for the course requested must accompany the application. Other information may be required depending on the course requested.
- 7.2.2** The normal application period for other courses is November to February of each training year. Cadets who apply for summer training courses will be required to select three courses in order of preference from the list they qualify. Cadets who apply will be required to complete an application through Fortress. The Commanding Officer will, with consultation from the Training Officer, submit a priority list of musicians for training along with the application forms.
- 7.2.3** The normal application period for music summer training courses is November to January for each training year. Cadets who apply will be required to inform the training officer of their interests. Only once they have been accepted will the cadets have to sign an offer of training. The Commanding Officer will, with consultation from the Band Officer, submit a priority list of musicians for training along with the application forms.
- 7.2.4** Priority lists will be determined based on the attendance, performance, and behaviour of individual cadets, the need of the unit and the availability of courses. The need of the squadron will be of paramount concern when priorities are determined for summer training, however the wishes of the cadet will also be taken into consideration.

7.3 Summer Training Courses Prerequisites

- 7.3.1** Courses and prerequisites are subject to change. Staff will make every reasonable attempt to keep cadets informed of the options available to them with regard to Summer Training, but it is understood by all members that it is their responsibility to apply for courses they desire to take and to ensure they meet the prerequisites for the courses they request.

SECTION 8 – DISCIPLINE AND CORRECTIVE ACTION

- 8.1** All incidents of inappropriate or behaviour will be dealt with in a fair and equitable manner. The process and procedures identified in CATO 15-22 Conduct and Discipline Cadets will be adhered to.
- 8.2** As described in CATO 15-22, discipline shall be administered on a progressive scale.
 - 8.2.1** Minor issues shall be dealt with at the level of the Warrant Officer and Instructors. They will deal with those issues where no damage or harm to others is involved.
 - 8.2.2** In most cases, minor issues such as incorrect dress, moving around in formation, talking in class, etc... shall be dealt with through mediation, coaching, and extra duties as required. Requiring the cadet to fix the problem, or explain why the behaviour was inappropriate. Unless repeated, no formal documentation is required.
- 8.3** For more moderate issues, the Training Officer and Deputy Commanding Officer shall deal directly with these issues.
 - 8.3.1** The Training Officer or Deputy Commanding Officer will investigate the matter as laid out in CATO 15-22 and present a recommendation to the Commanding Officer for either Administrative or Disciplinary measures.
 - 8.3.2** The DCO shall be responsible for enacting any disciplinary measures ordered by the CO.

SECTION 9 – SQUADRON AWARDS

- 9.1** At the end of each training year cadets are recognized for their achievements and contributions to the squadron. This section outlines those awards that are unique to 161 squadron and the criteria for selecting the recipients.
- 9.2** If no cadet meets the criteria, the Commanding Officer may choose to not present any of the awards.
- 9.3** The following awards are presented annually:

Name	Level Req.	Criteria (Summary)
Gordon Barnes Memorial	1	<ul style="list-style-type: none"> Outstanding in mandatory training (percentage of mandatory/complementary POs completed) High average attendance (percentage from fortress) High average uniform mark (percentage from entire year) Participation in optional training (percentage of optional activities joined and participated in regularly for the duration of the training year) Attitude/enthusiasm/deportment (to be assessed using special rubric and converted to a percentage). See Annex A.
Ted Sowery Trophy	2	<ul style="list-style-type: none"> Outstanding in mandatory training (percentage of mandatory/complementary POs completed) High average attendance (percentage from fortress) High average uniform mark (percentage from entire year) Participation in optional training (percentage of optional activities joined and participated in regularly for the duration of the training year) Attitude/enthusiasm/deportment (to be assessed using special rubric and converted to a percentage). See Annex A.
Ladies Auxiliary Branch #69	3	<ul style="list-style-type: none"> Outstanding in mandatory training (percentage of mandatory/complementary POs completed + performance on graded training) High average attendance (percentage from fortress) High average uniform mark (percentage from entire year) Participation in optional training (percentage of optional activities joined and participated in regularly for the duration of the training year) Attitude/enthusiasm/deportment (to be assessed using special rubric and converted to a percentage). See Annex A. Leadership (qualities of a leader are assessed by level officer using rubric). See Annex B.
Gordon Ross McLean Memorial	4	<ul style="list-style-type: none"> Outstanding in mandatory training (percentage of mandatory/complementary POs completed) High average attendance (percentage from fortress) High average uniform mark (percentage from entire year) Participation in optional training (percentage of optional activities joined and participated in regularly for the duration of the training year) Attitude/enthusiasm/deportment (to be assessed using special rubric and converted to a percentage). See Annex A.

		<ul style="list-style-type: none"> Leadership (qualities of a leader are assessed by level officer using rubric) See Annex B
Esprit de Corps	Any	<p>Awarded to the cadet who has put forth the most effort in terms of:</p> <ul style="list-style-type: none"> Squadron morale Creating a positive image of the squadron and the cadet program as a whole Being a positive role model for the cadets of the squadron See Annex C
River Valley Lions Club	Any	<p>Awarded to the cadet who has made the most significant improvement with their instrument. See Annex D.</p>
Charles R. Fournier	Any	<p>Awarded to the cadet who has demonstrated the most advanced skill with their instrument. Drill should also be considered. See Annex E.</p>
Top Marksman	Any	<p>Awarded to the cadet who had the highest average shooting score after regular participation (at least 75% attendance) in the squadron shooting program.</p>
Top Flight	n/a	<p>Awarded to the flight that had the highest average uniform mark and attendance on the year.</p>
Walter N. Curran	Any	<p>Squadron choice award, voted on by the cadets of the squadron for the individual who has shown the highest level of dedication, leadership, charisma, or has offered the most assistance when needed. This award is NOT a popularity contest.</p>
Most Outstanding NCO	3 and up	<p>Awarded to the cadet of FCpl or above who has excelled the most in carrying out his or her duties, and hopefully, has surpassed what is minimally required of him or her. See Annex F.</p>
CO's Trophy	5 and up	<p>Decided by the CO. Awarded to the cadet who has assisted the Sqn staff and the CO the most, regardless of his or her position, but does need to be a staff cadet.</p>
Commanding Officer's Challenge Coin	Graduating Cadets	<p>Presented to graduating cadets who have been active participants in optional training throughout their time as cadets. See Section 9.5 below.</p>
Gabriel Comeau Memorial Award for Team Work	Any	<p>Presented to a group of two or more cadets who exemplified team work by working together to for the betterment of the squadron.</p>

9.4 Rubrics used for the calculation of award winners are found in Annexes A to F. Criteria is broken down for purposes creating a more transparent policy for the presentation of awards.

9.5 Commanding Officer's Challenge Coin

This award has been created to recognize cadets who have contributed to the squadron through their participation in optional training activities. Cadets may apply for this award in the year of their graduation. Cadets who participate in an optional training activity for its entire duration during a training year will be awarded points as outlined below. The CO will review the applications, in correspondence with the OIC for the activity and then approve all awards. Cadets who missed significant numbers of practices during a year may be awarded partial points for an activity at the CO's discretion. Cadets will require a total of **15** points to receive this award.

Activity (points awarded on a yearly basis)	Points
Band	3
Biathlon	2
Drill Team	2
Effective Speaking	1
Ground School (Flying Scholarship Training)	2
Marksmanship	3
Model Building/RC Flying	2
Other	Determined based on activity

SECTION 10 – SQUADRON COMMITTEES

10.1 Fund Raising Committee (FRC)

10.1.1 The FRC shall be composed of:

- a. DCO;
- b. Members of the sponsoring committee
- c. Parents; and
- d. Interested senior cadets.

10.1.2. The FRC will be responsible for:

- a. Booking and organizing fund raisers such as tagging, ticket sales, item sales, etc;
- b. Tracking fund raising completed by each cadet by time contributed and amount raised; and
- c. Assist staff in collecting tickets, money, recipes, etc from cadets. This includes calling cadets who have not met deadlines.

10.2 Recruiting/Public Affairs Committee (RPAC)

10.2.1 The RPAC shall be composed of:

- a. CO;
- b. Interested adult staff members:
- b. Members of the sponsoring committee
- c. Parents; and
- d. Interested senior cadets.

10.2.2. The RPAC will be responsible for:

- a. Maintenance of a squadron website;
- b. Maintenance of squadron YouTube channel to include recruiting videos, weekly announcements, how-to videos, etc;
- c. Maintenance of facebook page with weekly updates and photos;
- d. Maintenance of a Twitter account;
- e. Planning recruiting activities at schools, community events, etc;
- f. Creating and delivering recruiting materials; and
- g. Creating media releases and contacting local media about events of interest or special achievements.

10.3 Yearbook/Media Committee (YMC)

10.3.1 The YMC shall be composed of:

- a. Adult staff members;
- b. Parents; and
- c. Interested senior cadets.

10.3.2. The YMC will be responsible for:

- a. Taking pictures at various events to include regular training, optional training, competitions/parade, and weekend/special training;
- b. Edit pictures and compile into a digital yearbook;
- c. Provide pictures for website and other media; and
- d. Work to restore and maintain squadron history books.

10.4 Welcoming Committee (WC)

10.4.1 The WC shall be composed of:

- a. Interested adult staff members; and
- b. Interested senior cadets.

10.4.2. The WC will be responsible for:

- a. aiding in the creation and update of a welcome package for new recruits to include a welcome letter, information about opportunities and events for the squadron, who to go to for what, etc);
- b. monitoring the door for new cadets at the beginning of each training night and providing tours and information for new cadets;
- c. setting up mentoring relationships between new cadets and level 2 and 3 cadets;
- d. working with new cadets during drill periods/beginning of night/breaks to help late joiners catch up;
- e. introducing new cadets to other cadets to help them feel welcomed;
- f. getting to know new cadets and check back with them for a few weeks to see how things are going. Report any issues up the chain of command; and
- g. ensuring new cadets receive the name and phone number of their Sec Ldr, Flt Sgt, and Flt Comd and meet these people.

SECTION 11 – SELECTION OF CADET SQUADRON APPOINTMENTS/PARADE POSITIONS

11.1 General Evaluation Process

11.1.1 All squadron appointments/parade positions will be appointed by the Commanding Officer. The appointment of parade positions takes into consideration the cadets' performance and is not based on rank, training level, age, or time at the squadron/as a cadet. Cadets are selected for various positions based on squadron's needs and the abilities demonstrated by the cadet. Although evaluations play a part in the selection process, quantitative data may not always completely reflect the hierarchal structure as certain skill sets are better suited to certain jobs. During the selection process the following will take place:

- a. Cadets must complete an application indicating their top choices for a parade position and why they believe they would be the best candidate for the job;
- b. Cadets will be formally evaluated on a number of criteria which may include but are not limited to: drill, instruction, uniform, leadership, attendance, general cadet knowledge, and overall performance;
- c. Cadets will sit on a merit review board which will include persons who are not presently members of the squadron staff; and
- d. The Commanding Officer will use the information provided in the review board process along with the evaluations, and applications, to make the final selection of positions in consultation with the squadron staff.

11.1.2. Parade positions will be assigned as soon as practical to ensure the effective function of the squadron. Parade positions are never permanent and may be changed at any time to meet the needs of the squadron.

11.2 Desirable Attributes of Various Squadron Positions

11.1.1. The Cadet Squadron Commander is the highest position achievable by a cadet. The following attributes are desirable in a Cadet Squadron Commander:

- a. Strong leadership ability – Cadet must be able to lead large groups of people and provide guidance and feedback to peers;
- b. Strong communication skills – Cadet must be able to effectively communicate with superiors, associates, and subordinates;
- c. High level of professionalism and maturity – Must be able to represent the squadron as a spokesperson for the cadets;
- d. Adapts well to change;
- e. Accepts and reacts positively to constructive criticism;
- f. Keeps information confidential when required;
- g. Works well with officer staff and peers;
- h. Follows orders adequately; and
- i. Strong problem solver;

11.2.2. The Cadet Deputy Squadron Commander works under the guidance of the Cadet Squadron Commander and plays an important role as the Cadet Assistant to the Training Officer. The following attributes are desirable in a Cadet Deputy Squadron Commander:

- a. Strong knowledge of the Cadet Training Program;
- b. Strong instructional ability;
- c. Strong management skills;
- d. Capable problem solver;
- e. Works well as a member of a team;
- f. Adequate planning and organizational skills;
- g. Able to mentor and provide feedback; and
- h. Approachable.

11.2.3. The Cadet Squadron Adjutant works under the guidance of the Cadet Squadron Commander and plays an important role as the Cadet Assistant to the Administration Officer. The following attributes are desirable in the Cadet Squadron Adjutant:

- a. Strong organizational skills;
- b. Friendly;
- c. Approachable;
- d. Able to work independently;
- e. Strong initiative;
- f. Works well as a member of a team;
- g. Adequate planning and organizational skills; and
- h. Able to mentor and provide feedback.

11.2.4. The Squadron Warrant Officer works under the guidance of the Cadet Squadron Commander and plays an important role in maintaining high standards of drill, dress, and deportment within the squadron. The following attributes are desirable in the Squadron Warrant Officer:

- a. Highest standard of drill, dress, and deportment;
- b. Strong drill voice;
- c. Assertive;
- d. Able to provide feedback to subordinates;
- e. Works well as a member of a team;
- f. Adequate planning and organizational skills;
- g. Knowledge of parade sequence; and
- h. Resilience.

11.2.5. The Cadet Flight Commander works under the guidance of the Cadet Squadron Commander and Squadron Warrant Officer and plays an important role in developing and motivating the cadets in his/her flight. The following attributes are desirable in the Cadet Flight Commander:

- a. Highly enthusiastic;
- b. Able to provide feedback;
- c. Mentor;
- d. Motivational;
- e. Strong sense of responsibility; and
- f. Capable problem solver.

11.2.6. The Flight Sergeant works under the guidance of the Cadet Flight Commander and plays an important role in developing and motivating the cadets in his/her flight. The following attributes are desirable in the Flight Sergeant:

- a. Strong mentor;
- b. Highly enthusiastic;
- c. Approachable;
- d. Able to provide feedback; and
- e. Sense of responsibility

11.2.7. The Section Leader works under the guidance of the Cadet Flight Commander and plays an important role in mentoring the cadets in his/her section. The following attributes are desirable in a Section Leader:

- a. Provides strong personal example;
- b. Approachable; and
- c. Coaching ability.

11.2.8. The Flag Party Commander works under the guidance of the Squadron Warrant Officer and plays an important role in developing the cadets in the flag party and ensuring proper care of flags and drill rifles. The following attributes are desirable in the Flag Party Commander:

- a. Strong knowledge of flag and rifle drill; and
- b. High level of drill, dress, and deportment.

11.2.9. The Drum Major works under the guidance of the Squadron Warrant Officer and Band Officer and plays an important role in maintaining the drill, dress, and deportment of the band. The following attributes are desirable in the Drum Major:

- a. Strong knowledge of band drill;
- b. High level of drill, dress, and deportment;
- c. Knowledge of drum major and bass drum commands;
- d. Must be in the band; and
- e. Musical ability – basic knowledge of each instrument.

11.2.10. The Training Resource Coordinator works under the guidance of the Training Officer and Squadron Deputy Commander and plays an important role in ensuring training resources are available to and being properly utilized by senior cadets. The following attributes are desirable in the Training Resource Coordinator:

- a. Strong organizational skills;
- b. Knowledge of the Cadet Training Program;
- c. Experienced instructor;
- d. Creativity;
- e. Strong communication skills; and
- f. Computer savvy.

11.2.11. The Supply NCM works under the guidance of the Supply Officer and plays an important role in ensuring all cadets are properly kitted, the cadets have access to canteen each night, and resources in supply are readily available when required. The following attributes are desirable in the Supply NCM:

- a. Strong organizational skills;
- b. Strong knowledge of cadet uniform standards;
- c. Honesty and trustworthiness;
- d. Strong arithmetic skills;
- e. Friendly; and
- f. Physical endurance.

11.2.12. The Duty NCM works under the guidance of the Commanding Officer and Squadron Commander and plays an important role in ensuring timings are met on training nights and all required tasks are completed by assigned personnel. The following attributes are desirable in the Duty NCM:

- a. Strong initiative;
- b. Time management skills;
- c. Ability to delegate;
- d. Ability to follow-through with tasks; and
- e. Strong sense of responsibility.

11.2.13. The President of the Mess Committee works under the guidance of the Commanding Officer and Squadron Commander and plays an important role in ensuring the senior cadets have adequate opportunities to socialize in a relaxed setting free of junior cadets. The following attributes are desirable in a PMC:

- a. Highly respected by fellow senior cadets;
- b. Energetic;
- c. Able to plan events;
- d. Strong initiative;
- e. Able to hold a successful meeting; and
- f. Strong presentation skills.

Section 9 Annex A: Attitude, Enthusiasm, and Department Assessment Rubric

	Points				
	0	1	2	3	4
Displays a positive attitude	Never exhibits a positive attitude. Questions training activities. Does not get along with fellow cadets. Refuses to complete assigned tasks.	Rarely displays a positive attitude. Questions training activities. Has trouble getting along with fellow cadets. Often refuses to complete assigned tasks.	Occasionally displays a positive attitude. Sometimes questions training activities. Sometimes has trouble getting along with fellow cadets. Sometimes refuses to complete assigned tasks.	Often displays a positive attitude. Rarely questions training activities. Usually gets along with fellow cadets. Usually completes assigned tasks.	Always displays a positive attitude. Gets along with fellow cadets. Always completes assigned tasks and participates in training activities.
Displays enthusiasm	Unenthusiastic towards all cadet activities.	Often unenthusiastic towards training activities.	Sometimes exhibits personal enthusiasm towards specific training activities.	Often enthusiastic about training activities. Shows a particular interest in certain cadet activities.	Enthusiastic towards all cadet activities. Actively participates and motivates other cadets to do the same.
Department	Does not conduct himself in a manner expected of a cadet. (e.g. Hands in pocket, chewing gum, foul language, lack of respect/proper complements, unprofessional, etc)	Often has difficulty conducting himself in a manner expected of a cadet without reminders. (e.g. Hands in pocket, chewing gum, foul language, lack of respect/proper complements, unprofessional, etc)	Occasionally has difficulty conducting himself in a manner expected of a cadet without reminders. (e.g. Hands in pocket, chewing gum, foul language, lack of respect/proper complements, unprofessional, etc)	Cadet conducts himself in the manner expected of a cadet. Cadet pays proper complements to superiors, respects fellow cadets, and acts in a professional manner.	Sets the example for other cadets by always conducting himself in a professional manner. Consistently pays proper complements and respects fellow cadets.

Section 9 Annex B: Leadership Rubric

	Points				
	0	1	2	3	4
Honesty, Dependability, & Responsibility	Cadet is dishonest and unreliable	Cadet is rarely honest and cannot be relied upon to complete assigned tasks	Cadet is usually honest and sometimes dependable. It is difficult to rely on cadet to complete tasks without reminders.	Cadet is honest to staff and subordinates. Cadet is often dependable but requires occasional reminders or extensions to complete assigned tasks.	Cadet is always honest and dependable. Can be relied upon to complete all assigned tasks.
Confidence, Decisiveness, & Determination	Cadet lacks confidence and determination to be a successful leader. Has difficulty making decisions without guidance.	Cadet has low self confidence or confidence in the group. Cadet gives up easily when assigned challenging tasks. Cadet requires guidance in making all decisions.	Cadet has low self confidence and sometimes does not work to full potential to complete tasks. Guidance is often required in making decisions.	Cadet is confident in most areas and often has a strong sense of determination to complete tasks. Cadet sometimes needs guidance to make timely decisions.	Cadet displays self-confidence and confidence in his/her followers. S/he makes sound and timely decisions and shows determination to complete all assigned tasks.
Courage & Patience	Cadet lacks courage to stand up for what they know is right or lead their peers. Cadet lacks patience required to complete tasks without becoming frustrated.	Cadet lacks courage to stand up for what they believe in/lead their peers or cadet lacks patience required to complete tasks without becoming frustrated.	Cadet sometimes lacks the courage necessary to be an effective leader and often has trouble practicing patience with followers or tasks.	Cadet occasionally needs reassurance to complete leadership assignments and/or occasionally has difficulty practicing patience.	Cadet has the courage to stand up for what they believe in and always practices patience when completing tasks or dealing with other cadets/staff.
Initiative	Cadet never takes initiative.	Cadet rarely takes initiative. Needs direct instruction in order to complete tasks.	Cadet occasionally takes initiative but more often than not, needs to be give direct instructions in order to complete a task.	Cadet sometimes takes initiative, completing obvious task without being asked. S/he sometimes needs reminders to complete tasks.	Cadet always takes initiative. Cadet need not be given instruction to complete a necessary task or plan an event.

Section 9 Annex C: Esprit De Corps Award Rubric

	Points				
	0	1	2	3	4
Contribution to squadron morale	Cadet displays low morale. Cadet does not exhibit a positive attitude toward the squadron.	Cadet does not contribute to positive morale. Cadet seems to lack confidence in the squadron or cadet program.	Cadet has some confidence and sense of purpose in the squadron but does not lead others to do the same.	Cadet is motivated and has confidence in the squadron. Cadet has done work, such as leading attitude checks, to help improve squadron morale.	Cadet is motivated and has confidence in the squadron. Cadet has planned activities, lead attitude checks, and effectively communicated to improve squadron morale.
Creating a Positive Image of the Squadron	Cadet does not create a positive image for the squadron. Cadet does not participate in community activities and exhibits poor deportment.	Cadet struggles to create a positive image for the squadron. S/he has participated in few community activities such as parades and recruiting. When in public, cadet exhibits poor deportment and seems embarrassed.	Cadet sometimes creates a positive image for the squadron. S/he has participated in some community activities such as parade and recruiting. Cadet sometimes exhibits poor deportment or seems embarrassed to be a cadet.	Cadet creates a positive image for the squadron. S/he has participated in some community activities such as parades and recruiting. Cadet generally exhibits good deportment.	Cadet creates a very positive image for the squadron. S/he has participated in many community activities and lead recruiting initiatives. Cadet always exhibits excellent deportment.
Being a Positive Role Model	Cadet is a poor role model. Cadet's drill, dress, deportment, leadership, and enthusiasm need work.	Cadet is often a poor role model. Cadet's drill, dress, deportment, leadership, or enthusiasm need work.	Cadet is sometimes a positive role model. Cadet exhibits average drill, dress, deportment, leadership, and enthusiasm.	Cadet is usually a positive role model. Cadet has above average drill, dress, deportment, leadership, and enthusiasm.	Cadet is always a positive role model. Cadet has exemplary drill, dress, deportment, leadership, and enthusiasm.
Pride & Devotion to Unit	Cadet does not seem proud to be a cadet, has poor attendance, and rarely participates in optional training.	Cadet does not seem proud to be a cadet, has average attendance, and rarely participates in optional training.	Cadet does not display a strong sense of pride. Cadet has average attendance and participates in some optional training.	Cadet displays pride in the unit. Cadet has average attendance and participates in some optional training.	Cadet displays pride in the unit. Cadet has above average attendance in mandatory and optional training. Cadet goes above and beyond to improve the unit.

Section 9 Annex D Most Improved Bandsman Award Rubric

	Points				
	0	1	2	3	4
Band Attendance	Cadet attended less than 70% of the band practices	Cadet attended 70-80% of the band practices	Cadet attended 80-89% of the band practices	Cadet attended 90-99% of the band practices	Cadet attended 100% of the band practices
Theory Level Advancement	Cadet did not achieve any new theory levels throughout the training year	Cadet advanced by one theory level throughout the training year	Cadet advanced by two theory levels throughout the training year	Cadet advanced by three theory levels throughout the training year	Cadet advanced by four or more theory levels throughout the training year
Playing Level Advancement	Cadet did not achieve any new practical playing levels throughout the training year	Cadet advanced by one practical playing level throughout the training year	Cadet advanced by two practical playing levels throughout the training year	Cadet advanced by three practical playing levels throughout the training year	Cadet advanced by four or more practical playing levels throughout the training year
Drill Improvement	Cadet's band drill did not improve throughout the training year.	Cadet's band drill improved only marginally throughout the training year.	Cadet's band drill improved some throughout the training year.	Cadet's band drill improved significantly throughout the training year.	Cadet has mastered band drill throughout the training year.
Leadership Improvement	Cadet's leadership did not improve throughout the training year.	Cadet began to exhibit minor leadership qualities.	Cadet developed leadership qualities and helped other cadet with either drill or playing.	Cadet developed their leadership abilities and assisted other cadets with both drill and playing.	Cadet's leadership improved significantly. Cadet took on the of lead for their section and excelled in this role.

Section 9 Annex E: Top Band Member Award Rubric

	Points				
	0	1	2	3	4
Music Proficiency Level	Has no proficiency Levels	Completed level basic	Completed level one	Completed level two or three	Completed level four or five
Music Repertoire	Learned less than 60% of required repertoire	Learned 60-75% of required repertoire	Learned 75-85% of required repertoire	Learned 85-99% of required repertoire	Learned 100% of required repertoire plus additional individual music
Ability to play/instruct multiple instruments	Only plays one instrument	Began learning to play a secondary instrument	Played secondary instrument for at least one music selection	Able to competently play primary and secondary instrument	Played and instructed both primary and secondary instrument
Band Drill	Cadet has difficulty performing required band drill	Cadet sometimes has difficulty performing required band drill	Cadet competently completed required band drill	Cadet set the example in completing required band drill. Cadet contributed to band movement	Cadet excels at band drill and played a significant role in instructing and creating the band movement
Attendance	Cadet attended less than 70% of the band practices	Cadet attended 70-79% of the band practices	Cadet attended 80-89% of the band practices	Cadet attended 90-99% of the band practices	Cadet attended 100% of the band practices
Leadership	Cadet did not display any leadership skills	Cadet began to demonstrate leadership skills and occasionally assisted with instructing peers	Cadet took on minor leadership roles and assisted peers in playing, theory, and drill	Cadet took on leadership roles and assisted in instructing a section, teaching a theory class, and teaching a drill movement	Cadet took on major leadership roles in instructing sectionals, individuals, drill, and full rehearsals.

Section 9 Annex G: Most Outstanding NCO Rubric

			Points		
	0	1	2	3	4
Attendance	Less than 70% attendance in mandatory training	70-79% attendance in mandatory training	80-89% attendance in mandatory training	90-99% attendance in mandatory training	100% attendance in mandatory training
Completion of Duties	Rarely completed assigned tasks (duties, parade/squadron positions, instruction of class, level training requirements, phone downs, etc).	Sometimes completed assigned tasks (duties, parade/squadron positions, instruction of class, level training requirements, phone downs, etc).	Often completed assigned tasks (duties, parade/squadron positions, instruction of class, level training requirements, phone downs, etc).	Always completed assigned tasks (duties, parade/squadron positions, instruction of class, level training requirements, phone downs, etc).	Always completed all assigned tasks (duties, parade/squadron positions, instruction of class, level training requirements, phone downs, etc) and took initiative to complete other tasks and assist fellow cadets.
Leadership	Did not exhibit the qualities of a leader.	Struggled to develop leadership qualities. Subordinates were often confused or failed to respond to leadership provided.	Began to develop leadership qualities. Subordinates were sometimes confused or failed to respond to leadership provided.	Displayed many qualities of a leader. Subordinates responded well to leadership provided.	Provided exemplary leadership. Subordinates looked up to him/her and responded well to leadership provided.
Initiative	Cadet never takes initiative.	Cadet rarely takes initiative. Needs direct instruction in order to complete tasks.	Cadet occasionally takes initiative but more often than not, needs to be given direct instructions in order to complete a task.	Cadet sometimes takes initiative, completing obvious tasks without being asked. S/he sometimes needs reminders to complete tasks.	Cadet always takes initiative. Cadet need not be given instruction to complete a necessary task or plan an event.
Drill	Cadet's personal drill did not meet the standard. Cadet did not know proper commands for parade position required.	Cadet's personal drill rarely met the standard. Cadet need constant guidance to learn commands/duties for parade position required.	Cadet's personal drill met the standard most of the time. Cadet required some guidance to learn commands and duties of parade position.	Cadet's personal drill met the standard. Cadet required little guidance to learn commands and duties of parade position required.	Cadet had exemplary personal drill. S/he was always aware of the commands and duties required of his/her parade position.
Dress & Department	Cadet's uniform did not meet the standard (<65%) and cadet failed to conduct himself in a manner becoming of a cadet.	Uniform mark 65-75%. Cadet struggled to conduct himself in a manner that is expected of a senior cadet.	Uniform mark 75-85%. Cadet usually conducted himself in a manner that is expected of a senior cadet.	Uniform mark 85-95%. Cadet conducted himself in a manner that is expected of a senior cadet.	Uniform mark 95-100%. Cadet always conducted himself in a manner that provided an example for fellow cadets.

