



**OPERATIONAL GUIDE FOR  
SQUADRON SPONSORING COMMITTEES  
AND  
SQUADRON COMMANDING OFFICERS**

# ***Air Cadet League of Canada***

## *Preamble*

### ***Operational Guide for Squadron Sponsoring Committee Chairperson and Squadron Commanding Officer***

**The Operational Guide** is presented in a parallel format to aid the Squadron Sponsoring Committee Chairperson and the Squadron Commanding Officer through their assigned tasks.

The Air Cadet Program draws participants from every walk of life. The Operational Guide will give understanding to each partner's duty and authority within the organization.

This Operational Guide is an overview to describe in more reader-friendly terms what each partner's duties and responsibilities are with respect to the successful operation of an Air Cadet Squadron.

The basis for the Operational Guide is derived through the Air Cadet League of Canada's Policy and Procedure Manual (PPM) and the Memorandum of Understanding (MOU) between the Department of National Defence and the Army, Navy and Air Cadet Leagues of Canada.

Users of this Guide are reminded it is just that- a 'guide'. The guide is not intended to cover every situation when managing a squadron. However, there are several duties and responsibilities that must be handled by the authorized partner.

Each Province or Region may have different division points for specific items or issues contained in this guide; follow good Business Practices.

It is the duty of the Squadron Sponsoring Committee Chairperson and the Squadron Commanding Officer to follow the guidelines presented in the spirit that they are intended.

Co-operation is expected in all matters between the members of the Squadron Staff and Squadron Sponsoring Committee.

Revised: April 20, 2012

**OPERATIONAL GUIDELINE FOR  
SPONSORING COMMITTEE CHAIRPERSON AND SQUADRON COMMANDING OFFICER (Revision 5)**

ITEM	SPONSORING COMMITTEE CHAIRPERSON (SCC) DUTIES AND RESPONSIBILITIES	SQUADRON COMMANDING OFFICER (CO) DUTIES AND RESPONSIBILITIES
<p><b><u>1. QUARTERS</u></b></p> <p><b>A. PERMANENT</b></p>	<p>b. Secure suitable quarters that will address training needs yet keeping in mind fiscal responsibility. Tend to all legal arrangements as required i.e. signing all leases. Note that the SSC should be the sole liaison with the owner or landlord on all matters concerning the use of the facility. Under no circumstances is the Squadron CO to be signatory on any lease documents or other legally binding agreements. When selecting facilities, consider having dedicated office space for SSC included.</p> <p>d. Upon confirmation of suitability with CO, secure quarters for following training year(s).</p>	<p>a. Identify and justify training facility requirements. Assist SSC Chair in locating potential facilities.</p> <p>c. Safeguard and maintain quarters, minimizing damage to normal wear and tear. Document any deficiencies, concerns or issues and channel through SSC Chair to owner or landlord.</p>
<p><b>B. TEMPORARY</b></p>	<p>b. Follow procedure for securing permanent quarters.</p>	<p>a. Identify and justify training facility requirements. Assist SSC Chair in locating potential facilities.</p> <p>c. Follow the procedure for safeguarding permanent quarters.</p>
<p><b>C. SELF-OWNED</b></p>	<p>a. Ensure that all deeds/documents are in the SSC name alone. Military personnel cannot be signatory on any legal documents. Ensure that adequate insurances for building and liability are maintained. Note: SSC's that own property must be incorporated under the appropriate Provincial Acts.</p>	

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<p><b><u>2. FINANCE</u></b> <b><u>A. Budget</u></b></p>	<p>b. Evaluate budgetary requests with regards to SSC fund-raising capabilities. If amendments are necessary, discuss budget changes with CO and attain consensus.</p> <p>d. Provide CO with copy of finalized yearly operating budget. Include all operating costs i.e. Rent, electricity heat, communications, SSC Training/meetings and Provincial AGM attendance .</p>	<p>a. Provide the SSC with a detailed yearly training cost estimate. Include both operational and capital cost requirements. Present to SSC not later than 30 June of each training year.</p> <p>c. If necessary ,adjust training plans to meet any budgetary shortfalls.</p>
<p><b>B. FUND-RAISING</b></p>	<p>a. Based on budgetary requirements, develop a fund-raising plan. Plan should include type, quantity and schedule of proposed fund-raising events. When applicable and upon request, SSCs shall issue official receipts to contributors for Income Tax* purposes. (* SSC must be registered and in good standing with CRA Rules for a Non-Profit Society or registered charity)</p> <p>(avoid fundraising conflict with the Legion's Poppy Drive. Late Oct to Nov 11.)</p> <p>c. When SSC is planning a fund-raising event and expecting cadets to participate (i.e. A tag day) confirm with CO that no other Squadron training activities are scheduled for the same date/time.</p>	<p>b. Squadron staff and cadets are expected to participate in high profile civic activities such as Poppy Sales for Nov. 11, tag days etc. where the cadet/uniform/ squadron is in the public eye. Squadron staff and cadets are to be encouraged to assist with other fund-raising events but they should not be considered as the sole source of labour for these events.</p>

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<p><b><u>2. FINANCE cont.</u></b></p> <p><b>C. MANAGEMENT</b></p>	<p>a. Assume financial responsibility for the Squadron and maintain proper accounting records.</p> <p>b. Ensure that all justified expenses (excluding those covered by DND) relating to the training of cadets, including their activities and representation in the community are fully funded. This would include all operating supplies, cost of services for activities outside of the mandatory training program such as powered flight hours and approved recreational activities.</p> <p>c. Ensure the security of all squadron funds and brief the CO regularly on the financial status of the unit. It is incumbent that the SSC Chair and the CO work together to ensure that the funds available are spent in the best interest of the Squadron and the Cadets.</p>	<p>a. Keep the SSC Chair fully informed of all expenses on a timely basis.</p> <p>b. Ensure that all authorized claims are filed with DND, and remit records of all other allowances or expenditures to the SSC Chair. The CO is to remit to the SSC Chair all allowances or other monies received that are intended for the use of the Squadron.</p> <p>c. Ensure that, if established, the CO's Petty Cash fund to cover the costs of incidental expenses is properly managed and accounted for with all receipts and invoices forwarded to the SSC Chair.</p>

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<p><b><u>3. PUBLIC RELATIONS</u></b></p> <p><b>A. PUBLICITY</b></p>	<p>a. Represent the Squadron by appearing at and participating in appropriate community meetings and/or activities. Wherever possible this should be accomplished as a joint activity with the Squadron CO.</p> <p>b. Issue announcements of important Squadron events and accomplishments such as awards, summer camps, competitions and special activities to all media outlets. Provide in-person interviews if possible.</p>	<p>a. Encourage cadets and staff involvement in local community activities such as Remembrance Day activities, Battle of Britain Parades, and other such civic minded events. Note that the purpose is to spotlight the cadets/uniform/squadron in a positive fashion.</p> <p>b. Represent the Squadron at appropriate public functions in conjunction with SSC Chair.</p>
<p><b>B. RECRUITING</b></p>	<p>a. Co-ordinate and manage information campaigns for the recruitment of new cadets annually.</p> <p>b. Use media to promote the advantages of Air Cadets and to inform the general public of recruiting drives. Provide campaign advertising materials at all informational events and get local businesses involved with their design or production.</p> <p>c. In conjunction with the CO, organize a greeting session for new recruits and parents. Provide them with a briefing on the aims and benefits of the Air Cadet organization.</p> <p>d. Encourage parents to participate in SSC activities as a member and support all Squadron activities whenever possible.</p>	<p>b. Support the SSC recruiting campaign by organizing visits to schools and by ensuring Squadron representation at information booths during community special events.</p> <p>c. In conjunction with the SSC Chair, provide a briefing for parents and new recruits about the training program, special activities offered and the many scholarship program opportunities for cadets.</p> <p>d. Perform all administration duties required to enrol new recruits.</p>

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<p><b><u>3. PUBLIC RELATIONS</u></b> continued</p> <p><b>C. SPOTLIGHTING THE CADETS</b></p>	<p>a. Establish, encourage and nurture relationships with local dignitaries such as Members of Parliament, Provincial Government officials, mayors, counsellors school principals and superintendents, heads of organizations like the RCMP, Municipal Police Forces, Fire Departments, and company executives etc. Keep them informed about ongoing Squadron activities of a high profile nature.</p> <p>b. Keep VIPs informed of Squadron activities and invite them to attend special events or ceremonies such as Annual Ceremonial Reviews. When they attend make sure to acknowledge their presence and any specific contribution made by them to the Squadron.</p>	<p>a. Support the Community in its efforts by organizing public appearances of the cadets at approved events and accompany SSC Chair or members to official meetings as required.</p> <p>b. Coordinate with the SSC Chairperson in establishing VIP lists of individuals to be invited to Squadron events.</p>

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<p><b><u>4. MANAGEMENT</u></b></p> <p><b>A. ADMINISTRATION</b></p>	<p>a. Look after the day-to-day management of the Squadron Sponsoring Committee (SSC).</p> <p>b. Forward all correspondence received about the Squadron, cadets or cadet training to the CO.</p> <p>c. Comply with Air Cadet League of Canada Policies and Procedures as well as all applicable Government Regulations.</p> <p>d. Submit all reports as required to Provincial or National Committees.</p>	<p>a. Assume responsibility for the general management of the Squadron as directed by the Regional Cadet Support Unit (RCSU).</p> <p>b. Keep the SSC apprised of all relevant Squadron information.</p> <p>c. Ensure that all Squadron mail has been duly registered and distributed.</p> <p>d. Submit all reports as required by the RCSU.</p> <p>e. Ensure that all staff personnel files are kept up to date.</p> <p>f. Ensure that all financial regulations as dictated by the RCSU are adhered to.</p>
<p><b>B. SUPPLIES</b></p>	<p>a. Liaise with local merchants and organizations to procure supplies and services that are not provided by DND, and keep a detailed inventory of all non-DND supplied material.</p>	<p>a. Procure uniforms and training supplies from DND. Note that the CO is solely responsible for the supplies and the management of material provided by DND.</p> <p>b. Assume responsibility of the distribution account and keep a detailed inventory of all materials. Special attention should be paid to the tracking of cadet uniforms and the return of non-disposable items for Non-Effective Strength (NES) cadets.</p>



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<p><b><u>4. MANAGEMENT</u></b> continued</p> <p><b>C. PERSONNEL</b></p>	<p>a. Discuss personnel matters with the Squadron CO on a regular basis. Be familiar with all staff and notate their function within the unit.</p> <p>b. Add comments and recommendations concerning personnel transactions in accordance with required procedures.</p> <p>c. Ensure tht all Volunteers are properly Registered and Screened as per ACL Policy and Procedures.</p> <p>d. Supervise and control all duties of SSC personnel. Recognize and thank volunteers/Staff for their contributions to the program through the ACL/Provincial Committee's Honours and Awards Programs.</p> <p>e. Participate in the development of a succession plan for Squadron staff with specific emphasis on future replacement for the CO.</p> <p>f. Develop and maintain succession plan for all Executive positions in the SSC.</p>	<p>a. Process all documents for the recommendation of enrolment, appointment, promotion, posting, transfer, or release of officers and civilian instructors for furtherance to RCSU. As a courtesy, the SSC Chair should be kept up to date with all personnel changes ongoing in the Squadron.</p> <p>c. Appoint qualified personnel to assume specific Squadron duties such as TrgO, SupO, AdmO.</p> <p>d. Supervise and control all duties of Squadron personnel, assess their performance, and provide regular feedback to assist them in the performance of their duties.</p> <p>e. Ensure that a succession plan is in place for all Squadron staff including the Commanding Officer. Develop this plan in consultation with the SSC.</p>

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<p><b><u>5. TRAINING</u></b></p> <p><b>A. SCHEDULE</b></p>	<p>a. Prepare an annual training plan for all SSC positions and any new members. Training must be reflective of and tied to the ACL Policy and Procedure manual guidelines.</p> <p>b. Confirm that the presented cadet training plan meets the organization's goals and is beneficial to the cadets.</p> <p>c. Confirm that the presented cadet training plan can be fully funded by the proposed annual operating budget. If shortfalls exist, coordinate revisions with CO.</p> <p>d. Ensure that SSC is prepared to organize and manage all social and recreational activities described on training plan.</p>	<p>a. Prepare and present an annual training plan for cadet Junior, Senior and Optional training programs to the SSC. Plan must reflect and be tied to the training budget forecast described in Section 2.A of this document.</p> <p>d. Assist the SSC in organizing and running all social and recreational activities and encourage squadron staff to participate.</p>
<p><b>B. CADET EVALUATIONS AND PROMOTIONS</b></p>	<p>b. In consultation with CO, review proposed award and promotion lists and provide comments and recommendations where required. Of specific importance are the WO I and WO II promotion levels.</p> <p>c. Be fully conversant with the various award and promotion policies so as to support CO decisions when queried by interested parents.</p>	<p>a. Using input from military and civilian staff, evaluate the performance of all cadets with respect to program training level advancement and promotion.</p> <p>b. Assess each cadet based on amassed data and prepare list of proposed awards and promotions for discussion with SSC Chair. Explain awards and promotion criteria to SSC Chair and post results in appropriate fashion.</p>

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<p><b><u>5. TRAINING</u></b> continued</p> <p><b>C. SUMMER CAMPS</b></p>	<p>d. In cooperation with the CO, organize Mock Review Boards for cadets selected to attend Scholarship Courses.</p> <p>e. Upon publication of CSTC list, contact parents of cadets accepted for power/gliding programmes as well as international exchange visit to advise them of the extra expenses to be paid by the applicant.</p>	<p>a. Inform cadets and SSC of what summer training courses are available; include dates, durations, and locations of training centers (CSTCs).</p> <p>b. Prepare list of cadets interested in attending a CSTC and what course they are applying for. In consultation with Squadron staff, produce a merit list for each course and submit to RCSU camp staffing officer.</p> <p>c. Advise SSC of merit list including parameters used in developing the list.</p> <p>d. Follow normal RCSU procedures in finalizing list of cadets selected to attend a CSTC. Inform the cadets and SSC of the finalized list.</p> <p>e. Ensure that cadets selected to attend a CSTC are fully briefed on times, dates, travel arrangements, clothing/kit requirements and posted CSTC policies and procedures.</p>

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<p><b><u>6. DISCIPLINE</u></b></p> <p><b>A. GENERAL</b></p>	<p style="color: red; text-align: center;"><b>NOTE: IT IS IMPERATIVE TO NOTE THAT ANY SHARED INFORMATION OF A PERSONAL NATURE ABOUT A CADET, CIC MEMBER, CI OR SSC VOLUNTEER IS TO BE KEPT HIGHLY CONFIDENTIAL BETWEEN THE SSC CHAIR AND THE COMMANDING OFFICER AND IS NOT MEANT FOR GENERAL DISCUSSION OR PUBLICATION.</b></p> <p>a. Support the CO in all efforts of maintaining a high level of squadron proficiency in dress, deportment, discipline and application of all regulations.</p> <p>c. Ensure that channels of communication with the CO are kept open.</p>	<p>a. Ensure that dress and deportment of officers, CIs, volunteers and cadets is consistently of a high level and is always a credit to the Air Cadet Movement.</p> <p>b. Ensure that squadron discipline is maintained at a high level and is in total compliance with all orders and regulations issued by the RCSU.</p> <p>c. Advise the SSC Chair of any staff member or cadet who has distinguished themselves or is deficient in the performance of their duties and responsibilities.</p>
<p><b>B. DISMISSAL OF A CADET</b></p>	<p>a. In consultation with the CO, ensure that the course of action proposed is correct in that the problem can neither be resolved nor is of sufficient severity to warrant being moved up the chain of command (e.g. the RCSU/ALC) for resolution.</p>	<p>a. Ensure that if dismissal of a cadet is necessary, all information relating to the cadets dismissal is clearly and accurately documented. Discuss situation and proposed actions with SSC Chair prior to proceeding.</p> <p>b. Following consultation with SSC Chair, and assuming no other alternatives have been identified, proceed with the dismissal process.</p> <p>c. In all incidents, ensure that RCSU regulations are adhered to and that all documentation is retained for the appropriate length of time.</p>

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<p><b><u>6. DISCIPLINE</u></b> continued</p> <p><b>C. OFFICERS, CIs and SSC VOLUNTEERS</b></p>	<p>a. Follow all rules and procedures issued by the Air Cadet League and/or Government regulations when dealing with SSC Members accused of violating acceptable rules of conduct.</p> <p>b. Ensure that all incidences of breach of trust issues or unacceptable behaviour concerns are clearly and concisely recorded and kept in a confidential manner.</p> <p>c. In consultation with the CO, ensure that the course of action proposed is correct in that the problem can neither be resolved nor is of sufficient severity to warrant being moved up the chain of command (e.g. the RCSU/ALC) for resolution.</p> <p>d. Notate any decisions regarding situation in SSC meeting minutes and if in doubt as to policy or procedures, contact Provincial League Office. ( N.B. Notate only incident, not personnel involved. If required, specific personnel info to be forwarded to Provincial League Office only.)</p>	<p>a. Follow all rules and procedures issued by DND/RCSU for the dealing of individuals accused of violating acceptable rules of conduct.</p> <p>b. Ensure that all incidences of breach of discipline by officers or civilian instructors are clearly and concisely recorded.</p> <p>c. Inform SSC Chair of situation/issue and proposed course of action.</p> <p>d. If agreed-to course of action is in compliance with published rules and regulations, proceed. If there is any doubt on process or procedure, contact RCSU.</p>
<p><b>D. CRITICISM AND OTHER COMMENTS</b></p>	<p>a. All comments or criticisms regarding Squadron operations or staff must be passed to the SSC Chair for discussion with CO directly. At no time shall SSC members discuss points of issue in front of cadets or staff members.</p>	<p>a. All comments or criticisms relating to SSC staff or their actions must be passed to the CO for direct discussion with the SSC Chair. At no time shall Squadron staff members discuss these issues in front of cadets or SSC members.</p>

