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Squadron Standing Orders

243 OgoPogo Royal Canadian Air Cadets

These Squadron Standing Orders will be in effect upon publication. Any suggestions for changes must be made in writing to the Commanding Officer, 243 RCACS.

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1 DOCUMENT HISTORY

<u>Version</u>	<u>Date</u>	<u>Summary of Key Changes</u>
Version 1.0	September 8, 2018	Document created by Commanding Officer and reviewed by Squadron Staff, J3 Zone Training Officer

2 PREFACE

243 Ogotogo Royal Canadian Air Cadets Standing Orders (hereafter called Squadron Standing Orders – SSOs) are issued under the authority of the Commanding Officer.

Squadron standing Orders are regulations pertaining to the personnel, administration, operation, supply, and finances of 243 Ogotogo Squadron. These orders are meant to amplify regulations issued under Queen’s regulations and Orders for the Canadian Forces (QR & O’s), Canadian Forces Administrative Orders (CFAO’s), Cadet Training and Administrative Orders (CATO’s), and Pacific Region Cadet Instructions (PRCIs). The Commanding Officer shall be the final authority for interpretation and enforcement of Squadron Standing Orders.

These orders are effective upon receipt and are applicable to all officers, civilian staff and cadets involved with 243 Ogotogo RCACS.

Copies of these orders will be made readily accessible to all staff members of 243 Ogotogo RCACS for review and reference, and will also be made available by electronic form to all cadets. It is the responsibility of the individual to make themselves aware of the content of the orders and to keep current with amendments.

Visitors to the squadron are also subject to these orders and it is incumbent upon those members who are hosting visitors and transient personnel to advise them of those orders which apply in each case.

These orders will be reviewed annually and updated as required. These orders continue to be developed and additions and revisions may be made during the training year. Revisions and additions will be provided to all personnel and will be effective immediately upon publication. All requests to amend the SSOs shall be submitted in writing to the CO.

//Signed//

O. Nobakht
Captain
Commanding Officer

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3 MISSION STATEMENT

3.1 Commitment

- a. We commit to develop, in each and every cadet, qualities of leadership, teamwork, and personal responsibility so that they may be motivated to become valued members of their community.
- b. To this end, we offer dynamic training in a safe, supportive and efficient environment where change and desire to improve are positive and essential elements.
- c. We further commit to attain this vision by living shared Canadian values with particular attention to:
 - i. **Loyalty:** The expression of our collective dedication to the ideals of the Cadet Movement and to all its members.
 - ii. **Professionalism:** The accomplishment of all tasks with pride and diligence.
 - iii. **Mutual Respect:** The treatment of others with dignity and equality.
 - iv. **Integrity:** The courage and commitment to exemplify trust, sincerity, and honesty.

4 TABLE OF CONTENTS

1	Document History	2
2	Preface.....	3
3	Mission Statement	4
3.1	Commitment	4
5	Introduction	9
5.1	References.....	9
5.2	Aim	9
5.3	Boundaries	9
5.4	Jurisdiction	9
5.5	Distribution and Amendment	9
5.6	Conflict	9
6	Personnel.....	10
6.1	Duties and Responsibilities	10
6.2	Command and Control	10
6.3	Chain of Command.....	11
6.4	Officer Staff Positions.....	11
6.5	Cadet Positions.....	11
6.6	Duty Personnel.....	12
6.7	Conduct Prejudicial to the Good Order.....	12
6.8	Dress Regulations.....	12
6.9	Department.....	13
6.10	Paying of Compliments	13
6.11	Salute Zones	14
6.12	Promotions.....	15
6.13	Promotions Criteria	15
6.14	Positive Social Relations for Youth (PSRY) Training	16
6.15	Committees.....	17
6.16	Canteen	17
7	Squadron Policies	18
7.1	Fraternization and Personal Relationships	18
7.2	Alcohol, Drugs, and Smoking (including vaping)	18
7.3	Weapons	18

Issued: September 8, 2018
Revised: September 8, 2018

7.4	Harassment, Racism, and Abuse Policy.....	18
7.5	Misuse of Cellphones	18
7.6	Fire Orders.....	19
7.7	Accidents and Medical Emergencies.....	20
7.8	Reporting Loss, Theft, or Damage.....	20
7.9	Awards Bursaries, and Medals	20
7.10	Uniform Return Policy	22
7.11	Lost and Found	22
7.12	Use of Private Vehicles.....	22
8	Operations	23
8.1	Permits Entry / Exit Times of East Kelowna Community Hall	23
8.2	Classroom Upkeep	23
8.3	Mandatory Training Night (Wednesday Night).....	23
8.4	Commanding Officer’s Parade	23
8.5	Sanctioned Cadet Activities.....	24
8.6	Field Training Exercises	24
8.7	Optional Training.....	24
8.8	Familiarization Flying.....	24
8.9	Marksmanship Programs & Transportation of Air Rifles	24
8.10	Uniform Inspections.....	24
8.11	Disciplinary Procedures.....	25
8.12	Defaulters Parade.....	26
8.13	Cadet Instructor Requirements.....	26
8.14	Terms of Reference – Officers.....	26
8.15	Terms of Reference – Cadets	26
9	Administration	28
9.1	Attendance.....	28
9.2	Monthly Routine Orders	28
9.3	Procedure for Late Arrivals	28
9.4	Absences	28
9.5	Excused Absence	28
9.6	Leaves of Absence	29
9.7	Correspondence	29

Issued: September 8, 2018
Revised: September 8, 2018

9.8	Squadron Website & Social Media.....	29
9.9	E-Mail	30
9.10	Telephone Answering System	30
9.11	Photocopying	30
9.12	Summer Training Selection	30
9.13	Annual Fortress Validation Forms	30
10	Supply.....	31
10.1	Hours of Operations.....	31
10.2	Forgotten Uniform / Replacement of Loss of Uniform Part(s)	31
10.3	Care and Use of Cadet Uniform	31
10.4	Care and Use of Equipment	32
11	Finance	33
11.1	Budgets.....	33
11.2	Purchases	33
11.3	Fundraising Activities	33
11.4	Donations and Fees.....	33
11.5	Insurance.....	33
11.6	Hardship Cases	33
12	Facilities.....	35
12.1	General.....	35
12.2	Visitors.....	35
12.3	Other Facilities	35
12.4	Cleanliness and Security.....	35
13	Security.....	36
13.1	General.....	36
13.2	Movement Control.....	36
13.3	Document Control.....	36
13.4	Physical Security.....	36
13.5	Communication Security.....	37
13.6	Computers.....	37
13.7	Squadron Keys and Access	37
14	Annex A – Chain of Command - Staff.....	38
15	Annex B – Chain of Command - Cadets.....	39

Issued: September 8, 2018
Revised: September 8, 2018

16 Annex C – Terms Of Reference - Officers	40
16.1 Terms of Reference – Commanding Officer (CO).....	41
16.2 Terms of Reference – Deputy Commanding Officer (DCO).....	43
16.3 Terms of Reference – Administration Officer (Admin O).....	44
16.4 Terms of Reference – Training Officer (Trg O)	46
16.5 Terms of Reference – Supply Officer (Sup O).....	48
16.6 Terms of Reference – Unit Cadet Conflict Management Advisor (UCCMA)	50
16.7 Terms of Reference – Duty Officer (Duty O)	51
16.8 Terms of Reference – Standards Officer (Std O)	52
16.9 Terms of Reference – Officer in Charge (OIC)	53
16.10 Terms of Reference – Range Safety Officer(s) (RSO)	54
17 Annex D – Terms Of Reference – Cadets.....	55
17.1 Cadet Squadron Commander	56
17.2 Cadet Squadron Deputy Commander	57
17.3 Cadet Squadron Warrant Officer	58
17.4 Standards Warrant Officer	59
17.5 Flight Commander	60
17.6 Flight Deputy Commander	61
17.7 Section Commander.....	62
17.8 Cadet Code of Conduct	63
17.9 Senior Duty Cadet	64
17.10 Junior Duty Cadet.....	65
17.11 Non-Commissioned Officer In-Charge (NCOIC).....	66
17.12 Cadet Correspondent	67
18 Annex E – Orders of Dress.....	68

5 INTRODUCTION

5.1 References

- a. Queens Regulations and Orders Cadets – QR&O (Cdts)
- b. Canadian Forces Administrative Orders – CFAOs
- c. Cadet Policies and Procedures
- d. Pacific Region Cadet Instructions – PRCIs
- e. Cadet Administrative and Training Orders – CATOs
- f. Drug and Alcohol Policy for Air Cadets
- g. Security Orders for the Canadian Forces – A-SJ-100-001/AS-000
- h. Canadian Forces Dress Instructions – A-AD-265-000/AG-001
- i. Dress Regulations for Royal Canadian Air Cadets – A-CR-CCP-990/Pt-001
- j. National Cadet and Junior Canadian Ranger Support Group Order

5.2 Aim

- a. These orders are circulated in order to define the aspects of the unit organization, regulations and terms of reference that do not change frequently and promote the efficient operation of the Squadron.

5.3 Boundaries

- a. Where physical location is important, these orders have effect within the areas and buildings allocated to the Squadron, including the designated areas of the Squadron and all other locations used from time to time by the Squadron.

5.4 Jurisdiction

- a. These orders are issued by the Commanding Officer, 243 Ogopogo Squadron and have effect on all personnel on strength with or attached to this unit while on any Cadet activity within the Boundaries defined above. These orders supplement any orders issued by NDHQ, or RCSU (Pacific). These orders also will apply to any visiting Officers or Cadets while in the Squadron areas in attendance of a 243 Ogopogo Squadron function.

5.5 Distribution and Amendment

- a. These orders will be in effect upon promulgation and supersede any previous orders that may have been issued. Copies of these orders are available from the Duty Personnel or from the Squadron website and it is the responsibility of all personnel to read and become familiar with these orders. Knowledge of these orders will be assumed from the date of promulgation and lack of such familiarity will not constitute excuse or contravention.
- b. These orders will be amended as required. All suggestions for amendment must be submitted to the Commanding Officer and will be promulgated by the Deputy Commanding Officer (DCO). All the above references will apply equally to all amendments.

5.6 Conflict

- a. If a conflict occurs between these orders and an order or regulation promulgated by another Canadian Armed Forces/Cadets Canada organization (NDHQ, RCSU, etc.) or an authorized civilian organization (Air Cadet League, Police, etc.), the higher authority shall prevail.

6 PERSONNEL

6.1 Duties and Responsibilities

- a. All Officers, Civilian Instructors, and Volunteers are personally responsible for the execution of the duties assigned to them by higher authority. Officers holding supervisory positions, in turn, are responsible for assigning and supervising the duties of their subordinates.
- b. All Officers are expected to be on duty at their assigned training activities. If unable to be present on a parade night or other scheduled activity, the Commanding Officer must be informed as far in advance as possible.
- c. Only Officers in uniform will be on parade, exceptions are to those Civilian Instructors who are filling Officer Positions and Volunteers.
- d. **All Officers and staff are expected to be present at support training activities as required and as individual schedules permit. These activities include survival exercises, base tours, parades, citizenship tours, fundraising activities and competitions.**

6.2 Command and Control

- a. The Commanding Officer of a Cadet Unit is responsible to the Commander, Pacific Region through the J3 Area Officer in Charge (OIC), and has the responsibility to supervise and control all duties and personnel under his/her command.
- b. The Commanding Officer has a right to expect the support of all personnel under his/her command. Personnel are to conduct themselves in a manner, which is not detrimental to the unit's efficiency or in a manner that would bring discredit to the unit and or the Canadian Armed Forces.
- c. In any decision-making process, the Commanding Officer may seek suggestions or advice from others and consider those suggestions or advice as the situation warrants. However, it must always be the Commanding Officer who makes the final decision and bears the responsibility for it.
- d. The Commanding Officer of 243 Ogoopogo Squadron is responsible for the command, control, and administration of 243 Ogoopogo Squadron. The Commanding Officer will from time to time, delegate command, control, and administrative responsibilities to other officers who will in return, be responsible to the Commanding Officer for their actions.
- e. A subordinate officer will be delegated by the Commanding Officer to be the second in command (i.e. Deputy Commanding Officer), who will act as the Commanding Officer when the current Commanding Officer is not available to perform his/her duties. This officer will be directly responsible to the Commanding Officer for his/her actions and decisions.
- f. All personnel are to go through the proper chain of command in all matters. The chain of command for Officers can be found in [Annex A](#) Organizational Chart of Chain of Command, while the cadet chain of command can be found in [Annex B](#).
- g. Terms of reference for officer positions are found in [Annex C](#).
- h. Terms of reference for cadet positions are found in [Annex D](#).

6.3 Chain of Command

- a. The Training Officer shall be senior to all officers except the Commanding Officer & Deputy Commanding Officer.
- b. The Cadet Squadron Commander is the only Cadet who may liaise directly with the Commanding Officer without going through the normal chain of command.
- c. The Cadet Squadron Commander, Cadet Squadron Deputy Commander, Cadet Squadron Warrant Officer, and Flight Commanders may liaise directly with the appropriate officer regarding matters related to training, administration, or supply.
- d. All personnel are permitted to have personal interviews with the Training Officer, Deputy Commanding Officer and Commanding Officer. It is expected that prior appointments be made for these interviews.
- e. At no time will any personnel address anyone more than one line up the chain of command except for Flight Commanders, Duty Cadets, or unless directed by an Officer.
- f. Should a Cadet have a complaint or problem with his or her Flight Commander, he/she may address the problem to the Commander of another Flight or Warrant Officer. Cadets are strongly encouraged to follow their chain of command but may contact an officer if the complaint is of a sensitive nature.
- g. All Squadron personnel shall demonstrate good manners at all times to superiors, subordinates and acquaintances alike.

6.4 Officer Staff Positions

- a. An Air Cadet Squadron, being made up of a large and diverse membership requires a formal structure in order to operate smoothly. At the Squadron Level, there are five key positions:
 - i. Commanding Officer (CO)
 - ii. Deputy Commanding Officer (DCO)
 - iii. Administration Officer (Admin O)
 - iv. Training Officer (Trg O)
 - v. Supply Officer (Sup O)
- b. Subjects to the CO's approval, additional positions may be added depending on the Squadrons quota and training requirements.

6.5 Cadet Positions

- a. The following are positions that are filled by Cadets, starting from the most senior:
 - i. Cadet Squadron Commander
 - ii. Cadet Squadron Deputy Commander
 - iii. Cadet Squadron Warrant Officer
 - iv. Flight Commander
 - v. Flight Deputy Commander
 - vi. Section Commander
 - vii. Cadet.

Issued: September 8, 2018
Revised: September 8, 2018

6.6 Duty Personnel

- a. A Duty Roster will be posted in the Monthly Routine Orders and the squadron website. It will be maintained by the Administration Officer in consultation with the Cadet Squadron Deputy Officer. Timings for tours of duty will be in-line with published training activity timings.
- b. Terms of reference for officer positions are found in [Annex C](#).
- c. Terms of reference for cadet positions are found in [Annex D](#).

6.7 Conduct Prejudicial to the Good Order

- a. The conduct of all Royal Canadian Air Cadets shall reflect the high ideals and aims of the movement: To Learn, To Serve, To Advance. Any conduct prejudicial to the good order of 243 Ogoopogo Squadron will not be tolerated and can result in dismissal.
- b. Examples of such conduct, but not limited to are:
 - i. Conduct or actions that will undermine morale;
 - ii. Associations with groups outside of cadets that will undermine the purpose and aims of Air Cadets;
 - iii. Being found guilty in civil or criminal court action or being an accessory to a crime;
 - iv. Disobeying a direct order of a superior;
 - v. Undermining the authority of a superior;
 - vi. Being improperly dressed or slovenly in dress;
 - vii. Improper use of equipment/loss of equipment;
 - viii. Disorderly conduct while in uniform or while at a cadet function.
- c. Cadets found in violation of squadron and Kelowna School Board Policies will be dealt with accordingly by the Commanding Officer. Discipline may range from written warnings to dismissal from the Squadron. In accordance with CATO 15-22.

6.8 Dress Regulations

- a. The highest standard of dress will be maintained. Each cadet shall wear the correct uniform illustrated in the Air Cadet Dress Instructions (CATO 55-04). Officers shall abide by the Canadian Forces Dress Instructions and Queens Regulation & Orders Chapters 17 and 18.
- b. Recruits will wear the issued Squadron t-shirt until they graduate and become an Air Cadet.
- c. The dress and appearance of Officers and Cadets on all occasions will be such as to reflect credit to the Canadian Armed Forces, The Royal Canadian Air Cadets, and 243 Ogoopogo Squadron.
- d. Seasonal dress changes and forms of dress for ceremonies and special training will be circulated in Monthly Routine Orders or Training Instructions from the CO.
- e. Items of the Cadet uniform issued from Supply will not be worn in combination with civilian dress. With the exception of a winter coat that may be worn during the winter season **ONLY IF** a parka has not been issued.
- f. The wearing of the Cadet Uniform is authorized for official cadet activities only. Authorization to wear the Cadet Uniform at non-cadet activities, i.e. School Remembrance Day Ceremonies, must be obtained from the Commanding Officer in writing through the Chain of command **two weeks in advance**.

Issued: September 8, 2018

Revised: September 8, 2018

- g. Cadets and their parents/guardians are to understand that the uniform and equipment issued by Supply is on loan by DND for the duration of their Cadet career and must be returned at the completion of training. Cadets are also expected to comply with instructions for the care of the uniform, so as to return it in a recyclable condition.
- h. The only exception for not returning uniform parts is, those cadets that have successfully ‘aged-out’ from the program upon their 19th birthday. These Cadets may keep their tunic, badges, tunic belt, and wedge.
- i. Personnel will maintain a clean and tidy appearance. This includes maintaining personal hygiene and wearing clean, well-kept clothing.
- j. Personnel are not to wear clothing that contains potentially offensive images or words, or that advertises alcohol or tobacco brands.
- k. Order of dress for activities will be published in the MROs. Orders of dress are outlined in [Annex E](#).

6.9 Deportment

- a. All CAF Members, Civilian Instructors, and Volunteers must be aware of their responsibilities as role models at all times. Behaviour when around Cadets must be above reproach.
- b. CAF Members’ dress, haircuts, and overall appearance must meet CAF Dress Regulations at all times.
- c. Civilian Instructor and Volunteer dress must be neat, clean, and appropriate for the activity. The issued polo-shirt shall be worn for squadron related activities, as required. Jeans are not acceptable attire, except for casual activities in which cadets are dressed in a similar fashion. Dress for Commanding Officer’s Parades and other ceremonial occasions should reflect the formality of the event.
- d. Cadets are reminded that on or off base they are to conduct themselves in a manner to reflect favourably on the Air Cadet Movement. Any misdemeanour by a Cadet reflects on all Cadets; appropriate disciplinary actions will be taken.
- e. Foul language, abuse, fighting, insolence and rudeness shall not be tolerated.
- f. Personnel shall not touch the property of others without expressed permission.
- g. Personnel shall address each other by rank and surname.
- h. All personnel shall ensure they have all their belongings with them prior to leaving the building.
- i. NCOs shall at all times maintain exemplary deportment.
- j. All personnel are expected to read the Squadron and Region Monthly Routine Orders (MRO) distributed and shall follow the timetable included as well as being familiar with the items the MROs contain.
- k. Chewing gum, spitting, slouching, leaning on walls, sauntering, hands in pockets, smoking, walking arm/hand in arm/hand and similar deportment which detracts from the military appearance is unacceptable for personnel while on Cadet time.
- l. Personal electronic devices such as music and game devices are to be used only during downtime activities (travel times, free-time, etc.).

6.10 Paying of Compliments

- a. A high standard of military bearing is to be maintained and all ranks will pay proper compliments to CAF Members. Compliments will be carried out in a smart and efficient manner.

Issued: September 8, 2018

Revised: September 8, 2018

- b. When not formed-up for a parade or ceremony, personnel on the Parade Square shall stand at attention for general salutes and march-pasts. During domestic and foreign national anthems, royal salutes, vice-regal salutes, the marching on and off of the flags, and while the flags pass on a march past, such personnel come to attention and salute; during raising and lowering of the flag ceremonies all Staff and Cadets will face the flag and salute when in uniform or stand at attention if not in uniform.
- c. When on exercise or when you find that you are working in close proximity to someone to whom you would pay compliments, the professional military way is to pay compliments the first time you meet the senior person at the start of the day, and again as the last thing you do before parting company or retiring for the night. A good example is if you are working with an officer on a training exercise, you would not pay compliments each time you address him/her, but rather do as described earlier.
- d. When an individual passes an Officer or a group of Officers on the parade square a proper salute shall be given accompanied by an eyes right or left. The highest-ranking officer shall be saluted.
- e. When addressing or being addressed by an officer, cadets shall halt 3 paces in front of the officer, give the proper salute, and stand at attention. Officers shall be addressed as Sir or Ma'am. Upon being told to "Carry On" cadets shall give a proper salute, execute a right turn and march off (NO marching a pre-determined number of paces).
- f. When addressing or being addressed by a senior ranking NCO, cadets shall halt 3 paces in front of the NCO, and stand at attention. NCOs shall be addressed by rank and surname or in the case of Warrant Officers, Sir or Ma'am. Upon being told to "Carry On" Cadets shall execute a right turn and march off.
- g. When an officer passes an individual cadet, or a group of cadets not formed up, all cadets shall come to attention and the senior cadet shall give a proper salute.
- h. When a senior ranking person enters or exits a room, the senior ranking individual already in the room shall call "Room" bringing all personnel in the room to attention (whether sitting or standing), all personnel shall remain in this position until told to "Carry On". **The exception to this is if a class is already in session.**
- i. Individuals wishing to enter a room in which an officer is already present shall halt at the door, knock, salute, and ask permission to enter. Individuals leaving a room in which an Officer is present shall face into the room come to attention, salute and march off.v
- j. When entering a class that is already in session the cadet would have been excused by the instructor to leave and return. As a result, the cadet will re-enter the room, halt at the door and return to their place to ensure that the class is not disrupted.
- k. The rule of thumb to apply: When in doubt – salute.
- l. Other compliments shall be paid as listed in the Drill Manual (APD-201-000/PT-000).

6.11 Salute Zones

- a. A "No Saluting Zone" will be held in effect in all hallways, stairwells and the office space of the East Kelowna Community Hall. The personnel will however acknowledge the position as they pass by.
- b. When entering the office space, Cadets are expected to salute at the front door before and after entering. Cadets who have assigned workspaces in an office need only to salute when entering for the first time and when departing for the last time.

Issued: September 8, 2018

Revised: September 8, 2018

- c. Cadets are expected to provide compliments by “checking” their arms when in stairwells and hallways.
- d. Outside the building and on the parade square are to be considered saluting zones.

6.12 Promotions

- a. As per CATO 13-02, rank promotions will be reviewed throughout the training year and are at the discretion of the Commanding Officer.
- b. If no cadet is found suitable for promotion, the Commanding Officer has the authority not to promote any of the eligible cadets. Although a Cadet meets the minimum requirements, the final decision to promote a cadet or not, rests with the Commanding Officer.
- c. Any Cadet who has concerns regarding promotions may request to see the Commanding Officer through the chain of command.

6.13 Promotions Criteria

- a. A member of 243 Ogotogo Squadron becomes eligible for promotion to the next rank when h/she has met all of the minimum National and Local Standards detailed below.
- b. In addition to these minimum requirements, the cadet must have mastered the duties and responsibilities of the rank and/or position presently occupied, and must also be an excellent example to others in their overall performance.
- c. The promotion criteria are based on national and local standard as addressed in CATO 13-12 – Cadet Rank Promotions as well as CANCDTGENS 002/13.
- d. The criteria below shall be met before a cadet is eligible for promotion. **Promotions are not automatic.** The Commanding Officer will have final discretion and may make exceptions for attendance requirements on a case by case basis.

e. Leading Air Cadet (LAC)

- i. Actively participated in the squadron mandatory training period for a period of five (5) months; and
- ii. Be recommended by their Level Officer or Training Officer.

f. Corporal (Cpl)

- i. Successfully completed the Proficiency Level One training program;
- ii. Have successfully completed the Cadet Fitness Assessment; and
- iii. Be recommended by their Level Officer or Training Officer.

g. Flight Corporal (FCpl)

- i. Completed at least six (6) months of service at the rank of Cpl;
- ii. Have successfully completed the Proficiency Level 2 training program;
- iii. Have successfully completed the Cadet Fitness Assessment;
- iv. Be recommended by their Level Officer or Training Officer.

h. Sergeant (Sgt)

- i. Completed at least six (6) months of service at the rank of FCpl;
- ii. Have successfully completed the Proficiency Level 3 training program;

Issued: September 8, 2018

Revised: September 8, 2018

- iii. Have successfully completed the Cadet Fitness Assessment;
- iv. Achieved a minimum of “completed without difficulty” in PO 303 (leadership);
- v. Be recommended by their Level Officer or Training Officer.

i. Flight Sergeant (FSgt)

- i. Completed at least six (6) months of service at the rank of Sgt;
- ii. Have successfully completed the proficiency level 4 training program;
- iii. Achieved a minimum of “completed without difficulty” in PO 403 (leadership);
- iv. Have successfully completed the Cadet Fitness Assessment;
- v. Be recommended by their Level Officer or Training Officer.

j. Warrant Officer Second Class (WO2)

- i. Completed at least six (6) months of service at the rank of FSgt;
- ii. Have successfully completed the Cadet Fitness Assessment;
- iii. Be identified as a successful candidate through the merit review board process (CATO 13-02, Annex B);
- iv. Achieved a minimum of “completed without difficulty” in PO 503 (leadership);
- v. Be recommended by their Level Officer or Training Officer.

k. Warrant Officer First Class (WO1)

- i. Completed at least six (6) months of service at the rank of WO2;
 - ii. Be recommended by their Commanding Officer; and
 - iii. There may only be one Warrant Officer 1st Class at one time.
1. Additional leadership attributes will be considered when recommending whether or not a cadet should be promoted. These include:
- i. Dress and deportment;
 - ii. Conduct, discipline, and attitude;
 - iii. Participation;
 - iv. Response to direction;
 - v. Ability to interact positively and comfortably with others;
 - vi. Ability to make sound judgments regarding their own actions;
 - vii. Willingness to accept responsibility;
 - viii. Ability to solve problems effectively;
 - ix. Ability to set a positive example for others; and
 - x. Initiative.

6.14 Positive Social Relations for Youth (PSRY) Training

- a. The objectives of the PSRY program are to prepare cadets to:
 - i. Interact comfortably within the cadet community;

Issued: September 8, 2018

Revised: September 8, 2018

- ii. Interact positively with others;
 - iii. Exercise sound judgment;
 - iv. Accept personal accountability for actions and choices;
 - v. Deal with interpersonal conflict; and
 - vi. Seek assistance from available resources when needed.
- b. Cadets must participate in mandatory PSRY training in levels 1 and 4. PSRY training will occur from October 1st to December 1st annually for these levels. At the discretion of the CO refreshers for additional levels may be taught.
 - c. Cadets who do not attend PSRY training will be subject to dismissal from the squadron.
 - d. All adult staff shall complete PSRY training prior to participating in cadet activities.

6.15 Committees

- a. From time to time, special committees will be set up to organize squadron functions or special events (i.e. Squadron anniversaries, Annual Ceremonial Review). Committees may be requested by either NCOs or Staff, but must be approved by the CO.
- b. All squadron committees shall consist of the following positions:
 - i. Chairperson
 - ii. Vice Chairperson
 - iii. Recording Secretary
 - iv. Staff or Sponsoring Committee supervisor
- c. Minutes will be recorded at all committee meetings and a final copy of the minutes will be forwarded to the CO no later than two weeks following a meeting.
- d. All decisions and recommendations made by a committee must be approved and/or authorized by the CO.
- e. Any request for funds from a committee must be forwarded through the CO to the Sponsoring Committee
- f. Any funds levied by a committee must first be approved by the Commanding Officer and will be paid to, held by, and administered through the Sponsoring Committee.

6.16 Canteen

- a. The Sponsoring Committee on mandatory training nights will operate a canteen.
- b. The Canteen hours of operation will be between second and third periods of instruction.
- c. Any extension of the hours of operation will be subject to the approval of the CO.
- d. The Canteen may be opened during optional training activities at the discretion of the CO, in consultation with the Canteen Coordinator and the SSC Chair.
- e. The squadron Duty Cadets for the Training Parade will be responsible to help with the canteen operations by transporting supplies and goods to the canteen from storage.

7 SQUADRON POLICIES

7.1 Fraternization and Personal Relationships

- a. DND recognizes that staff members and/or cadets may develop personal relationships. The policy regarding personal relationships and fraternization is outlined in CATO 25-05 and DAOD 5019-1.
- b. Relationships of an emotional, romantic or sexual nature between a staff member and a cadet are **not permitted**.
- c. All shall maintain a high degree of personal conduct at all times. Staff members or cadets in an acceptable personal relationship shall refrain from conduct that may be considered inappropriate in a military context at corps/squadrons or CTCs or during any training, cadet activity or cadet related event in which they are involved.
- d. Staff members and cadets shall notify their chain of command of any personal relationship that could compromise the objectives of this order.

7.2 Alcohol, Drugs, and Smoking (including vaping)

- a. The use of alcohol or illicit drugs (i.e. cannabis) is not permitted prior to, or at any Cadet activity.
- b. All Officers, Instructors, Volunteers, and Cadets are to comply with the Cadet Drug and Alcohol Policy as per CRCO 119 and CATO 13-22 & 13-23. **Ignorance is not an excuse.**

7.3 Weapons

- a. A weapon is anything used, designed to be used or intended for use in causing death or injury to any person, or to threaten or intimidate any person. It can include objects which can be used as weapons. Objects such as a pen, or a screwdriver, if displayed to threaten or intimidate, become weapons under this definition. Weapon includes a firearm and any device that is designed or intended to exactly resemble or to resemble with near precision, a firearm.
- b. The Commanding Officer will immediately notify the proper local authorities if anyone is found to be in violation of the section above.

7.4 Harassment, Racism, and Abuse Policy

- a. In Ref to CFAO 19-39 and CATO 13-24, to facilitate a positive environment for all personnel, harassment, racism, and abuse of any nature will not be tolerated at 243 Ogoopogo Squadron.
- b. All incidents of harassment, racism, or abuse shall be reported to the Unit Cadet Conflict Management Advisor (UCCMA), who will investigate them. The UCCMA will notify the Commanding Officer of the incident with their plan for the action that should be taken.
- c. False accusations will be taken very seriously and may result in dismissal from 243 Ogoopogo Squadron of offending person(s).

7.5 Misuse of Cellphones

- a. It is the responsibility of the cadet to take care of their phone. If it is lost or broken it is not the responsibility of 243 RCACS.
- b. Cellphones are not to be left unattended. It is the responsibility of the cadet to supervise their phone while it is charging.
- c. Cadets will not walk while talking or texting with their phone. They are to stop in a safe location until communication is completed, and then resume where they are going.

Issued: September 8, 2018

Revised: September 8, 2018

- d. Communication devices will not be used at any time where individual privacy must be protected. The camera, voice, or voice recorded will not be used in the classrooms, barracks, or any washroom while attending an event with 243 RCACS.
- e. Cellphones found turned on at times when they are reasonably expected not to be or being used to harass or violate the privacy of others will be confiscated and returned to the parent upon completion of training.
- f. Disciplinary action may be considered depending on the severity of the infraction.
- g. Designated time for cell phone use will be during evening break.
- h. Cadets are never to use their phones to call parents or caregivers to pick them up at training with 243 RCACS due to sickness; there is a procedure that must be followed for sickness and it must be adhered to.
- i. Cellphone use during class or instruction is not allowed, unless otherwise indicated by the instructor.

7.6 Fire Orders

- a. The Duty Officer will also serve as the Fire Prevention Officer and will bring the attendance for the night to the marshalling point for flight commanders to take attendance.
- b. All personnel should be aware of the locations of fire extinguishers and fire alarms.
- c. Under NO circumstance will Cadets attempt to fight the fire.

d. MARSHALLING POINTS

- i. East Kelowna Community Hall
 - 1. Primary Location: Back parking lot, near fence
 - 2. Secondary Location: KLO Super-Mart parking lot
- e. In case of fire, the following people are to be notified:
 - i. Commanding Officer
 - ii. Chairperson of Sponsoring Committee
 - iii. J3 Zone Training Officer or J3 Area OIC
- f. Tampering with fire and safety equipment will result in disciplinary action up to and including release of the personnel involved.
- g. Local telephone numbers are:
 - i. Emergency: Kelowna Fire Department 911
 - ii. Non-emergency: 250-469-8801
- h. IN CASE OF FIRE:
 - i. Immediately shout: "FIRE! FIRE! FIRE!"
 - ii. Pull the nearest fire alarm station.
 - iii. Call 911 from a safe location.
 - iv. Proceed calmly to the MARSHALLING POINT.
 - v. The senior rank on the Parade Square will ensure that all cadets from the parade square proceed directly to the MARSHALLING POINT.

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Revised: September 8, 2018

- vi. The instructor of each classroom will ensure that all personnel proceed directly to the MARSHALLING POINT.
- vii. Cadets will form-up in their flights. Flight Commanders will do attendance immediately and advise WO's if any cadets on strength for the evening are missing.
- viii. Cadets will remain at the MARSHALLING POINT until ordered to return to their area. In the event of a fire, do not panic, remain calm and ensure everyone has been evacuated.

7.7 Accidents and Medical Emergencies

- a. All precaution will be taken to avert accident or emergency situations.
- b. Where a medical emergency occurs, the officer or civilian instructor will take immediate action to avert any additional injuries.
- c. Assistance will be sought for medical emergencies. No ambulance or hospitalisation will occur without the consent of the senior officer present or the Commanding Officer.
- d. The Commanding Officer will be notified of all accidents and medical emergencies as soon as practical.
- e. The officer or civilian instructor will note the date, time, and circumstances and will prepare a CF98 in the case of CAF members, or a DND 2299 in case of cadets or civilian instructors. These forms will be forwarded to the Commanding Officer for signature and submission to the RCSU Pacific.

7.8 Reporting Loss, Theft, or Damage

- a. **Theft will not be tolerated and could result in dismissal from 243 Ogoogo Squadron.** It is the duty of every member of the Squadron to minimize the risk of theft of DND and Squadron property.
- b. Squadron personnel are to report any suspicious activity or theft immediately to the Commanding Officer. Any loss, theft or damage of personal or public property shall be immediately reported to the Duty Officer.
- c. The Duty Officer will then make out a written report and submit it to the Commanding Officer. Any administrative action taken will flow down the chain of command as required.
- d. If any loss or theft involves weapons or weapon parts, members are to contact nearest military police establishment immediately.

7.9 Awards Bursaries, and Medals

- a. On certain occasions, Squadron trophies and awards shall be made to recognize the outstanding efforts and achievements of 243 RCACS. The following Squadron awards and trophies will be distributed to deserving Cadets and Staff:
 - i. **Top Level One/Two/Three/Four Cadet** - Awarded to the cadet from the respective level who demonstrated the highest level of proficiency in various aspects of the squadron training throughout the training year. This cadet has been an active member in mandatory and support training activities with exemplary attendance at mandatory activities (outside of Wednesday nights), sets a good example with drill, dress and deportment, and regarded as a role model by their peers.
 - ii. **Cadet of the Year** - Presented to the Cadet who has given selflessly to the squadron as he or she strives to achieve the goals of the Squadron. This Cadet has shown dedication to the squadron's mandatory and support training activities.

Issued: September 8, 2018

Revised: September 8, 2018

- iii. **Top Fundraiser Award** - Awarded to the Cadet who has raised the highest amount of money during the various Cadet fundraising campaigns.
 - iv. **Best Attendance** - Awarded to cadets who have achieved 100% perfect attendance on mandatory training nights.
 - v. **Top Band/Pipes Person** - Awarded to the Cadet who has shown above average skills in their musical ability during this training year. This Cadet has worked very hard in his or her own time as well as regularly attending the band/pipe practices.
 - vi. **Most Improved Band/Pipes Person** - Awarded to the Cadet who has demonstrated the most improvement and advancement in their musical ability as well as the best overall attitude and participation in achieving the goals of the band. This cadet's strengths and dedication inspires others to improve.
 - vii. **Most Improved Cadet** - Recognizes the Cadet who has shown the greatest degree of improvement throughout this training year. This Cadet has put forth a lot of effort in improving himself or herself and becoming an even more valuable member of the Squadron.
 - viii. **Citizenship Award** - Awarded to the Cadet who best exhibits the attributes of a good citizen, participated in all squadron citizenship activities, and displays courtesy, tact, and leadership qualities.
 - ix. **Training Officer's Award** - Awarded to the Cadet who has excelled in the area of instruction by excelling in lesson preparation, class delivery, and having a consistently high standard in instructional technique, as well as having the mental acuity it takes to plan and deliver an exciting program for the cadets at the squadron.
 - x. **Commanding Officer's Award** – Awarded to the Cadet who has excelled in his or her position within the squadron. This cadet has shown outstanding dedication and motivation during the school year. Through continual perseverance, this individual has made an outstanding contribution to the overall success of the squadron. This cadet portrays a positive attitude in all he or she attempts and holds a special regard for the welfare of other cadets. The Commanding Officer's award is given to a cadet who has learned to live by the Air Cadet Motto of “To Learn – To Serve – To Advance” and is an enthusiastic member of the team.
 - xi. **Monthly Top Cadet** - Awarded to the top junior Cadet from each flight who demonstrates proficiency in their uniform standards, drill, discipline, and active engagement in mandatory and non-mandatory activities. The Training Officer, in conjunction with the Standards Warrant Officer will be responsible for this award. The rewarding cadet will wear a white lanyard for that month. Command positions of the flight are not eligible for this award.
- b. The following medals will be distributed to deserving Cadets:
- i. **Lord Strathcona Medal** – The Lord Strathcona Medal is the highest honour a cadet can receive and is primarily a fitness and sporting award. The squadron may nominate only one candidate per year. The squadron does not have to nominate a candidate if no one qualifies. The squadron cannot nominate the same candidate for the Lord Strathcona Medal as for the Legion Medal in the same year. The DCO will canvas the staff in early January for nominees. Once a recommendation has been given and the CO has determined a candidate, the name will be submitted for ratification to the sponsor. The CO will then make the arrangements for all the paperwork for the squadron's nomination. The medal will be presented at the Annual Ceremonial Review. Refer to CATO 13-16 for details.

Issued: September 8, 2018

Revised: September 8, 2018

- ii. **Royal Canadian Legion Medal of Excellence** – The Royal Canadian Legion Medal of Excellence is awarded to recognize outstanding citizenship endeavours in the community. The squadron may nominate only one candidate per year. The squadron does not have to nominate a candidate if no one qualifies. The squadron cannot nominate the same candidate for the Legion Medal as for the Lord Strathcona Medal in the same year. The DCO will then canvas the staff in early January for nominees. Once a recommendation has been given and the CO has determined a candidate, the name will be submitted for ratification to a local branch of the Royal Canadian Legion. The Commanding Officer will then make the arrangements for all the paperwork for the squadron's nomination. The medal will be presented at the Annual Ceremonial Review. Refer to CATO 13-16 for details.
 - iii. **Air Cadet Service Medal** – All cadets who serve four calendar years are eligible to receive this medal. Cadets will not apply for the medal. The DCO will coordinate the application for these medals to The League, who will provide the medal free of charge to the cadets. The medals will be presented to eligible cadets throughout the year at special ceremonial occasions.
- c. All awards shall be recorded into Fortress by the Admin O.

7.10 Uniform Return Policy

- a. Clothing that has become too small, or is beyond repair, may be exchanged at Supply. Cadets are to arrange for the exchange through the squadron website.
- b. Returned clothing shall be clean and in usable condition.

7.11 Lost and Found

- a. The squadron will maintain a lost and found container for the month outside of the Supply Office.
- b. On the Commanding Officer's Parade of every month, any unclaimed items will be donated or destroyed.

7.12 Use of Private Vehicles

- a. Cadets are not to use private motor vehicles (PMV) on cadet activities.
- b. No officer, civilian instructor, volunteer, parent, or cadet shall be reimbursed for the use of PMV unless authorized by the CO.
- c. Cadets shall not transport other cadets in their PMV during cadet activities but are permitted to arrive and depart from cadet activities using their PMV with their parents/guardian's permission.
- d. Officers and civilian instructors shall not transport cadets in their PMV, unless in emergency or with prior authorization from the RCSU(PAC). Volunteers are only permitted to drive cadets with approval of the CO, if they have valid insurance/drivers licence, and have completed a [driver's log](#).

8 OPERATIONS

8.1 Permits Entry / Exit Times of East Kelowna Community Hall

- a. East Kelowna Community Hall has strict rules regarding entry into the building. With appropriate adult supervision, adult members and Cadets may use the downstairs of the Community Hall to carry out relevant Cadet sanctioned activities.
- b. Adult members may use the downstairs office space at any time to carry out administrative work unless if there is an event or function (i.e. wedding) occurring in the main part of the building.

8.2 Classroom Upkeep

- a. Classrooms appearance will be noted prior to use and will be returned in the condition that it was found in. Items that belong to East Kelowna Community Hall will not be used or removed from the classroom (this includes pens/pencils or other materials).
- b. Classroom instructors shall ensure that they leave the classrooms clean, whiteboard markings made by their classes erased, chairs and tables arranged in a military manner, and that all garbage has been placed in proper receptacles.

8.3 Mandatory Training Night (Wednesday Night)

Time	Event	Notes
17:45	Duty Personnel Arrival	Opening building as per duty checklist
18:00	Parade Positions Fall-In	Briefing & uniform inspection
18:15	Arrival	Duty personnel & parade positions arrive earlier
18:20-18:50	Opening Parade	Attendance & uniform inspection
18:50-19:00	Transition	Instructor set-up for lessons and activities
19:00-19:30	Period 1	Followed by transition
19:35-20:05	Period 2	Followed by transition
20:05-20:20	Break	Canteen available
20:25-20:55	Period 3	Followed by clean-up & transition
21:00-21:10	Closing Parade	Messages
21:15	Departure	Sign-up for activities on the way out
21:30	Duty Personnel Departure	Depart when duty is completed
21:40	Staff meeting	

8.4 Commanding Officer's Parade

- a. An inspection by the Commanding Officer will take place on the Commanding Officer's Parades.
- b. Dress for this parade is as follows:
 - i. Cadets – C2 – Full dress uniform with medals. Parade positions and FSgts and above may wear whites (white lanyard, white belt, and clean white gloves)
 - ii. Officers – DEU3 with medals, wedge must be worn
 - iii. Civilian Instructors / Volunteers – 243 RCACS Polo-shirt, no jeans or sneakers
- c. All staff present are expected to be on the parade square.

Issued: September 8, 2018

Revised: September 8, 2018

8.5 Sanctioned Cadet Activities

- a. Events which are conducted outside of cadets and are not supervised by 243 RCACS staff are not sanctioned cadet activities. Examples of non-sanctioned activities include birthday parties, house parties, uniform prep parties, going to dinner or the movies, etc...
- b. Please note that this directive does not apply to summer training, competitions, or workshops which are staffed by various screened CIC enlisted members and CI's.
- c. Every effort will be made to advertise all events through the website, warning orders, and the closed Facebook page. The squadron cell phone is also a resource to utilize if unsure of an activity.

8.6 Field Training Exercises

- a. Squadron exercises shall conform to regulations requiring a supervision ratio of 1:20 for day activities and 1:15 for overnight activities as per [Natl CJCR Sp Gp Order 8012-1](#).
- b. Each exercise will have a cadet selected to act as NCOIC (Non-Commissioned Officer In-Charge) and shall oversee all aspects of the exercise in conjunction with the Officer in Charge (OIC) and the Commanding Officer (CO).

8.7 Optional Training

- a. **All optional training activities shall be approved by the Commanding Officer prior to being commenced.**
- b. Days and times of optional training activities are subject to change. Any rescheduling of an optional activity is subject to the approval of the Commanding Officer. Notices of such changes will be announced by the Officer in Charge as far in advance as possible.
- c. Additional activities such as parades, base tours, flying, and survival exercises will be circulated in the MRO's, as well as in verbal and written announcements as far in advance as possible.

8.8 Familiarization Flying

- a. All familiarization flying will be conducted as per CATO 52-07.
- b. Familiarization flights offered by the Squadron are a privilege, not a right.
- c. Pilots will be selected based on ability, availability, and experience. All pilots shall inform the Commanding Officer if any condition exists such that they should not fly as Pilot in Command of an aircraft.
- d. Cadets will ensure that they inform the F Ops O or designate at the earliest opportunity if they are not able to meet their commitment to attend a gliding day or power familiarization flight. Failure to attend will result in AWOL status and may disqualify them from attending the next gliding date.

8.9 Marksmanship Programs & Transportation of Air Rifles

- a. The marksmanship program will be run IAW CATO 12-07, 14-41, 14-42, 14-43, 14-48.
- b. Only authorized 243 Staff members may have access to move and transport weapons from their designated storage facility to another location. Movement must be approved by the Commanding Officer.

8.10 Uniform Inspections

- a. After the Cadet Squadron Commander has given permission to carry on, Flight Commanders shall ensure that all cadets' uniforms are inspected.

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Revised: September 8, 2018

- b. The Cadet Squadron Commander shall ensure that all senior cadets' uniforms are inspected and up to standard. All seniors are expected to hold a uniform standard that sets the standard for the rest of the squadron. **If a senior cadets' uniform is not up to standard, or they are not in uniform, the cadet will fall into flight regardless of rank.**
- c. At any time, the CO or designate may inspect a flight or the entire squadron. This may occur without warning.

8.11 Disciplinary Procedures

- a. Incident Reports shall be written to report all disciplinary issues and reported to the DCO.
- b. Incident Reports may be initiated by any NCO but must be reported through the Chain of Command. All incident reports are to be considered confidential and will not be discussed with other NCOs or Cadets.
- c. The Cadet Squadron Commander will review the incident report. The Cadet Squadron Commander may then take one of two courses of action:
 - i. If deemed necessary, assign corrective actions / training for the cadet involved and forward info to the DCO; or
 - ii. Forward the incident report to the DCO for action.
 - iii. NOTE: Any incident reports written on Fsgts and above will be actioned by the DCO.
- d. Incident reports presented by the Cadet Squadron Commander to the DCO will be reviewed and a suggested course of action will be presented to the CO. The CO will decide on the final course of action. The following courses of action, in order of severity, are available:
 - i. Corrective training
 - ii. Verbal reprimand
 - iii. Written reprimand
 - iv. Loss of privilege for up to six (6) months, which includes:
 - 1. Restriction from attending trips / tours
 - 2. Loss of promotion privileges
 - v. Suspension from all optional activities
 - vi. Loss of Summer Training
 - vii. Recommendation to RCSU CO for reduction in rank, which includes loss of promotion privileges for up to six (6) months
 - viii. Suspension from ALL squadron activities for up to six (6) months
 - ix. Release from the Squadron.

Note: Actions (iv) to (ix) will be investigated by the CO. Actions (v) to (ix) will also result in the notification of the Cadet's parents.
- e. The DCO will ensure there is an incident report filed under the Cadet's personnel file.
- f. The Sponsoring Committee Chair may also recommend cadets for discipline, but only for events which occur during a Sponsor run activity such as recruiting or fundraising. Such recommendations will be made directly to the CO.
- g. CATO 15-22 shall prevail in all circumstances above that conflict.

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8.12 Defaulters Parade

- a. Defaulters parade is a practice that SHALL NOT be utilized by members of 243 RCACS.

8.13 Cadet Instructor Requirements

- a. Cadet instruction must be of the highest standard at all times. A cadet will not conduct an instructional period for cadets unless:
 - i. A lesson plan has been prepared and approved prior to the instruction;
 - ii. The cadet instructor has undergone instructional technique training; and
 - iii. The cadet instructor has been evaluated under the supervision of the Training Officer or his/her delegate and meets the standard for instruction.
- b. Failure to meet the above minimum requirements will result in remedial action which may include:
 - i. Additional Instructional Techniques Training
 - ii. Relinquishment of instructional privileges
 - iii. Relinquishment of awards and other commendations received prior.

8.14 Terms of Reference – Officers

- a. The Full Terms of Reference for the Officers can be found in [Annex C](#)
 - i. Commanding Officer (CO)
 - ii. Deputy Commanding Officer (DCO)
 - iii. Administration Officer (Admin O)
 - iv. Training Officer (Trg O)
 - v. Supply Officer (Sup O)
 - vi. Unit Cadet Conflict Management Advisor (UCCMA)
 - vii. Duty Officer (Duty O)
 - viii. Standards Officer (Std O)
 - ix. Officer in Charge (OIC)
 - x. Range Safety Officer (RSO)

8.15 Terms of Reference – Cadets

- a. The Full Terms of Reference for the Cadets can be found in [Annex D](#)
 - i. Cadet Squadron Commander
 - ii. Cadet Squadron Deputy Commander
 - iii. Cadet Squadron Warrant Officer
 - iv. Standards Warrant Officer
 - v. Flight Commander
 - vi. Flight Deputy Commander
 - vii. Section Commander

Issued: September 8, 2018
Revised: September 8, 2018

- viii. Cadet
- ix. Senior Duty Cadet
- x. Junior Duty Cadet
- xi. Non-Commissioned Officer In -Charge
- xii. Cadet Correspondent

9 ADMINISTRATION

9.1 Attendance

- a. Attendance at weekly training parades is mandatory. All cadets are expected to be on parade and ready for fall-in by 1815 hours (1800 hours for Senior NCOs).
- b. Attendance at mandatory training is a requirement to progress from one training level to the next. It is also a criterion for promotion and selection for summer training.
- c. If a cadet is unable to attend a parade night it is his/her responsibility to phone the Squadron telephone or email (contact@243air.com) by 1745 hours on the training night, and inform the Duty Personnel or Admin O of his/her anticipated absence and the reason.
- d. Attendance at weekly training parades is recorded as follows:
 - i. PRESENT - physically present for the entire parade.
 - ii. ABSENT - cadet fails to be present and did not call in.
 - iii. ABSENT – EXCUSED - Cadet fails to be present, but has followed 9.1(c).
 - iv. LATE - arrival after 1815 hours.
 - v. NO UNIFORM - cadet is present but not in uniform.
 - vi. LEAVE OF ABSENCE - CO approved leave of absence, for an extended period.

9.2 Monthly Routine Orders

- a. Monthly Routine Orders (MROs) will be issued by the Administration Officer in consultation with the Training Officer and will list the weekly routine, training events, and administrative details for the squadron and will be distributed upon the approval by the Commanding Officer.
- b. The MROs will be posted on the squadron website. It is the duty and responsibility of all staff and cadets to read and understand the MROs.

9.3 Procedure for Late Arrivals

- a. If a cadet is late on a parade night and has missed the roll call, then the cadet must report to the Administration Officer to have his/her name added to the attendance register and then the cadet must go directly to his/her class.

9.4 Absences

- a. Cadets who have registered for a non-mandatory activity, that fail to attend without appropriate notice will be marked as absent. This applies to all mandatory activities.

9.5 Excused Absence

- a. All absences (if required) should be excused. Excused absences are noted when a cadet notifies the squadron with a valid reason prior to the parade night.
- b. Excused absences will not negatively affect your % for attendance. Excused absences greater than 3 consecutive weeks must be brought to the attention of the Administration Officer for action.
- c. Five consecutive, unexcused absences shall result in the cadet and parents being asked for a meeting with the Commanding Officer.

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9.6 Leaves of Absence

- a. May be permitted for a maximum of 3 months only with the permission of the Commanding Officer and with a valid reason as per CATO 13-30.
- b. A cadet will not be granted a LOA if s/he has been enrolled for less than two years, or has passed their 18th birthday.
- c. [CATO 13-30 Annex A](#) needs to be completed and submitted to the Commanding Officer for approval.

9.7 Correspondence

- a. All correspondence should be mailed to the following mailing address:
 - i. PO Box 21037
Orchard Park Postal Outlet
Kelowna, BC
V1Y 9N8
- b. Squadron Headquarters are located at:
 - ii. East Kelowna Community Hall
2704 East Kelowna Road
Kelowna, BC
V1W 4A5
- c. Additional training is scheduled at:
 - i. Brigadier Angle Armoury
720 Lawrence Avenue
Kelowna, BC
V1Y 6L9
- d. All correspondence, including memos, e-mails, newsletters, press released, and information to parents must be reviewed and approved by the Commanding Officer.
- e. All warning and operations orders must be reviewed and approved by the Commanding Officer.

9.8 Squadron Website & Social Media

- a. The squadron website at www.243air.com is under the authority of the 243 Ogotogo Sponsoring Committee. Modifications, alterations or changes have been placed under the responsibility of the Commanding Officer by the 243 Ogotogo Sponsoring Committee.
- b. The squadron hosts a Cadet Facebook Page (open to public), a closed Facebook Group open to current members and parents/guardians, as well as a squadron Instagram. These pages are monitored by the 243 staff members as authorized by the Commanding Officer.
- c. Trained Cadet Correspondents have been trained in producing updates, posting notices and posting pictures on external squadron social media (Facebook Page, Instagram).
- d. No other websites, webpages, or social media is approved without written consent from the Commanding Officer.

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9.9 E-Mail

- a. The Commanding Officer or designate shall approve all outgoing e-mail, prior to transmission, which is sent on behalf of the squadron. A copy will be forwarded to the Administration Officer for filing purposes.
- b. All incoming e-mail directed to 243 RCACS shall be responded to by the Administration Officer.

9.10 Telephone Answering System

- a. The Administration Officer, in accordance with directives set out by the CO, will maintain the telephone answering system.

9.11 Photocopying

- a. Copies shall be limited to official use only.
- b. Only officers, CIs, Command group cadets (FSgt and above), instructors, and Sponsoring Committee members shall use the photocopier unless authorized by the CO or designate.

9.12 Summer Training Selection

- a. Selection will be based on criteria set out by the Department of National Defence and the Air Cadet League of Canada, supplemented by local standards. Summer Training Selection will be done by the Commanding Officer in consultation with 243 Staff and the Chairperson of the Sponsoring Committee.
- b. Cadets are expected to submit all documentation required by the deadlines provided by the Summer Training Officer. Failure to do so may result in failure of the Cadet to attend the Summer Training Course being applied for.

9.13 Annual Fortress Validation Forms

- a. Cadets will be provided with their Cadet Annual Verification form, from the Administration Officer by the 15 September, annually.
- b. Failure to return the verification form, or to discuss the case with the Administration Officer will result in the Cadet ceasing training, until actions have been taken.
- c. Deadline for submission of the Cadet Annual Verification form is 30 September, annually.

10 SUPPLY

10.1 Hours of Operations

- a. Squadron Supply hours will occur on Wednesday Training Parades at East Kelowna Community Hall from 1800hrs – 1830hrs.
- b. Additional hours are the discretion of the Supply Officer. Requests can be made on the supply section under the “For Cadets” section on the squadron website.

10.2 Forgotten Uniform / Replacement of Loss of Uniform Part(s)

- a. Replacement uniforms parts will **NOT** be issued to cadets who have forgotten uniform parts unless there are exceptional circumstances as determined by the Supply Officer.
- b. Each cadet is held responsible for their respective uniform and has agreed (by signing a Temporary Loan Issue Card) to return all parts to Supply upon termination or retirement from the Squadron as they were issued.
- c. If a lost item is returned to Supply and the current Cadet’s name is on it, the item will be returned to the Cadet with a verbal warning.
- d. Cadets and parents/guardians could be held financially responsible for lost, damaged or stolen uniform parts. As such, payment for the respective lost uniform part(s) may have to be made prior to receiving any replacement part(s). The funds received will go directly to replace the specific item as per the below Replacement Part(s) Price List:

Uniform Part	Price
Shirt, Short Sleeves, Blue	\$ 15.00
Squadron Shirt, Blue	\$ 18.00
Cap, Garrison, Blue with Insignia	\$ 18.00
Jacket, Cadets Blue (Tunic)	\$ 40.00
Trousers, Base Dress, Man’s/Cadets, Blue	\$ 40.00
Slacks, Woman’s, Base Dress, Blue	\$ 43.00
Coat, Man’s All Weather, Blue	\$ 150.00
Necktie, Black Long Length	\$ 5.00
Belt, Black, Regular/X Long	\$ 7.00
Boots, Safety, Ankle	\$ 115.00
Socks, Wool/Nylon, Grey	\$ 4.00
Cadet Name Tag, Blue	\$ 5.00

10.3 Care and Use of Cadet Uniform

- a. No member shall wear a uniform unless on a Squadron activity authorized by the CO.
- b. Due care will be taken when cleaning the Air Cadet uniform. No item shall be glued to the uniform. All items will be placed on the uniform as per Cadet Dress Regulations.

Issued: September 8, 2018

Revised: September 8, 2018

- c. Uniforms returned to the Supply Officer shall be clean and in good repair. Badges of rank and qualification shall be carefully removed so as to not rip or tear the uniform. Epaulet slip-ons for the blue dress shirt shall be returned as well.

10.4 Care and Use of Equipment

- a. Care shall be taken to ensure that items are returned clean, dry, and properly folded and all equipment used by Squadron personnel shall be used only as the item was meant to be used.

11 FINANCE

11.1 Budgets

- a. A budget will be created by the Commanding Officer and submitted to the sponsoring committee at the start of each training year for approval.
- b. The CO will use a consultative process to ensure that officers, civilian instructors, volunteers, and cadets have an opportunity to be part of the process of creating the yearly forecast of expenditures.

11.2 Purchases

- a. All purchases on behalf of the Squadron will be approved by the Commanding Officer with the final approval of fund expenditure by the Squadron Sponsoring Committee.
- b. No reimbursement for expenditures or purchases on behalf of the Squadron will be made to or by an officer, civilian instructor, volunteer, or cadet unless the Commanding Officer and Sponsoring Committee have approved the expenditure. And no expense will be reimbursed without proof of payment.

11.3 Fundraising Activities

- a. Fundraising activities are regarded as **mandatory** participation activities. Failure to participate may result in loss of privileges and exclusion from participation in activities.
- b. No fundraising on behalf of the Squadron will be done by anyone unless authorized by the 243 Ogoopogo Sponsoring Committee and the Commanding Officer.
- c. No Officers, Civilian Instructors, or Volunteers will handle, accept, or take responsibility for any cash received into the Squadron. All funds in the form of cash offered by parents, sponsors, or cadets will only be accepted by the Sponsoring Committee.
- d. At times, it may be necessary to accept cheques from the sponsors and parents. In these instances, the cheques are to be immediately turned over to the Sponsoring Committee.

11.4 Donations and Fees

- a. On an annual basis **ALL** cadets are required to pay their yearly registration fee prior to 30 September of that training year or to speak to the SSC about their circumstances. See [11.6 Hardship Cases](#) for extenuating circumstances.
- b. Failure to pay the registration fee, or to discuss cases of hardship with the Sponsoring Committee Chair, may result in the cadet ceasing training until actions have been taken.

11.5 Insurance

- a. The Sponsoring Committee maintains an insurance policy on all items belonging to the Squadron purchased by the committee.
- b. Anytime an item of significant value is removed from the building premises for the purposes of training or recruiting, the Chair of the Sponsoring Committee will be advised in writing in order to ensure the insurance company is notified and means are taken to ensure coverage continues. An example would be simulators being moved off premises to a mall for a recruiting display.

11.6 Hardship Cases

- a. **No cadet will be precluded from participating from any Squadron activity solely on the basis of the inability to pay any fees.**

Issued: September 8, 2018

Revised: September 8, 2018

- b. Families experiencing difficulty in paying the yearly registration fee should look into the external [Jumpstart Program](http://jumpstart.canadiantire.ca) – jumpstart.canadiantire.ca.
- c. Families experiencing financial hardship should apply to the Chairperson of the Sponsoring Committee or the Commanding Officer to waive any fees/donations, or to allow for a continuance or grace period to pay the fee/donation. Each circumstance will be judged on an individual basis and allowances made to ensure an objective of maximum participation by all cadets.

12 FACILITIES

12.1 General

- a. 243 RCACS will conduct Training parades on Wednesday evenings from 1 September – 30 June of each Training Year at the East Kelowna Community Hall. The times will be from 1800 – 2130 hrs. The East Kelowna Community Hall may be used at other times and days, these will be promulgated in the Monthly Routine Orders (MROs).
- b. **Gum will not be permitted on the premises of the East Kelowna Community Hall.**

12.2 Visitors

- a. All visitors to the Squadron will report to the office immediately upon arrival. The Administration Officer will ensure the guest checks-in during their visit and upon completion of their visit, they shall be signed-out from the office.

12.3 Other Facilities

- a. 243 RCACS will arrange from time to time to acquire alternate facilities to conduct squadron training. All personnel will follow the rules governing the use of these facilities by their owners. Failure to do so may cause the Squadron the loss of future use of these facilities.

12.4 Cleanliness and Security

- a. All facilities used by 243 RCACS will be left in a clean condition, always. All facilities will be properly secured prior to 243 RCACS departing them.
- b. The Duty Officer will be responsible to perform a security walk-through before and after each activity and document any damages.

13 SECURITY

13.1 General

- a. The CO is responsible for the overall security of the unit. All personnel shall report to the CO on all matters regarding security.
- b. Every officer, Civilian Instructor, Volunteer and Cadet is responsible for ensuring the security of DND and Squadron property.
- c. The disclosure of CF/DND information or personnel information is controlled, and subject to the “Need to Know” principle. All requests for information from non-DND agencies shall be referred to the Area Cadet Office for handling in accordance with Chapter 29 of SECURITY ORDERS for DND and the CF.
- d. Good security is accomplished through understanding and compliance. All personnel must be made knowledgeable about security and be motivated to comply with security orders and practices. All new personnel shall, as part of their in-clearance, be briefed by the CO about Squadron security principles and their personal responsibility to preserve unit security.

13.2 Movement Control

- a. The following areas are designated as restricted areas and are out of bounds to all personnel, unless authorized by the CO or designate (i.e. RSO can provide access to the rifle cabinet for marksmanship purposes):
 - i. Rifle cabinet
 - ii. Administration files and cabinets
 - iii. KLO Super-Mart and Post Office
 - iv. Supply room
 - v. Storage under the stairs
 - vi. Storage in furnace room
 - vii. East Kelowna Park
- b. Cadets shall only use the East stairwell, closest to the kitchen when entering/exiting the office.

13.3 Document Control

- a. The originator of a designated document is responsible for affixing the proper designation (PROTECTED A or B).
- b. Unit personnel are responsible for the protection of designated matter, which is entrusted to them.
- c. Designated matter is to be stored in approved containers provided by the Canadian Forces. At the end of each working session, all unit personnel are individually responsible for securing all designated matter.
- d. All Protected designated matter will be destroyed by shredding or burning as required.

13.4 Physical Security

- a. At the end of each training parade, all Squadron Duty Personnel are responsible for ensuring the cadet unit filing cabinets and doors are secure before leaving. A check will be made of all Squadron areas, even if they haven’t been occupied during the parade.
- b. During optional training parades, the OIC shall ensure that the above security measures are

Issued: September 8, 2018

Revised: September 8, 2018

followed.

- c. Doors to the various rooms shall be left closed at all times unless a facility is in use.
- d. The last person to leave the Squadron HQ will ensure that the office is secure and that the outside door is properly closed.
- e. Stores are the responsibility of the Sup O. Material and equipment are for Squadron use only and shall be signed out by the Sup O to Squadron personnel only.
- f. The CO strictly controls access to the rifle cabinet and ammunition stores. Only personnel authorized specifically by the CO will handle small arms and ammo. A responsible person designated by the CO shall guard rifles being transported continuously.

13.5 Communication Security

- a. Protected B designated information shall not be discussed on the telephone.
- b. Facsimile machine (FAX) transmissions are restricted to Protected A designated information and Unclassified Information.

13.6 Computers

- a. Computer will not be removed from the building unless authorized by the CO.
- b. Computers will be used for their specifically designated purpose only.
- c. Only licensed software will be used on computers at 243 RCACS.

13.7 Squadron Keys and Access

- a. The Supply Officer will maintain and control all unit keys and access cards by means of a key register and a key press. Lost keys will be reported as soon as possible to the CO for appropriate action.

Issued: September 8, 2018

Revised: September 8, 2018

14 ANNEX A – CHAIN OF COMMAND - STAFF

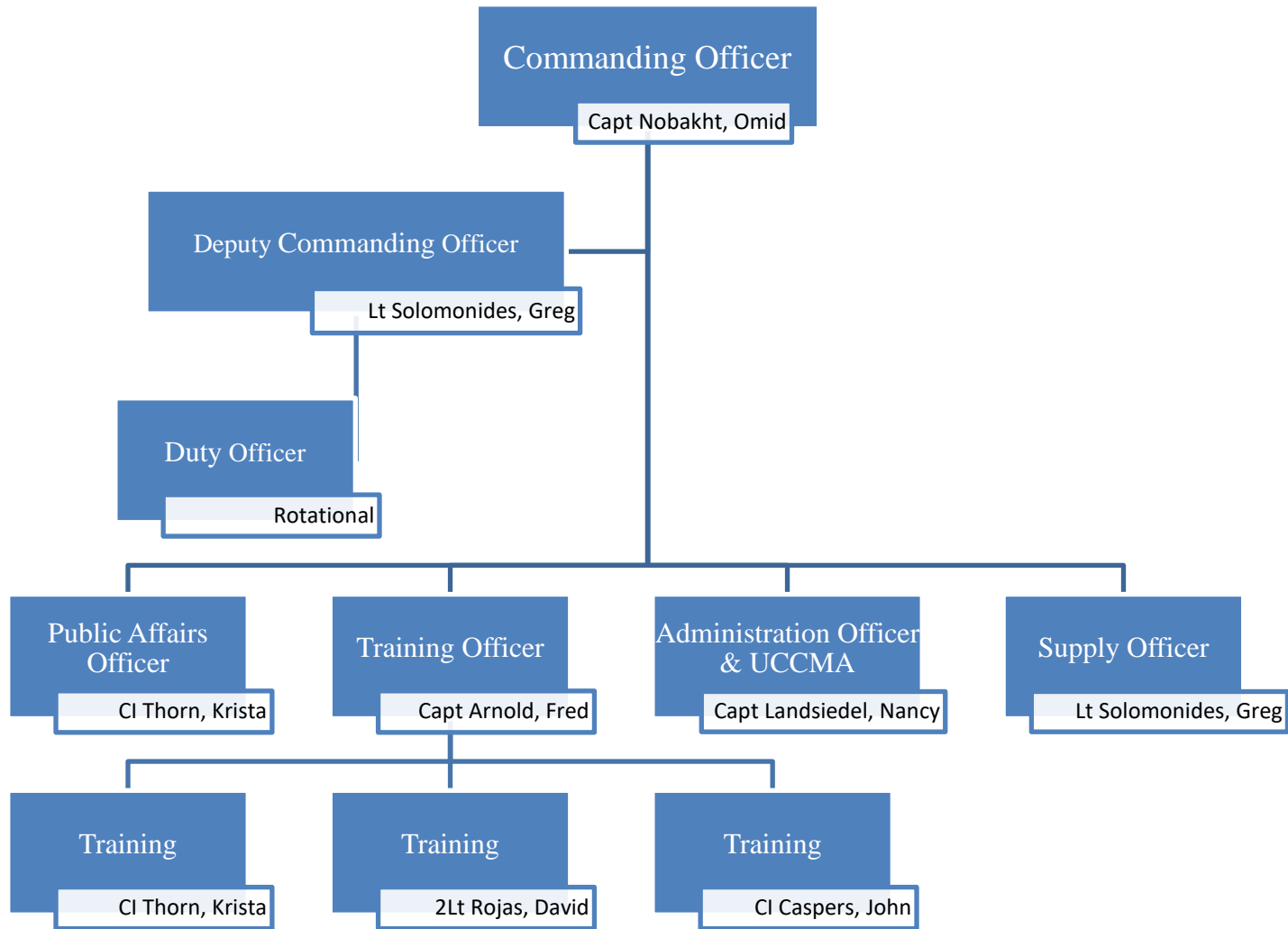


Figure 1 – 2018/2019 Chain of Command – Structure

15 ANNEX B – CHAIN OF COMMAND - CADETS

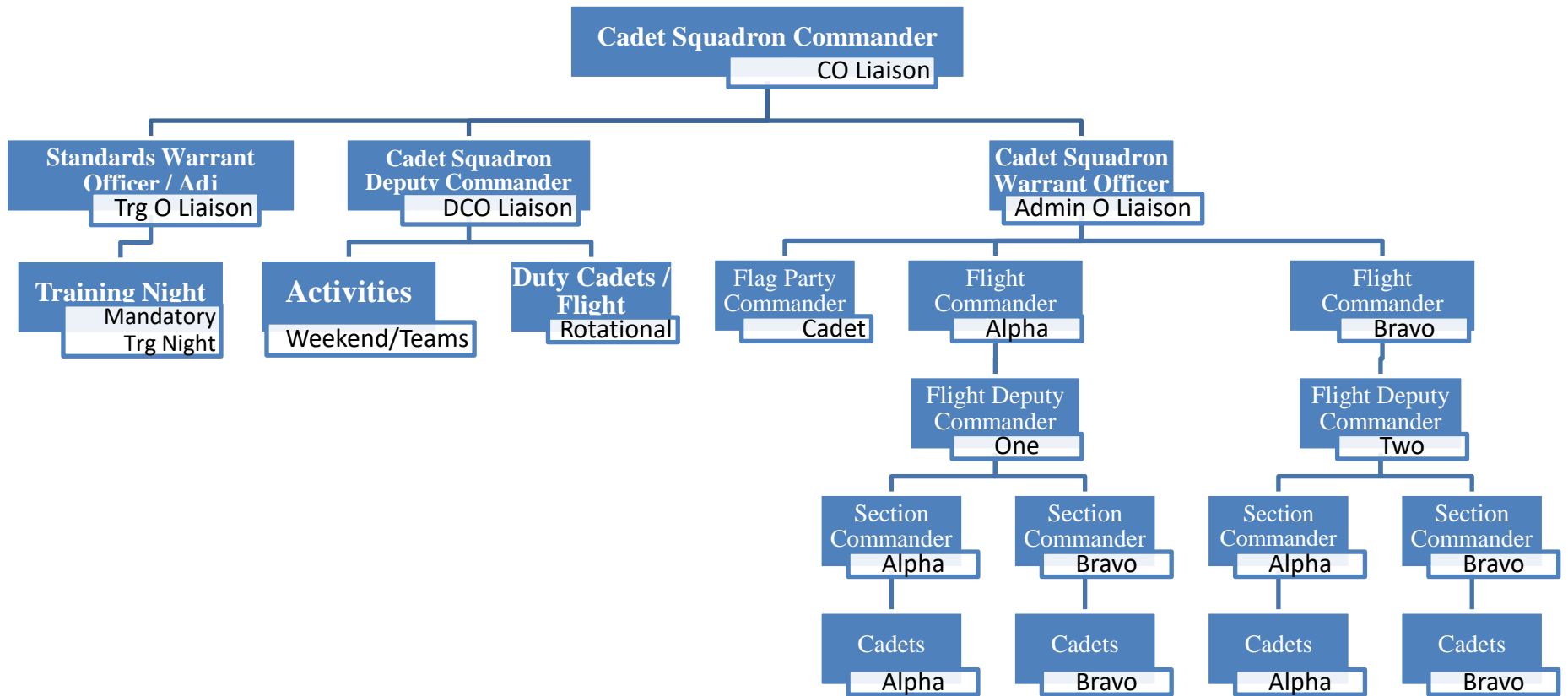


Figure 2 - 2018/2019 Chain of Command - Structure

Issued: September 8, 2018

Revised: September 8, 2018

16 ANNEX C – TERMS OF REFERENCE - OFFICERS

16.1	Commanding Officer (CO)
16.2	Deputy Commanding Officer (DCO)
16.3	Administration Officer (Admin O)
16.4	Training Officer (Trg O)
16.5	Supply Officer (Sup O)
16.6	Unit Cadet Conflict Management Advisor (UCCMA)
16.7	Duty Officer (Duty O)
16.8	Standards Officer (Std O)
16.9	Officer in Charge (OIC)
16.10	Range Safety Officer (RSO)

Issued: September 8, 2018

Revised: September 8, 2018

16.1 Terms of Reference – Commanding Officer (CO)

- a. The Commanding Officer (CO) of a Cadet Squadron shall be responsible for the following:
 - i. ensuring that safety is incorporated into all aspects of the Squadron and that he/she supports the region general safety program;
 - ii. ensuring that environmental stewardship is incorporated in all aspects of the Squadron and that he/she supports the region environmental policy;
 - iii. ensuring that a harassment free Squadron is maintained and that he/she she supports the department harassment policy;
 - iv. ensuring that ethical behaviour is incorporated in all aspects of the Squadron and that he/she supports the department ethics policy;
 - v. ensuring that all activities for which he/she is responsible are conducted efficiently, effectively, economically and ethically;
 - vi. leading assigned officers, CIs, VIs and cadets and managing allocated resources in the most efficient, effective, economical and ethical manner that will optimize the direct or indirect benefit that cadets receive from the cadet program;
 - vii. complying with the regulations and orders as issued by the Minister of National Defense and the Canadian Forces;
 - viii. keeping officers, CIs, VIs and cadets fully acquainted with the regulations and instructions issued by higher authority;
 - ix. being responsible for the professional development of all Squadron CIC Officers including himself/ herself and ensuring they receive the training required by their appointments and terms of service;
 - x. directing and supervising all duties of personnel under his/her control;
 - xi. appointing qualified officers to the following duties, ensuring deputies are provided during prolonged absence:
 1. Administration Officer (Admin O)
 2. Supply Officer (Sup O)
 3. Training Officer (Trg O)
 4. Unit Cadet Conflict Management Advisor (UCCMA)
 - xii. appointing cadets to cadet duties and responsibilities within the Squadron;
 - xiii. ensuring that proper supply, administration, financial and training orders and procedures are carried out;
 - xiv. bringing to the notice of the CO RCSU (Pac) any CIC Officers or civilian instructors who:
 1. are distinguished for proficiency in their duties;
 2. from incapacity of apathy, are deficient in the knowledge or execution of their duties;
 3. do not afford him/her the support which he/she has a right to expect;
 4. conduct themselves in a manner detrimental to the Squadron's efficiency or in a manner that would bring discredit to the Squadron and/or the Canadian Forces.
 - xv. ensuring another officer on the Squadron's staff is familiar with all Squadron procedures and is prepared to assume command either upon succession of or during prolonged absence of the CO, ensuring a thorough turn-over to a successor;

Issued: September 8, 2018

Revised: September 8, 2018

- xvi. in concert with the Sponsoring Committee, fostering and maintaining good public relations for the Squadron and the CCO by:
 - 1. encouraging involvement of the Squadron in local community activities to enhance its image in the eyes of the public;
 - 2. having good relations with parents or guardians with respect to training, progress of cadets and activities of the Squadron and CCO;
 - 3. ensuring that the dress, deportment and behaviour of both officers and cadets are always a credit to the CCO.
- xvii. working cooperatively with the Sponsoring Committee to achieve the maximum advantage to the cadets by encouraging the efforts of the Sponsoring Committee;
- xviii. in consultation with the Sponsoring Committee, recommending enrolment, appointment, promotion, posting, transfer and release of officers of the Squadron;
- xix. recommending and documenting the appointment and relinquishment of CIs in accordance with current policies;
- xx. supporting, guiding, and mentoring the Cadet Squadron Commander throughout their duties;
- xxi. facilitating a start of year gathering for the staff to ensure planning and organization for the new year. This shall be done before August of each training year;
- xxii. maintaining the following documents in accordance with current directives:
 - 1. personnel records showing the strength of the Squadron;
 - 2. personnel records for officers and CIs on strength with the Squadron;
 - 3. personnel records showing the name, age, date of enrolment and departure of each cadet;
 - 4. records of attendance of the instruction and the training progress of current cadets;
 - 5. such other personnel information as is required to enable periodic returns to be completed.
- xxiii. ensuring that cadets are medically and physically fit to undertake the activities and training which they are expected to perform during local HQ or summer training.

By signing the following, I have read and understood all of my duties and responsibilities as a Commanding Officer.

Commanding Officer Name, Rank

Date

Witness Name, Rank, Position

Date

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Revised: September 8, 2018

16.2 Terms of Reference – Deputy Commanding Officer (DCO)

- a. The Deputy Commanding Officer (DCO) of a cadet Squadron shall be responsible to the CO for the operation of the Squadron routine activities.
- b. The DCO shall be responsible for the following:
 - i. ensuring that safety is incorporated in all aspects of the Squadron and that he/she supports the region general safety program;
 - ii. ensuring that environmental stewardship is incorporated in all aspects of the Squadron and that he/she supports the region environmental policy;
 - iii. ensuring that a harassment free Squadron is maintained and that he/she she supports the department harassment policy;
 - iv. ensuring that ethical behaviour is incorporated in all aspects of the Squadron and that he/she supports the department ethics policy;
 - v. ensuring that all activities for which he/she is responsible are conducted efficiently, effectively, economically and ethically;
 - vi. leading assigned officers, CIs, VIs and cadets, and managing allocated resources in the most efficient, effective, economical and ethical manner that will optimize the direct or indirect benefit that cadets receive from the cadet program;
 - vii. acting as Second-in-Command of the Squadron;
 - viii. keeping the CO informed of all events and occurrences;
 - ix. acting as in intermediary between the CO and officers in all matters that do not require the direct attention of the CO;
 - x. ensuring a high standard of discipline, dress and efficiency is maintained at all times;
 - xi. ensuring the cleanliness of the establishment and grounds by conducting rounds of the Squadron during training parades;
 - xii. initiating and supervising unit Duty Officers;
 - xiii. supporting, guiding, and mentoring the Cadet Squadron Deputy Commander throughout their duties;
 - xiv. being in possession of a valid 404 Canadian Forces Drivers Licence;
 - xv. ensuring all officers are in possession of a valid Canadian Forces Reserve Identification Card and all Cadets are issued with a Cadet Identification Card;
 - xvi. performing other duties as assigned by the CO.

By signing the following, I have read and understood all of my duties and responsibilities as a Deputy Commanding Officer.

Deputy Commanding Officer Name, Rank

Date

Witness Name, Rank, Position

Date

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16.3 Terms of Reference – Administration Officer (Admin O)

- a. The Administration Officer (Admin O) shall be responsible to the CO and shall exercise general supervision over all unit administrative functions and make available Pacific Region Cadet Instructions to officers and CIs requiring information or assistance.
- b. The Admin O shall be responsible for the following:
 - i. ensuring that safety is incorporated in all aspects of the Squadron and that he/she supports the region general safety program;
 - ii. ensuring that environmental stewardship is incorporated in all aspects of the Squadron and that he/she supports the region environmental policy;
 - iii. ensuring that a harassment free Squadron is maintained and that he/she she supports the department harassment policy;
 - iv. ensuring that ethical behaviour is incorporated in all aspects of the Squadron and that he/she supports the department ethics policy;
 - v. ensuring that all activities for which he/she is responsible are conducted efficiently, effectively, economically and ethically;
 - vi. leading assigned officers, civilian instructors, volunteers and cadets and managing allocated resources in the most efficient, effective, economical and ethical manner that will optimize the direct or indirect benefit that cadets receive from the cadet program;
 - vii. maintaining records showing attendance of each officer, civilian instructor and cadet;
 - viii. check the answering service for messages at the start of all regular training parades, and periodically throughout the following week, and ensure that the messages are relayed to the appropriate personnel;
 - ix. initiating and maintaining personnel files on each cadet including name, date of enrolment and departure, address changes, training courses, cruises, weekend exercises, training progress, awards, recognitions and any other pertinent information;
 - x. preparing and expediting all reports and returns, documentation and other correspondence for the CO's signature;
 - xi. organizing the correct circulation of all incoming and outgoing correspondence, orders or directives;
 - xii. maintaining a register of all incoming and outgoing correspondence;
 - xiii. maintaining the Squadron filing system;
 - xiv. maintaining an adequate stock of forms required for the administration of the Squadron;
 - xv. maintaining the custody and control of all relevant publications and entering of amendments on receipt;
 - xvi. ensuring prompt and proper submission of all claims arising from Squadron exercises;
 - xvii. advising the Supply Officer of names and phone numbers of cadets enrolled and released from the Squadron;
 - xviii. developing a weekly duty officer schedule at least 3 months in advance;
 - xix. ensuring all new cadets meet the necessary joining requirements;

Issued: September 8, 2018

Revised: September 8, 2018

- xx. ensuring all new cadets receive enrolment documentation and return the documentation within one week, complete and accurate;
 - xxi. assigning Flights to all new cadets;
 - xxii. interviewing all cadets prior to termination of membership and implementing the Out Routine for the CO, DCO, Trg O and Supply Officer signatures;
 - xxiii. actioning and advising those concerned with inter-Squadron transfers;
 - xxiv. inputting cadet attendance into Fortress for all mandatory and complimentary activities;
 - xxv. ensuring pay sheets are signed by staff and submitting staff paysheets to the CO for signatures;
 - xxvi. phoning Cadets that are not in attendance to accurately record their status in Fortress;
 - xxvii. ensuring for any physical, or moderate and high risk activities there are updated Cadet Medical Information Cards available in print;
 - xxviii. supporting, guiding, and mentoring the Cadet Squadron Warrant Officer throughout their duties;
 - xxix. accepting summer training applications and entering them into Fortress for CO approval;
 - xxx. maintaining Cadet records via Annual Validation Forms and Detailed Health Questionnaire, due by end of September of each Training Year;
 - xxxi. performing other duties as assigned by the CO.
- c. The Admin O shall prepare a budget for the year's administrative expenses and capital acquisitions. This budget shall be forwarded to the CO prior to June 30 of the previous training year.

By signing the following, I have read and understood all of my duties and responsibilities as an Administration Officer.

Administration Officer Name, Rank

Date

Witness Name, Rank, Position

Date

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16.4 Terms of Reference – Training Officer (Trg O)

- a. The Training Officer (Trg O) shall be responsible to the CO in matters concerning the planning and implementation of a Squadron training program.
- b. The Trg O shall be responsible for the following:
 - i. ensuring that safety is incorporated in all aspects of the Squadron and that he/she supports the region general safety program;
 - ii. ensuring that environmental stewardship is incorporated in all aspects of the Squadron and that he/she supports the region environmental policy;
 - iii. ensuring that a harassment free Squadron is maintained and that he/she she supports the department harassment policy;
 - iv. ensuring that ethical behaviour is incorporated in all aspects of the Squadron and that he/she supports the department ethics policy;
 - v. ensuring that all activities for which he/she is responsible are conducted efficiently, effectively, economically and ethically;
 - vi. leading assigned officers, CIs, and cadets and managing allocated resources in the most efficient, effective, economical and ethical manner that will optimize the direct or indirect benefit that cadets receive from the cadet program;
 - vii. developing a training program in accordance with established cadet directives (ie: A-CR-CCP-003/PT-001 and the Annual Training Directive (PAC));
 - viii. maintaining accurate training records on each cadet and recording same on individual training cards or Fortress V.2;
 - ix. planning the monthly training schedule and assigning qualified instructors to individual courses;
 - x. assisting and supervising instructors and senior cadets in the preparation and presentation of their courses;
 - xi. ensuring Lesson Plans are completed by instructors for each course and class;
 - xii. maintaining and filing lesson plans and handouts for each course and class;
 - xiii. arranging for guest speakers and other voluntary instructors to supplement Squadron staff;
 - xiv. advising the CO on and coordinating the Squadron's special training projects, exercises and citizenship tours;
 - xv. selecting and submitting demands for training materials and other visual aids;
 - xvi. ensuring the Squadron is in possession of all required training material and reference manuals;
 - xvii. liaising with the Supply Officer to arrange for any required equipment (i.e. rifles), at least one week in advance;
 - xviii. ensuring the ongoing individual training and development of all instructional staff;
 - xix. ensuring that an adequate system of examinations or tests is used to monitor the efficiency of training and individual cadets' progress;
 - xx. compiling and recording all training and examination results;
 - xxi. organizing cadet Squadron drill, ceremonial parades and inspections;

Issued: September 8, 2018

Revised: September 8, 2018

- xxii. ensuring that the current years training program is completed by 30 May of each training year;
 - xxiii. supporting, guiding, and mentoring the Squadron Standards Warrant Officer throughout their duties;
 - xxiv. recommending cadet promotions as required and informing the Admin O of all promotions;
 - xxv. performing other duties as assigned by the CO.
- c. The Trg O shall prepare a budget for the year's training activities, administration and capital acquisitions. This budget shall be forwarded to the CO prior to June 30 of the previous training year.

By signing the following, I have read and understood all of my duties and responsibilities as a Training Officer.

Training Officer Name, Rank

Date

Witness Name, Rank, Position

Date

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16.5 Terms of Reference – Supply Officer (Sup O)

- a. The Supply Officer (Sup O) shall be responsible to the CO for the security and care of all material issued to or purchased by the Squadron.
- b. The Sup O shall be responsible for the following:
 - i. ensuring that safety is incorporated in all aspects of the Squadron and that he/she supports the region general safety program;
 - ii. ensuring that environmental stewardship is incorporated in all aspects of the Squadron and that he/she supports the region environmental policy;
 - iii. ensuring that a harassment free Squadron is maintained and that he/she she supports the department harassment policy;
 - iv. ensuring that ethical behaviour is incorporated in all aspects of the Squadron and that he/she supports the department ethics policy;
 - v. ensuring that all activities for which he/she is responsible are conducted efficiently, effectively, economically and ethically;
 - vi. leading assigned officers, CIs, VIs and cadets and managing allocated resources in the most efficient, effective, economical and ethical manner that will optimize the direct or indirect benefit that cadets receive from the cadet program;
 - vii. maintaining the following records affecting the accounting of material on issue or temporary loan to the unit:
 1. Logistik customer account;
 2. individual loan cards (DND 638); and
 3. Squadron keys.
 - viii. demanding, receiving and returning all equipment in accordance with established DND procedures and authorized scales of issue;
 - ix. ensuring the security and care of all material, in particular weapons and ammunition;
 - x. ordering, receiving, issuing, and exchanging material;
 - xi. undertaking measures for recovering uniforms from cadets no longer parading with the Squadron;
 - xii. measuring, issuing, and exchanging uniform parts for recruits newly enrolled in the squadron;
 - xiii. ensuring no uniforms are returned to Supply without first obtaining an Out Routine from the Admin O;
 - xiv. carrying out Squadron Customer Account Verification at:
 1. designated intervals;
 2. on appointment of a new Sup O;
 3. on change of CO.
 - xv. submitting a written report to the CO on discovery of loss or damage of material;
 - xvi. arranging for cleaning of returned uniform articles before re-issuing;
 - xvii. Performing monthly facility inspection and informing the CO of any health and safety issues;
 - xviii. completing quarterly stock Serial Number Accounting and Control (SNAC);

Issued: September 8, 2018
Revised: September 8, 2018

- xix. performing other duties as assigned by the CO.
- c. The Sup O shall prepare a budget for the year's supply activities, administration and capital acquisitions. This budget shall be forwarded to the CO prior to June 30 of the previous training year.

By signing the following, I have read and understood all of my duties and responsibilities as a Training Officer.

Supply Officer Name, Rank

Date

Witness Name, Rank, Position

Date

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16.6 Terms of Reference – Unit Cadet Conflict Management Advisor (UCCMA)

- a. The Unit Cadet Conflict Management Advisor (UCCMA) position is an integral component in the education and promotion of a positive harassment free environment. As an advisor to the CO, the UCCMA has a responsibility to:
 - i. provide information and advice to the CO, cadets and adult supervisors based on this policy when requested;
 - ii. deliver the PSRY training modules in accordance with current policy;
 - iii. maintain accurate records of members who have received PSRY training;
 - iv. provide advice to the CO in determining an appropriate course of action;
 - v. maintain separate files on harassment incidents. All files shall be designated protected B and shall be retained for a minimum of five years after the last administrative use of the information in accordance with the Privacy Act Regulations;
 - vi. seek advice and guidance from the Regional Cadet Conflict Management Advisor as required.
- b. The UCCMA reports directly to the CO. The individual shall be qualified by having successfully completed a UCCMA course.
- c. All Squadron personnel may seek the advice and guidance of the UCCMA directly, without going through the chain of command, for all matters respecting sexual abuse, harassment, or human rights issues.

By signing the following, I have read and understood all of my duties and responsibilities as a Unit Conflict Management Advisor.

UCCMA Name, Rank

Date

Witness Name, Rank, Position

Date

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16.7 Terms of Reference – Duty Officer (Duty O)

- a. The Duty Officer (DO) will be appointed by the Admin O on a weekly rotational basis and shall be responsible to the DCO for carrying out all assigned duties.
- b. If there are scheduling conflicts with the assigned Duty O schedule, it is the responsibility of that Duty O to find a replacement and inform the Administration Officer.
- c. The DO shall report for duty by 1745 hrs on the day of his/her duty. The DO’s duty will be completed at the beginning of the following training night. (**Note: Duty shift will be one week in duration**).
- d. The DO shall be responsible for:
 - i. opening the office and all required classrooms;
 - ii. inspecting the facilities including washrooms prior to use by 243 RCACS and noting any deficiencies;
 - iii. supervise the Duty Cadets and Duty Flight;
 - iv. taking opening parade for regular training nights;
 - v. inspecting and securing the facility after used by 243 RCACS, ensuring cleanliness;
 - vi. staying at the LHQ as long as there are cadets waiting for rides home;
- e. **The Duty Officer shall attend all extra-curricular activities outside of the regular training night and aid the Officer in Charge (OIC) for the activity;**
- f. The Duty Officer shall perform other duties as assigned by the DCO or designate.

By signing the following, I have read and understood all of my duties and responsibilities as a Duty Officer.

Duty Officer Name, Rank

Date

Witness Name, Rank, Position

Date

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16.8 Terms of Reference – Standards Officer (Std O)

- a. The Standards Officer (Std O) shall be responsible to the Training Officer for maintaining standards of dress, drill, and deportment, and coordinating all parades.
- b. The Std O shall be responsible for the following:
 - i. ensuring that safety is incorporated in all aspects of the Squadron and that he/she supports the region general safety program;
 - ii. ensuring that environmental stewardship is incorporated in all aspects of the Squadron and that he/she supports the region environmental policy;
 - iii. ensuring that a harassment free Squadron is maintained and that he/she she supports the department harassment policy;
 - iv. ensuring that ethical behaviour is incorporated in all aspects of the Squadron and that he/she supports the department ethics policy;
 - v. ensuring that all activities for which he/she is responsible are conducted efficiently, effectively, economically and ethically;
 - vi. enforcing applicable dress, drill, & deportment standards by:
 - 1. conducting ad-hoc inspections of flights and follow-up on uniform discrepancies,
 - 2. providing suggestions on how to correct issues/new ideas to motivate and increase standards, and
 - 3. coordinating with the Sup O to ensure that cadets who have outgrown uniform parts are immediately addressed.

By signing the following, I have read and understood all of my duties and responsibilities as a Standards Officer.

Standards Officer Name, Rank

Date

Witness Name, Rank, Position

Date

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16.9 Terms of Reference – Officer in Charge (OIC)

- a. The Officer in Charge (OIC) shall be responsible to the CO for organizing, supervising, and providing a debrief for the activity they have been assigned.
- b. The OIC and Duty O shall report to their scheduled activity 15 minutes prior to the scheduled start time.
- c. The OIC shall be responsible for:
 - i. liaising with the Training Officer and Commanding Officer to ensure the activity has been approved;
 - ii. developing a Warning Order, Operations Order, permission form, and/or kit list, as needed;
 - iii. updating and inputting activity date(s) in the online calendar and ensuring the information is updated as needed;
 - iv. completing the Corps and Squadron Activity Request (CSAR) form at least 75 days in advance;
 - v. confirming the information in the CSAR is accurate, updated as needed, and the information provided by region is accurate and reflects the requirements of the activity;
 - vi. appointing and liaising with the activity NCOIC regarding the activity routine and supervision of the cadets;
 - vii. appointing a cadet correspondent for the activity and following up as per the Cadet Correspondent Terms of Reference;
 - viii. supervise and coordinate the activities of the activity attendees;
 - ix. inspect and secure the facility after use by 243 RCACS, ensuring cleanliness;
 - x. remain at the activity site as long as there are cadets waiting for rides home
 - xi. notify the CO of cadets that are picked up late, to allow for follow-up with cadets and their parents, as required;
 - xii. taking activity attendance and returning it to the Admin O upon completion of the exercise;
 - xiii. upon completion of the activity, developing an after action report and submitting this to the Training Officer;
 - xiv. undertaking such other duties as directed by the CO.

By signing the following, I have read and understood all of my duties and responsibilities as an Officer in Charge.

OIC Name, Rank

Date

Witness Name, Rank, Position

Date

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Revised: September 8, 2018

16.10 Terms of Reference – Range Safety Officer(s) (RSO)

- a. The Range Safety Officer (RSO) will be appointed by the CO and shall be responsible to the CO for carrying out all the assigned duties.
- b. The RSO shall be responsible for:
 - i. developing and maintaining the range training program in accordance with established Cadet range training directives;
 - ii. ensuring all range training activities are properly supervised and that the Range Standing Orders are followed;
 - iii. ensuring all range equipment is properly maintained;
 - iv. timely completion of the DND quarterly stocktaking of small arms;
 - v. maintaining records showing attendance and training progress of each cadet;
 - vi. assisting and supervising instructors and senior cadets in preparation and presentation of their instruction;
 - vii. advising the CO on exercises and citizenship tours as well as coordinating range special training projects;
 - viii. ensuring the cadet unit is in possession of all required range material and reference manuals;
 - ix. ensuring the ongoing individual training and development of all range instructional staff
 - x. obtaining and maintaining the RSO qualification;
 - xi. ensuring that an adequate system of examination or tests is used to monitor the efficiency of training and individual cadet progress;
 - xii. compiling all range training and examination results
 - xiii. organizing range competitions
 - xiv. assisting the supervising the Range Team Commander in the squadron and preparation of the team;
 - xv. performing all other duties as directed by the Trg O or the CO.
- c. The Chief RSO shall prepare a budget for the year’s range activities, administration and capital acquisitions. This budget shall be forwarded to the CO prior to June 30 of the previous training year.

By signing the following, I have read and understood all of my duties and responsibilities as a Range Safety Officer.

Range Safety Officer Name, Rank

Date

Witness Name, Rank, Position

Date

17 ANNEX D – TERMS OF REFERENCE – CADETS

17.1	Cadet Squadron Commander
17.2	Cadet Squadron Deputy Commander
17.3	Cadet Squadron Warrant Officer
17.4	Standards Warrant Officer
17.5	Flight Commander
17.6	Flight Deputy Commander
17.7	Section Commander
17.8	Cadet Code of Conduct
17.9	Senior Duty Cadet
17.10	Junior Duty Cadet
17.11	Non-Commissioned Officer In-Charge
17.12	Cadet Correspondent

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17.1 Cadet Squadron Commander

- a. The Cadet Squadron Commander will be appointed by the Commanding Officer, in consultation with the Squadron Staff and the Sponsor, and shall be responsible to the CO for carrying out all assigned duties.
- b. The Cadet Squadron Commander is the CO's Cadet representative to the Squadron and therefore is directly responsible to the CO for the conduct of all NCOs and Cadets in the Squadron.
- c. Cadet Squadron Commander shall be responsible for:
 - i. The conduct and discipline of all Cadets in the Squadron and will exercise all necessary accepted methods to maintain an efficient Squadron;
 - ii. Maintaining a high level of dress and deportment at all times. He/she will be a good example for all Cadets under him/her to follow;
 - iii. Ongoing communication with senior cadets regarding weekly training assignments, and periodic training activities;
 - iv. Supervise the activities and account for the whereabouts of all Squadron NCOs;
 - v. Carry out all instructions issued by the CO or his/her designate in a proper, efficient and prompt manner;
 - vi. Carry up the chain of command any problem that cannot be resolved within the cadet chain of command;
 - vii. Undertaking such other duties as directed by the CO or his/her designate.
- d. The Cadet Squadron Commander is normally the senior qualified Cadet in terms of rank in the Squadron.
- e. The Cadet Squadron Commander will normally have successfully completed Level 5 Training.
- f. The Cadet Squadron Commander shall be thoroughly familiar with the SSOs and the Squadron MROs.
- g. The Cadet Squadron Commander shall be thoroughly familiar with the SSOs and the Squadron MROs.

By signing the following, I have read and understood all of my duties and responsibilities as a Cadet Squadron Commander.

Cadet Squadron Commander Name, Rank

Date

Witness Name, Rank, Position

Date

Issued: September 8, 2018
Revised: September 8, 2018

17.2 Cadet Squadron Deputy Commander

- a. The Cadet Squadron Deputy Commander will be appointed by the CO, in consultation with the Squadron Staff, and shall be responsible to the Deputy Commanding Officer and Cadet Squadron Commander for carrying out all assigned duties.
- b. The Cadet Squadron Commander is the DCO's Cadet representative to the Squadron and therefore is directly responsible to the DCO for the conduct of all NCOs and Cadets in the Squadron.
- c. The Cadet Squadron Deputy Commander shall be responsible for:
 - i. Contacting the DCO and/or Cadet Squadron Commander for messages and instructions;
 - ii. The conduct and discipline of all Cadets in the Squadron;
 - iii. Supervising, leading, and mentoring of the Duty Cadets;
 - iv. Maintaining a high level of dress and deportment at all times. He/she will be a good example for all Cadets under him/her to follow;
 - v. Carrying out all instructions issued by the DCO, Cadet Squadron Commander or his/her designate in a proper,
 - vi. Ensuring all weekend activities are organized by the NCOIC in conjunction with the OIC;
 - vii. Ensuring all teams (i.e. Drill Team) have a NCOIC and practices are occurring weekly;
 - viii. Reporting to the DCO any concerns, issues, and progress of weekend activities and squadron teams on a weekly basis;
 - ix. Efficient and prompt manner; and
 - x. Undertake such other duties as directed by the CO, DCO, or his/her designate.
- d. The Cadet Squadron Deputy Commander is normally the second senior qualified Cadet in terms of rank in the Squadron.
- e. The Cadet Squadron Deputy Commander will normally have successfully completed Level 5 Training.
- f. The Cadet Squadron Deputy Commander shall be thoroughly familiar with the SSOs and the Squadron MROs.

By signing the following, I have read and understood all of my duties and responsibilities as a Cadet Squadron Deputy Commander.

Cadet Squadron Deputy
Commander Name, Rank

Date

Witness Name, Rank, Position

Date

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17.3 Cadet Squadron Warrant Officer

- a. The Cadet Squadron Warrant Officer will be appointed by the CO, in consultation with the Squadron Staff, and shall be responsible to the Administration Officer for carrying out all assigned duties.
- b. The Cadet Squadron Warrant Officer is the Admin O's Cadet representative to the Squadron and therefore is directly responsible to the Admin O for the administration all NCOs and Cadets in the Squadron.
- c. The Cadet Squadron Warrant Officer shall be responsible for:
 - i. Contacting the Cadet Squadron Commander weekly for messages and instructions;
 - ii. Ensuring that the Weekly Parade is organized and conducted efficiently with all critical parade positions covered. The critical parade positions are the Cadet Squadron Commander, Cadet Squadron Warrant Officer, Flight Commanders, and Flight Deputy Commanders. The other non-critical positions will be covered for Commanding Officer's Parade;
 - iii. Ensuring that the Flight Deputy Commanders take the roll calls immediately after fall-in each week;
 - iv. The conduct and discipline of all Cadets on the Parade Square, and will exercise all accepted necessary methods to maintain an efficient Parade Square;
 - v. Maintaining the discipline of all Cadets in the Squadron;
 - vi. Maintaining a high level of dress and deportment at all times. He/she will be a good example for all Cadets under him/her to follow;
 - vii. Carrying out all instructions issued by the Admin O or his/her designates in a proper, efficient and prompt manner; and
 - viii. Undertaking such other duties as directed by the CO, Admin O or his/her designate.
- d. The Cadet Squadron Warrant Officer is normally the third senior qualified Cadet in terms of rank in the Squadron.
- e. The Cadet Squadron Warrant Officer will normally have successfully completed Level 4 Training.
- f. The Cadet Squadron Warrant Officer shall be thoroughly familiar with the SSOs and the Squadron MROs.

By signing the following, I have read and understood all of my duties and responsibilities as a Cadet Squadron Warrant Officer.

Cadet Squadron Warrant
Officer Name, Rank

Date

Witness Name, Rank, Position

Date

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17.4 Standards Warrant Officer

- a. The Standards Warrant Officer will be appointed by the CO, in consultation with the Squadron Staff, and shall be responsible to the Training Officer for carrying out all assigned duties.
- b. The Standards WO shall be responsible for:
 - i. Maintain a high standard of drill, dress and deportment at the squadron;
 - ii. Ensuring uniform marking sheets are filled out correctly and handed in to the Standards Officer in a timely fashion;
 - iii. Coordinate with the Cadet Squadron Commander to ensure Best Dressed Cadet is awarded each Training Night.
 - iv. Ensure that cadets who are consistently below standard are assisted in meeting the standard and correctly prompted through extra uniform time or as otherwise ordered by the Standards Officer.
 - v. Any other duties as assigned by the Standards Officer or Training Officer;
 - vi. Exercising all necessary accepted methods to maintain an efficient Training Program; and
 - vii. Conferring with the Trg O and Cadet Squadron Commander on possible amendments to the Training Program for the evening.
- c. The Standards WO will normally have successfully completed Level 4 Training.
- d. The Standards WO shall be thoroughly familiar with the SSOs and the Squadron MROs.

By signing the following, I have read and understood all of my duties and responsibilities as a Standards Warrant Officer.

Standards Warrant Officer Name, Rank

Date

Witness Name, Rank, Position

Date

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17.5 Flight Commander

- a. The Flight Commander will be appointed by the CO, in consultation with the Squadron Staff, and shall be responsible to the Cadet Squadron Commander for carrying out all assigned duties.
- b. The Flight Commander is the Cadet Squadron Commander representative to the Flight and therefore is directly responsible to the Squadron Warrant Officer for the conduct of all NCOs and Cadets in the Flight.
- c. The Flight Commander shall be responsible for:
 - i. Ensuring that the Flight Deputy Commander has an established communication plan out to all the Cadets of the flight, and that all messages are relayed to the Cadets via said communications plan;
 - ii. Ensuring the flight roll calls have been taken and are complete each week;
 - iii. Contacting all AWOL Cadets in their flight prior to the following Weekly Training Parade;
 - iv. The conduct and discipline of all Cadets and NCOs in the Flight and will exercise all necessary accepted methods to maintain an efficient Flight;
 - v. Maintaining a high level of dress and deportment at all times. He/she will be a good example for all Cadets under him/her to follow;
 - vi. Carrying out all instructions issued by the Cadet Squadron Commander, Squadron Warrant Officer or his/her designate in a proper, efficient and prompt manner; and
 - vii. Undertaking such other duties as directed by the Cadet Squadron Commander or his/her designate.
- d. The Flight Commander is normally the senior qualified Cadet in terms of rank in the Flight.
- e. The Flight Commander is normally a FSgt, and is selected based on dress, drill, deportment, and involvement within their flight.
- f. The Flight Commander will normally have successfully completed Level 4 Training.
- g. The Flight Commander shall be thoroughly familiar with the SSOs and the Squadron MROs.

By signing the following, I have read and understood all of my duties and responsibilities as a Flight Commander.

Flight Commander Name, Rank

Date

Witness Name, Rank, Position

Date

Issued: September 8, 2018

Revised: September 8, 2018

17.6 Flight Deputy Commander

- a. The Flight Deputy Commander will be appointed by the CO, in consultation with the Squadron Staff, and shall be responsible to the Flight Commander for carrying out all assigned duties.
- b. The Flight Deputy Commander shall be responsible for:
 - i. Falling in the flight under the direction of the SWO;
 - ii. Taking the roll call after fall-in every week;
 - iii. Maintaining a high level of dress and deportment at all times. He/she will be a good example for all Cadets under him/her to follow;
 - iv. Carrying out all instructions issued by the Flight Commander or his/her designate in a proper, efficient and prompt manner; and
 - v. Undertaking such other duties as directed by the Flight Commander or his/her designate.
- c. The Flight Deputy Commander is normally the second senior qualified Cadet in terms of rank in the Flight.
- d. The Flight Deputy Commander is normally a Sgt, and is selected based on dress, drill, deportment, and involvement within their flight.
- e. The Flight Deputy Commander shall be thoroughly familiar with the SSOs and the Squadron MROs.

By signing the following, I have read and understood all of my duties and responsibilities as a Flight Commander.

Flight Commander Name, Rank

Date

Witness Name, Rank, Position

Date

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17.7 Section Commander

- a. The Section Commander will be appointed by the Cadet Squadron Commander, in consultation with the CO, and shall be responsible to the Flight Commander for carrying out all assigned duties.
- b. The Section Commander is the Flight Commanders representative to the Section and therefore is directly responsible to the Flight Commander for the conduct of all NCOs and Cadets in the Section.
- c. The Section Commander shall be responsible for:
 - i. Ensuring that all Section Cadets have an established method to effectively communicate information to and from the Cadets;
 - ii. The conduct and discipline of all Cadets in the Section and will exercise all necessary accepted methods to maintain an efficient Section;
 - iii. Maintaining a high level of dress and deportment at all times. He/she will be a good example for all Cadets under him/her to follow;
 - iv. Carrying out all instructions issued by the Flight Commander or his/her designate in a proper, efficient and prompt manner; and
 - v. Undertaking such other duties as directed by the Flight Commander or his/her designate.
- d. The Section Commander is normally the third senior qualified Cadet in terms of rank in the Flight.
- e. The Section Commander will normally have successfully completed Level 2 Training.
- f. The Section Commander shall be thoroughly familiar with the SSOs and the Squadron MROs.

By signing the following, I have read and understood all of my duties and responsibilities as a Section Commander.

Section Commander Name, Rank

Date

Witness Name, Rank, Position

Date

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17.8 Cadet Code of Conduct

I Cadet _____ promise to carry out my duties to the best of my ability, and I will conform to the following rules:

1. Respect the people around me, my environment, and the belongings of others; including equipment on loan from the Department of National Defence, my unit, or unit Sponsors.
2. Not to purchase, sell, consume and/or distribute alcohol, narcotics, prohibited substances, drug related paraphernalia, pornographic material, not to take part in illegal gambling activities; and not to purchase, sell or distribute tobacco products.
3. Not bring weapons, or imitations of weapons to cadet parades, or training activities.
4. Not to consume prescription and/or non-prescription medications not specifically prescribed to me for a current health condition.
5. Not to commit theft nor to borrow the belongings of others without having been authorized to do so by the owners of the belongings in question and not to sell, barter, or steal any items belonging to the Department of National Defence or the government, Cadet League, or Sponsor.
6. Not to enter the accommodations of the opposite sex unless required by duty to be there. To conduct myself towards others following the values and regulations of the Cadet Harassment and Abuse Prevention Program, including: not fighting with, shouting at, or bullying anyone. I agree that any kind of fraternization or sexual activity shall not be tolerated during any cadet activity.
7. To be loyal, honest, fair, diligent, courageous, and accept responsibility.
8. To respect rules and regulations, and report to my supervisors any breach of the rules of which I may become aware. To obey proper orders, directives, and instructions issued by persons in a position of authority.
9. Conform to the approved cadet dress regulations.
10. I agree that when/if using information technologies, including cellular telephones, internet, Facebook, Instagram, Snapchat, YouTube, and all other such applications I shall do so in a responsible manner and will not engage in any activity that may bring the cadet movement, DND, the Cadet Leagues, or any individual associated with the cadet movement into disrepute.
11. To do nothing that might endanger the safety of other persons.

I understand these rules apply when engaged in authorized cadet activities in or out of uniform.

I acknowledge that a breach of one or more of the foregoing rules may result in administrative measures including release from my Cadet Unit or Training Centre **in accordance with Cadet Administrative and Training Order (CATO) 15-22.**

I, _____, agree to obey these rules of conduct while enrolled as a cadet

Signature of Cadet _____ in 243 Ogopogo Royal Canadian Air Cadet Squadron.

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17.9 Senior Duty Cadet

- a. The Senior Duty Cadet will be appointed by the Admin O on a weekly rotational basis and shall be responsible to the Duty O for carrying out all assigned duties.
- b. The Senior Duty Cadet will report to the Duty O at 1745hrs on the day of duty.
- c. Senior Duty Cadet shall be responsible for:
 - i. Accompanying the Duty O on his/her inspection of the facilities prior to the Squadron using it;
 - ii. Ensuring the Junior Duty Cadet understands and carries out his/her assigned duties;
 - iii. Supporting the Sponsoring Committee in bringing canteen supplies to the kitchen prior to the start of break;
 - iv. Supervise the Junior Duty Cadet;
 - v. Assisting in supervising during break;
 - vi. Supervising the Cadets during clean up at the end of the night; and
 - vii. Any other duties as may be assigned.
- d. The Senior Duty Cadet will have completed his/her duties when dismissed by the Duty O.
- e. The Senior Duty Cadet shall be exempt from classes when on duty.

By signing the following, I have read and understood all of my duties and responsibilities as a Senior Duty Cadet.

Senior Duty Cadet Name, Rank

Date

Duty Officer Name, Rank

Date

**** Must be completed every week****

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17.10 Junior Duty Cadet

- a. The Junior Duty Cadet will be appointed by the Admin O on a weekly rotational basis and shall be responsible to the Senior Duty Cadet for carrying out all assigned duties.
- b. The Junior Duty Cadet will report to the Duty O at 1745hrs on the day of duty.
- c. The Junior Duty Cadet shall be responsible for:
 - i. Directing all visitors to the appropriate personnel throughout the evening;
 - ii. Acting as a liaison for the Squadron office;
 - iii. Ensuring that all training is carried out in accordance with the published Weekly Training Orders;
 - iv. Supporting the Sponsoring Committee in bringing canteen supplies to the kitchen prior to the start of break;
 - v. Providing a 5 minute warnings to all classes;
 - vi. Ensuring the roll call sheets are turned into the Adm O by 1930hrs.
 - vii. Ensuring late Cadets are marked on the roll call sheets.
 - viii. Assisting the Cadets during end of night clean-up; and
 - ix. Any other duties as may be assigned.
- d. A comprehensive listing of the duties of the Junior Duty Cadet is contained in the DUTY CADET BINDER of which the Duty Cadets will obtain when reporting for duty.
- e. The Junior Duty Cadet will have completed their duties when dismissed by the Duty O.
- f. The Junior Duty Cadet shall be exempt from classes when on duty.

By signing the following, I have read and understood all of my duties and responsibilities as a Senior Duty Cadet.

Senior Duty Cadet Name, Rank

Date

Duty Officer Name, Rank

Date

**** Must be completed every week****

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17.11 Non-Commissioned Officer In-Charge (NCOIC)

To be published

By signing the following, I have read and understood all of my duties and responsibilities as a Non-Commissioned Officer In-Charge (NCOIC).

NCOIC Name, Rank

Date

Witness Name, Rank

Date

Issued: September 8, 2018
Revised: September 8, 2018

17.12 Cadet Correspondent

- a. The Cadet Correspondent will be appointed by the OIC of the various activities on an as needed basis, and shall be responsible to the Officer in Charge for carrying out all assigned duties.
- b. The Cadet Correspondent will:
 - i. Carry out the Public Affairs (PA) in accordance with DAOD 2008 series, CATO 13-33 and 11-06;
 - ii. Monitor regional and national social media platforms and support the flow of conversation with the general public;
 - iii. Monitor regional and national social media platforms and repost relevant material to squadron social media platforms;
 - iv. Develop, finalize, issue News Releases, Backgrounders, and Media Advisories regarding squadron activities. This involves:
 - 1. Taking relevant photos of cadets, their activities, and at squadron events;
 - 2. Writing an informative article that summarizes the event, and the message the reader should take away; and
 - 3. Posting the relevant articles on all social media platforms.
 - v. Maintain a library of photos on the squadron shared OneDrive.
- c. The above must be done no later than 5 days after the last day of the event in question.

By signing the following, I have read and understood all of my duties and responsibilities as a Cadet Correspondent.

Cadet Correspondent Name, Rank

Date

Witness Name, Rank

Date

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Revised: September 8, 2018

18 ANNEX E – ORDERS OF DRESS

Can be found in [CATO 55-04](#) – Annex A – Air Cadet Uniform – Numbered Orders of Dress