



180 RCACS STANDING ORDERS (SO's)

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These Standing Orders will be in effect upon publication. Any suggestions for changes must be made in writing to the Commanding Officer, 180 RCACS.

PREFACE

180 Mosquito Squadron, Royal Canadian Air Cadets' Standing Orders (hereafter called Squadron Standing Orders - SSOs) are issued under the authority of the Commanding Officer (CO).

Squadron Standing Orders are regulations pertaining to the personnel, administration, operation, supply, and finances of 180 Mosquito 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 Central Region Cadet Orders (CRCO's). 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 180 Mosquito, Royal Canadian Air Cadet Squadron (RCACS).

Copies of these orders will be made readily accessible to all members of 180 RCACS for review and reference, and will also be made available by electronic form. 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. 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 via the chain of command.

//Signed//

M. Singh
Major
Commanding Officer

INTRODUCTION

- References:**
- A. Queens Regulations and Orders Cadets – QR&O (Cdts)
 - B. Canadian Forces Administrative Orders – CFAOs
 - C. Cadet Policies and Procedures
 - D. Central Region Cadet Orders – CRCOs
 - E. Cadet Administrative and Training Orders – CATOs
 - F. Area Cadet Administrative Orders – ACAOs
 - G. Drug and Alcohol Policy for Air Cadets
 - H. Security Orders for the Canadian Forces – A-SJ-100-001/AS-000
 - I. Canadian Forces Dress Instructions – A-AD-265-000/AG-001
 - J. Dress Regulations for Royal Canadian Air Cadets – A-CR-CCP-990/Pt-001

Aim

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. All personnel shall familiarize themselves with, obey and enforce all regulations, orders, rules and instructions necessary for the performance of their duties.

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CHAPTER 1 PERSONNEL

101 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.
- 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 and competitions.

102 Command and Control

- a. The Commanding Officer of a Cadet Unit is responsible to the Commander, Central Region through the Central Detachment Commander (CDC), and has the responsibility to supervise and control all duties of the 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 180 Mosquito Squadron is responsible for the command, control, and administration of 180 Mosquito 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 (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 can be found in Annex B Organizational Chart of Chain of Command
- g. Terms of reference for officer positions are found in Annex C.
- h. Terms of reference for cadet positions are found in Annex D.

103 Chain of Command

- a. The Training Officer shall be senior to all officers except the Commanding Officer & Deputy Commanding Officer.
- b. The Squadron Warrant Officer is the only Cadet who may liaise directly with the Commanding Officer without going through the normal chain of command.
- c. The Squadron Warrant Officer, Deputy Squadron Warrant Officer, Squadron Adjutant 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 Cadet 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 or serious nature.
- g. All Squadron personnel shall demonstrate good manners at all times to superiors, subordinates and acquaintances alike.

104 Duty Personnel

- a. A Duty Roster will be posted in the Monthly Routine Orders. It will be maintained by the Administration Officer in consultation with the Squadron Warrant Officer. Timings for tours of duty will be in-line with published training activity timings.

105 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 180 Mosquito Squadron will not be tolerated and can result in dismissal.
- b. Examples of such conduct, but not limited to are:
 1. Conduct or actions that will undermine morale.
 2. Associations with groups outside of cadets that will undermine the purpose and aims of Air Cadets.
 3. Being found guilty in civil or criminal court action or being an accessory to a crime.
 4. Disobeying a legal direct order of a superior.
 5. Undermining the authority of a superior.
 6. Being improperly dressed or slovenly in dress.
 7. Improper use of equipment/loss of equipment.
 8. Disorderly conduct while in uniform or while at a cadet function.
- c. Cadets found in violation of Squadron and Toronto District 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 15-21 & 15-22.
- d. The Commanding Officer is authorized to demote cadets with ranks lower than Flight Sergeant. It shall be required to produce an incident report and letter of recommendation for

demotion to the ACO when the incident involves ranks of Flight Sergeant and above. An incident report shall be produced and signed by the cadet and (in some instances) by the parents/guardians. One copy will be provided to the cadet and another will be placed in their personnel file.

106 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). See Annex E – Uniform Preparation Guide. Officers shall abide by the Canadian Forces Dress Instructions and Queens Regulation & Orders Chapters 17 and 18.
- b. 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 180 Mosquito Squadron.
- c. 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.
- d. 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.
- e. 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 chain of command one week in advance.
- f. 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.
- g. Personnel will maintain a clean and tidy appearance. This includes maintaining personal hygiene and wearing clean, well-kept clothing.
- h. Personnel are not to wear clothing that contains potentially offensive images or words, or illegal items, or that advertises alcohol or tobacco brands.
- i. Order of dress for activities will be published in the MROs. Orders of dress are outlined in Annex F.

107 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. 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 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 not permitted unless otherwise previously authorized i.e. expressed in trip Warning Order.

108 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.
- 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. A "No Saluting Zone" will be held in effect in all hallways, stairwells and the foyer at Glenview Public School. The personnel will however acknowledge the position as they pass by.
- d. The Commanding Officer will be recognized by all, regardless of rank.
- e. 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.
- f. When an individual passes an Officer or a group of Officers in the gym a proper salute shall be given accompanied by an eyes right or left.
- g. 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;
- h. 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;

- i. 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;
- j. 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";
- k. 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;
- l. 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.
- m. The rule of thumb to apply: When in doubt – salute.
- n. Other compliments shall be paid as listed in the Drill Manual (APD-201-000/PT-000)

109 Movements - Marching

- a. **INDIVIDUALS** – All personnel who find it necessary to move from one area of the school to another shall do so by:
 - 1. Marching properly in a single file down the far right side of all halls and remembering to pay all respects as necessary.
 - 2. When marching in stairwells and across the foyer in Glenview arms will be checked to your side.
- b. **FLIGHTS** – When moving from one area to another, Flights will be moved by the Flight Commanders or designate in proper formation as stated in the Drill Manual (A -PD-201-000/PT-000). All personnel with the exception of the Flight Commander and the 2IC shall fall into the flight.
- c. **ON BASE** – While on base, Flights shall not exceed two Cadets abreast (not including supernumeraries) and shall post one point person fifteen paces both to the front and rear of the Flight. Only the Flight Commander of the Flight is permitted to not fall-in.
- d. Cadets walking singly or in small groups are to walk on the sidewalk where applicable or on the left side of the road facing oncoming traffic not more than two abreast.
- e. Formations will march on the right side of the road. The NCO in charge of formations shall post one point person approximately fifteen paces in front of and one point person to the rear of the formation. The point person will wear fluorescent safety vests. Flight NCOs in charge of formations will march two paces to the rear of the left file of the formation. If necessary and circumstances dictate, formations will be marched in single or double file.

110 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. Flight promotions are assessed based on attendance, uniform, drill, department, general cadet knowledge, participation and motivation for all flights. For Flights 1-3: drill theory, assistant drill

instructor practicals are assessed. In Flights 1-2: drill instruction and public speaking is also assessed. Flight promotions are assessed every 8-10 weeks.

111 Positive Social Relations for Youth (PSRY) Training

- a. The objectives of the PSRY program are to prepare cadets to:
 1. Interact comfortably within the cadet community;
 2. Interact positively with others;
 3. Exercise sound judgment;
 4. Accept personal accountability for actions and choices;
 5. Deal with interpersonal conflict; and
 6. 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.

112 Fraternalization 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 CSTCs 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.

113 Alcohol, Drugs and Smoking

- a. The use of alcohol or illegal drugs 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.

114 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.

115 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 180 Mosquito 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 180 Mosquito Squadron of offending person(s).

116 Fire Orders

- a. The Duty Officer will also serve as the Fire Prevention Officer.
- b. All personnel should be aware of the locations of fire extinguishers and fire alarms.
- c. MARSHALLING POINTS
 - a. Glenview Public School: John Ross Jr Public School's Baseball Field (South of Main Entrance to Glenview).
 - b. Denison Armouries: The third parking lot (furthest from building).
- d. In case of fire, the following people are to be notified:
 1. Commanding Officer
 2. Chairperson of Sponsoring Committee
 3. OC Central Detachment
- e. Tampering with fire and safety equipment will result in disciplinary action up to and including release of the personnel involved.
- f. Local telephone numbers are:
 1. Emergency: Toronto Fire Department 911
 2. Non-emergency: 416-890-1964
- g. IN CASE OF FIRE:
 1. Immediately shout: **"FIRE! FIRE! FIRE!"**
 2. Pull the nearest fire alarm station.
 3. Call 911 from a safe location.
 4. The MARSHALLING POINT will be on the ice rink just north of the school.
 5. The senior rank on the Parade Square will ensure that all cadets from the gym proceed directly to the MARSHALLING POINT.
 6. The instructor of each classroom will ensure that all personnel proceed directly to the MARSHALLING POINT.
 7. Cadets will form-up in their flights. FComd's will do attendance immediately and advise WO's if any cadets on strength for the evening are missing.
 8. 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.

117 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 Detachment.

118 Reporting Loss, Theft or Damage

- a. Theft will not be tolerated and will result in dismissal from 180 Mosquito 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.

CHAPTER 2 OPERATIONS

201 Glenview Public School

201.01 Restricted Access Areas

The following areas of Glenview are OUT OF BOUNDS to CADETS without the accompaniment of an officer staff member:

1. Supply/Storage Room

The following areas of Glenview are OUT OF BOUNDS to ALL VISITORS (including Parents) without the permission of the Commanding, Training or Recruiting Officer.

1. All classrooms
2. Basement Floor of Glenview

Visitors are permitted to use the washroom facilities located on the main level of Glenview.

201.02 Permits Entry / Exit Times for Glenview Public School

Glenview Public School has strict rules regarding entry into the building before or after permitted hours. NO CADET or VISITOR is permitted to enter Glenview before or after the following times to participate in 180 Air Cadet Activities, unless specifically invited in by an OFFICER on the premises:

1. Monday 6:30PM to 9:00PM
2. Friday 6:30PM to 9:30PM
3. Saturday 9:00AM to 5:00PM

201.03 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 Glenview will not be used or removed from the classroom (this includes pens/pencils or other school materials).
- b. Classroom instructors shall ensure that they leave the classrooms clean, whiteboards markings made by their classes erased, chairs and tables arranged in a military manner, and that all garbage has been placed in the proper receptacles.

202 Mandatory Training Night (Friday Schedule)

TIME*	ACTION
1830	Squadron Fall-In
1830 - 1900	Attendance, Inspection, Flag, and Flight Time
1905 - 1935	Period One/ Flight Time
1940 - 2010	Period Two
2010 – 2020	Break
2025 - 2055	Period Three
Final Parade	
2055 - 2100	Squadron Fall-In
2100 - 2115	CO's Arrives & Staff Announcements
2115 - 2125	NCO Announcements, Lower Flag & Dismissal
2130	Squadron Closes

*Times are subject to change

202.01 Commanding Officer's Parades

- a. An inspection by the Commanding Officer will take place on the Commanding Officers Parades.
- b. Dress for this parade is as follows:
 1. Cadets – C2 – Full Dress Uniform with medals.
 2. Officers – DEU3 with medals, Wedge must be worn
 3. Civilian Instructors/Volunteers – Shirt & tie preferred, no jeans or sneakers
- c. A schedule for the Commanding Officer's Parade will be prepared by the Squadron Warrant Officer in consultation with the Training Officer.
- d. All Staff present are expected to be on the parade square.

203 Sanctioned Cadet Activities

- a. Events which are conducted outside of cadets and are not supervised by 180 Mosquito Staff members 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 camps, competitions or workshops which are staffed by various screened CIC enlisted members and CI volunteers.
- c. Every effort will be made to advertise all events through our website, weekly banners and monthly routine orders (also posted on the 180 website). The squadron cell phone is also a resource to utilize if unsure of an activity.

204 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 CATO 13-12.
- b. Each exercise will have a cadet selected to act as Exercise IC (in charge) and shall oversee all aspects of the exercise in conjunction with the Officer in Charge and the Commanding Officer.

205 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 Instructor 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.

206 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.

207 Marksmanship Program & Transporting of Air Rifles / DP Rifles

- a. The marksmanship program will be run IAW CATOs 12-07, 14-41, 14-42, 14-43 and 14-48.
- b. Only authorized 180 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.

CHAPTER 3 ADMINISTRATION

301 Monthly Routine Order

- 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 of 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 the MROs.

302 Attendance

- a. Attendance at weekly training parades is mandatory for all personnel. Cadets are expected to arrive 15 minutes before the time instructed and shall be ready to commence the parade or training activity at the scheduled time all cadets are expected to be on parade and ready for inspection by 1830hrs. All cadets are encouraged to maintain a 90%+ attendance and participation record, allowing for occasional absence with good reason.
- b. If a cadet is unable to attend a parade night it is his/her responsibility to contact the Squadron Headquarters, prior to 1830hrs, and inform the Duty Personnel of his/her anticipated absence and the reason. Additional methods must be followed in the following order:
 1. Tells their NCO during their weekly calling;
 2. Emails their NCO;
 3. Emails the squadron info address info@180mosquito.ca; or
 4. Calls the squadron cell phone 416-890-1964.
 5. Attendance at weekly training parades is recorded as follows:
 - i. PRESENT – physically present for the entire parade
 - ii. LATE - arrival after 1830hrs
 - iii. EXCUSED – cadet contacts Squadron prior to 1830hrs
 - iv. ABSENT - cadet is absent and does not contact the Squadron prior to 1830hrs
 - v. LOA - leave of absence, for an extended period, granted by Commander Officer (in writing through chain of command)
 - vi. AWOL - cadet failed to be present and did not contact the Squadron
- c. Four consecutive AWOL offences are grounds for dismissal from the Squadron. Exceptional circumstances may be discussed with the Commanding Officer.
- d. Attendance at mandatory support training is a requirement to progress from one training level to the next. It is also a requirement for promotion and selection to summer training courses.
- e. Cadets who sign up for mandatory support and/or optional activities are expected to attend. If unable to attend, cadets are expected to contact the NCOIC immediately.
- f. Cadets who are found to have a % of attendance of less than 60% on Friday nights may not be considered for first selection for competitive activities such as March Break. Cadets with a % of less than 60% on Friday nights will not be allowed to participate in non-Friday teams and activities.

303 Procedure for Late Arrivals

- a. If a cadet is late on a parade night and has missed the roll call, then that 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.

304 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 % of attendance. Excused absences greater than 4 consecutive weeks must be brought to the attention of the Flight Officer / Administration Officer for action.
- c. Four consecutive, unexcused absences shall result in the cadet being released from the Squadron.

305 Leaves of Absence

- a. May be permitted for a maximum of 3 months only with the permission of the Commanding Officer.

306 Correspondence

- a. All correspondence should be mailed to the following postal address.

180 Mosquito RCACS
P.O. Box 94042
3409 Yonge Street
Toronto, ON M4N 2M8
Tel: (416) 890-1964
- b. Squadron Headquarters are located at Glenview Public School

Parade Night: Friday evenings
Glenview Senior Public School
401 Rosewell Avenue
Toronto, ON
- c. Additional training is scheduled at Denison III Armoury (ASU Toronto)

1 Yukon Lane
Toronto, ON
M3K 0A1
- d. All external correspondence, including memos, e-mails, newsletters, press releases, 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.

307 Weekly Newsletter (Banner)

- a. A one page newsletter will be created by the NCO Banner editors on a weekly basis and will be reviewed by a 180 Staff Member prior to its printing.

308 Squadron Website / Bulletin Boards

- a. The squadron website www.180mosquito.ca is under the authority of the North Toronto Sponsoring Committee. Modifications, alterations or changes have been placed under the responsibility of the Commanding Officer by the North Toronto Sponsoring Committee.
- b. The squadron hosts a Cadet Facebook and an open Facebook page. These pages are monitored by 180 Staff Members as authorized by the Commanding Officer.
- c. No other websites, webpages or bulletin boards are approved.

309 Computers

- a. Computers will not be removed from 180 Mosquito Squadron Headquarters unless authorized by the Commanding Officer. All personnel who are authorized to remove a computer will fill out a Temporary Loan Card with the Supply Officer.
- b. Computers will be used for their specifically designated purposes only and licensed software will be used on computers at 180 Mosquito Squadron.
- c. All personnel shall abide by DAOD 6001-1 and CATO 11-17 while using computers based at 180 Mosquito Squadron.

CHAPTER 4 TRAINING

401 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:
 - 1. A lesson plan has been prepared and approved prior to the instruction;
 - 2. The cadet instructor has undergone instructional technique training; and
 - 3. 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 requirements will result in remedial action which may include:
 - 1. Additional Instructional Technique training
 - 2. Relinquishment of instructional privileges
 - 3. Relinquishment of awards and other commendations received prior.

402 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. Local Summer Training selection will be done by the Commanding Officer in consultation with 180 Staff and the Chairperson of the Sponsoring Committee.
- b. Cadets are expected to submit all documentation required by the deadlines provided by the Camp Officer. Failure to do so may result in failure of the Cadet to attend the Summer Training Course being applied for.

CHAPTER 5 SUPPLY

501 Hours of Operations

- a. Squadron Supply Hours will occur on Friday Training Parades at Glenview Public School from 1830hrs – 2100hrs
- b. Additional hours are the discretion of the Supply Officer. Requests can be made on the supply section under resources on the squadron website.

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

- a. Replacement uniforms parts will NOT be issued to cadets who have forgotten uniform parts.
- 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.

503 Care and Use of Cadet Uniform

- a. 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.
- b. 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 and combats shall be returned as well.

504 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.

505 Training Stores

- a. Training stores are located at Glenview Public School and at Denison Armouries.
- b. Access to stores in both locations must be supervised by a 180 staff member at all times.

CHAPTER 6 FINANCE

601 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.

602 Purchases

- a. All purchases on behalf of the Squadron must be approved by the Commanding Officer.
- 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.

603 Fundraising Activities

- a. Fund raising activities are regarded as mandatory participation activities. Failure to participate may result in loss of privileges and exclusion from participation in activities with restricted attendance and will be considered by the Commanding Officer when determining eligibility for promotion, summer training, or scholarships.
- b. No fundraising on behalf of the Squadron will be done by anyone unless authorized by the North Toronto Sponsoring Committee and the Commanding Officer.

604 Annual Purchase of Air Cadet League Lottery Books or Donation

- a. On an annual basis ALL cadets are required to sell either one book at a cost of \$50.00 or the parent/guardian may opt to donate \$50.00 to the unit in exchange for a registered tax receipt.

605 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.
- b. 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.

ANNEX A – CONFIRMATION FORM TO STANDING ORDERS

I agree and understand that by signing this confirmation form:

1. I have read and understood the Squadron Standing Orders 2016/2017.
2. I will abide by the orders noted in the respective sections.
3. I will refer to the orders if I'm not sure of an issue or refer the inquiry to the next ranking member for any clarification.

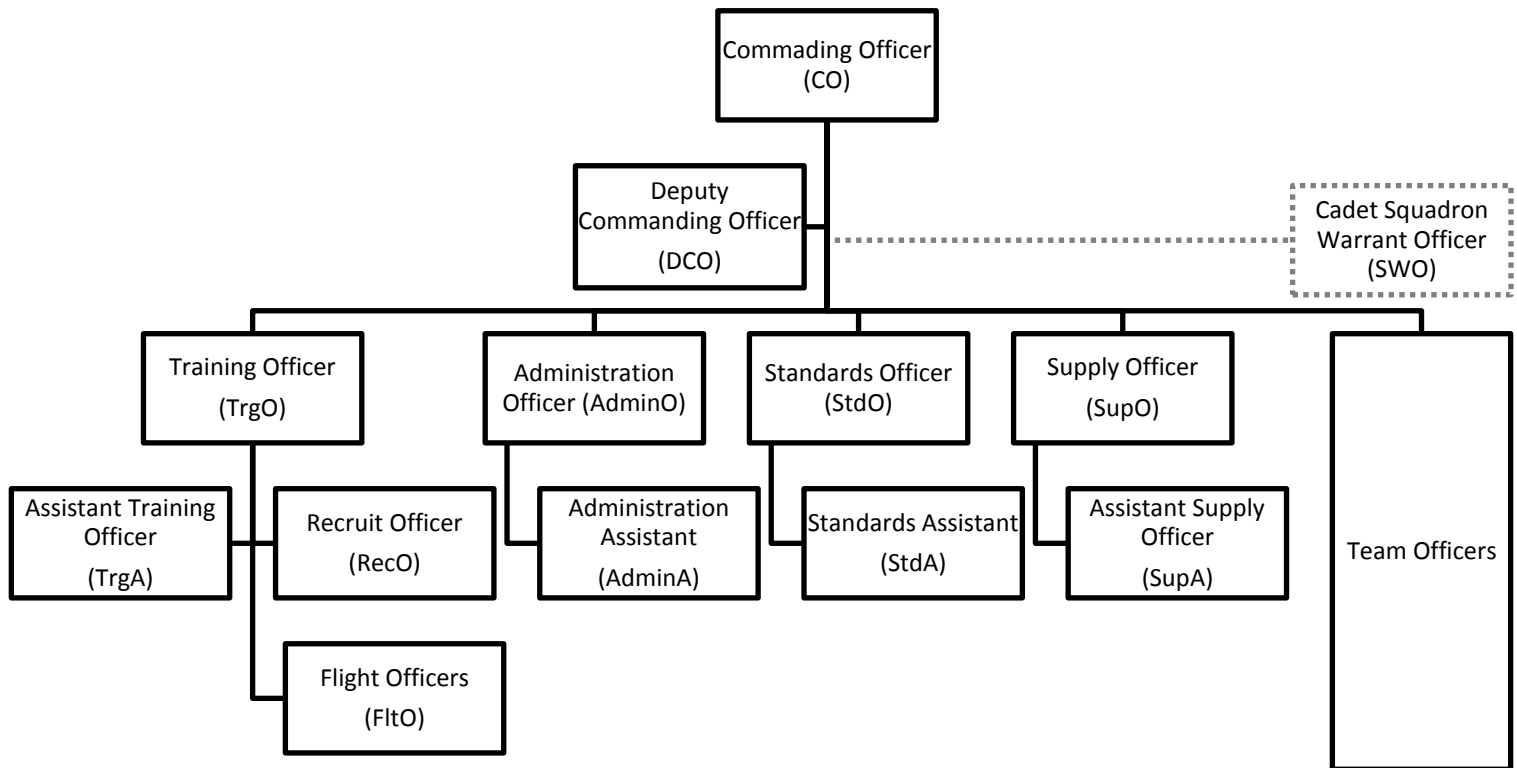
Name (Print): _____

Signature: _____

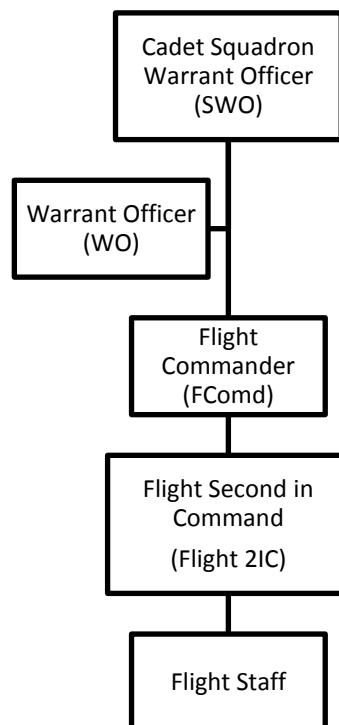
Date: _____

ANNEX B – ORGANIZATIONAL CHART OF CHAIN OF COMMAND

Organizational Chart for Officer Staff



Organizational Chart for Non-Commissioned Officers (NCO's)



ANNEX C – TERM OF REFERENCE – OFFICERS

Commanding Officer (CO)

The Commanding Officer shall carry out all duties as outlined in CATO 11-36 ANNEX S. He/she is responsible to the Commanding Officer Regional Cadet Support Unit (RCSU Central), through the Detachment Commander (Det Com), for all matters, training and administration of Cadet Instructors Cadre (CIC) Officers, Civilian Instructors (CI, paid or volunteers), and Cadets (Cdt) serving with the Squadron.

Command and Control

With respect to matters of Command and Control, the Squadron Commanding Officer shall:

1. Comply with the regulations and orders as issued by the Minister of National Defence and the Canadian Forces;
2. Keep CIC Officers, CIs, and Cdts of the Squadron fully acquainted with the regulations and instructions issued by a higher authority;
3. Be responsible for the professional development of all Squadron CIC Officers and CIs including him/herself and ensure they receive the training required by their appointments and terms of Service;
4. Direct and supervise all duties of the personnel under his/her control;
5. Appoint qualified staff to the following particular duties, ensuring deputies are provided during prolonged periods of absence:
 - a. Administration Officer (Admin O)
 - b. Supply Officer (Sup O)
 - c. Training Officer (Trg O)
6. Appoint and reassign cadets to cadet duties and responsibilities within the squadron;
7. Ensure that proper supply, administration, financial and training orders and procedures are carried out;
8. Bring to the notice of the RCSU any CIC Officer or CI who:
 - a. Are distinguished for proficiency in their duties;
 - b. From incapacity or apathy, are deficient in the knowledge or execution of their duties;
 - c. Do not afford him/her the support which he has the right to expect, and;
 - d. 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;
9. Ensure an Officer (i.e. DCO) is familiar with all Squadron procedures and is prepared to assume command either upon succession or during periods of prolonged absence of the Commanding Officer;
10. Ensure a thorough turn over to a successor, and
11. Undertake other duties assigned by the RCSU, the Det Com or other lawful Canadian Forces authorities.

Administration

1. In consultation with the sponsor, recommend enrolment, appointment, promotion, posting, transfer, and release of CIC Officers;
2. Recommend and document the appointment and release of CIs;
3. Ensure 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;
4. Immediately report the death of a CIC Officer, CI or Cdt of the Squadron to the RCSU and the ACO and advise the sponsoring committee chairperson;
5. Immediately document and report to the ACO and the sponsoring committee any injury incurred during Squadron training that requires medical treatment, that may result in permanent disability, and any other injury except a minor injury such as a superficial cut or bruise;
6. Report any significant incident/occurrence that may cause public interest to the RCSU; and
7. Ensure that funds provided by DND or other assisting agencies and any money provided by the sponsoring committee or raised by the Squadron is properly used for the benefit of the cadets.

Supply

1. Be appointed Squadron Distribution Account holder;

2. Immediately upon discovery report the loss or damage of DND equipment to the respective support base/station;
3. Insure that material on loan from support base/station is returned promptly;

Administration Officer (Admin O)

The Squadron Administration Officer shall carry out all duties contained in CATO 11-36 ANNEX V and additionally is responsible for:

1. Updating all cadet, CI, and CIC Officers personnel files in a timely manner;
2. Enter, update and maintain cadet records and flight placements on the Fortress system for all non-training related functions;
3. Track Struck off Strength (SOS) cadets and coordinate their uniform returns with SupplyO;
4. Consolidate cadet training and personnel files when cadet is SOS;
5. File paper records in a neat and timely manner;
6. Maintain a neat, tidy and organized area at Glenview and Denison Armouries;
7. Coordinate annual verifications;
8. Personally coordinate attendance for mandatory training nights (Friday).
9. Track attendance for all activities and ensure that this is updated on Fortress;
10. Maintain a record of perfect attendance for Annual Review to be submitted by the second Friday in May to the CO;
11. Register and file all incoming and outgoing mail;
12. Maintain a key registry;
13. Carry out all other duties assigned by the Commanding Officer.

Training Officer (Trg O)

The Squadron Training Officer shall carry out all duties contained in CATO 11-36 ANNEX U and additionally is responsible for:

1. Developing a training program in accordance with the established cadet Training Directives as found in the CATOs.
 - a. Create, Update and Distribute training program updates regularly;
 - b. Ensure that Training Policies and Procedures are enforced by all training staff;
 - c. Ensure that a copy of the training schedule is made available on the squadron website and is updated as least every other month;
 - d. Assign instructors and ensure that regular instructor evaluations take place and are followed-up to confirm improvement;
 - e. Selecting and submitting demands for training aides, office supplies and materials to carry out objectives of training program;
 - f. Arrange to obtain guest speakers and other voluntary instructors to supplement Squadron Staff;
 - g. Ensuring Squadron is in possession of all required training material and reference manuals;
 - h. Maintaining a neat and organized training section in Glenview Supply.
 - i. Ensure that the training program is complete.
2. Activities / Events
 - a. Follow-up to make sure that activities are being planned on schedule. This includes:
 - i. Sign-up sheets at least 2 weeks prior to event.
 - ii. All supplies have been requested and provided.
 - iii. Warning Orders are published on Banner.
 - iv. Check that ASR has been submitted / approved by CO.
 - v. That activity has correct # of staff / cadet ratio.
 - b. Plan recourse for cadets who do not show up to events.
3. Fortress / Training Records
 - a. Input all cadets' marks, promotions and awards as required into Fortress in a timely manner.
 - b. Ensure that all Fortress files are kept up to date
 - c. Ensure that all Training Records are kept up to date
4. Promotions

- a. Inform the CO with an approximate number of cadets to be promoted a week in advance and provide a detailed list of cadets by 8pm on the promotion date.
 - b. Ensure that all cadets who have passed a level are promoted and receive all badges in a timely manner.
5. Carry out all other duties assigned to him/her by the Commanding Officer.

Standards Officer (Std O)

The Squadron Standards Officer position shall be responsible to the CO for maintaining standards of dress and deportment, running the flight training program and coordinating all parades.

1. Dress & Deportment Standards
 - a. Conduct ad-hoc inspections of flights and follow-up on uniform discrepancies.
 - b. Provide suggestions on how to correct issues/new ideas to motivate and increase standards;
 - c. Coordinate with Sup O to ensure that cadets who have outgrown uniform parts are immediately addressed.
2. NCO Training
 - a. Administer NCO Exam to Flight 1 OJT's.
 - b. Track NCO performance and organize remedial classes/instructors as required.
 - c. Conduct a weekly review of NCO dress/drill standards and deportment and carry-out disciplinary measures as required.
3. Flights
 - a. Work with Flight Officers and Flight Commanders to develop 8 week flight training programs that match the requirements of cadet assessments.
 - b. Monitor progress of plans throughout cycles and assist with troubleshooting where needed.
 - c. Evaluate flight instruction and keep records of all evaluations and submit to training in a timely manner.
4. Parades
 - a. Organize all CO's and Junior CO's Parades throughout the year.
 - b. Hold try-outs, planning and practice meetings in advance for positions.
 - c. Coordinate availability of other areas of the parade (i.e. Band, Flag Party).
5. Provide timely feedback and follow-up to Flight Officers and the Trg O; and
6. Carry out all other duties assigned by the Commanding Officer.

Supply Officer (Sup O)

The Supply Officer is responsible to the CO for the administration, control and general management of material related activities. These activities include acquisition, identification of stock, receipt, issue, accounting and return of all public property held by the Corps/Sqn. They shall carry out all duties contained in CATO 11-36 ANNEX W and also:

1. Maintaining up to date records to ensure proper accountability of the material on charge to the Corps including managing the clothing line of credit;
2. Conduct a periodic verification of all material listed on the current Material In Use Status Report;
3. Complete the Annual Supply Verification and provide to CO for sign-off;
4. Keep records of all squadron assets and supplies held at Glenview Public School, the storage unit or items that have been issued to personnel and will maintain loan cards for issues.
5. Will inform the CO immediately of any lost/stolen property or uniforms and initiate loss reports for all equipment;
6. Ensure the security, safety and proper use of material, particularly weapons and ammunition;
7. Maintain a neat, tidy and organized stores area;
8. Hold office hours for uniform exchange/issue on a non-Mandatory training day at least twice per month and post/advertise to cadets;
9. Make sure that supplies are ordered as needed;
10. Issue uniforms and uniform parts, keep records of same;
11. Keep track of Logistic Unicorn point system and order accordingly;
12. Ensure that all issued kit is returned to unit (i.e. Uniforms of SOS);
13. Ensure that every cadet is in a uniform by the Annual Review and

14. Carry out all other duties assigned by the Commanding Officer.

Assistant Administration Officer (Admin A)

The Administration Assistant(s) position shall be responsible to the Commanding Officer through the Administration Officer and shall carry out all duties as assigned by the Administration Officer in support of the Squadron by:

1. Act in the role of Admin O upon their absence.
2. Enforcing attendance policies ensuring that they are followed by all flights;
3. Assist in updating all cadet, CI, and CIC Officers personnel files in a timely manner;
4. Enter, update and maintain cadet records and flight placements on the Fortress system for all non-training related functions;
5. File paper records in a neat and timely manner;
6. Maintain a neat, tidy and organized area at Glenview and Denison Armouries;
7. Assist in coordinating annual verifications;
8. Assist with tracking attendance for all activities and update on Fortress;
9. Carry out all other duties assigned by the Administration Officer.

Assistant Training Officer (Trg A)

The Squadron Training Assistant(s) position shall be responsible to the Commanding Officer through the Training Officer and shall carry out all duties as assigned by the Squadron Training Officer in support of the Squadron Training Plan by:

1. Enforcing Training Policies and Procedures and ensuring that they are followed by all level and flight officers;
2. Responsible to ensure the curriculum is adhered to and reporting any discrepancies;
3. Ensure that all timings are followed;
4. Review lesson plans and tests weekly as directed by TrgO;
5. Manage weekly training resources requested by instructors;
6. Ensure that there is sufficient space (class/drill deck) space available;
7. Ensure that rooms are allocated appropriately for Flights/Levels;
8. Monitoring the quality of instruction (class and parade square) by conducting one evaluation per two parade nights (of level classes).
9. Ensure that training records are maintained and filing is completed in a timely manner;
10. Retrieve all completed testing from all level instructors and Flight Officers within a week of the testing period;
11. Ensure that re-write dates are provided for testing.
12. Organize rank promotions as directed by TrgO;
13. Prepare Monthly Routine Orders (MRO's) for the TrgO's review.

Assistant Standards Officer (Trg A)

The Assistant Standards Officer position shall be responsible to the Commanding Officer through the Standards Officer and shall carry out all duties as assigned by the Squadron Standards Officer in support of the Squadron Training Plan and Dress & Department Regulations:

1. Act in the roll of Std O upon their absence.
2. Assist in educating, maintaining and enforcing all dress & department standards
3. Assist with all aspects of NCO Training
4. Support all aspects of the Flight Training Program.
5. Assist with organizing all squadron parades.
6. Carry out all other duties assigned by the Standards Officer.

Recruiting Officer (Rec O)

This position is responsible for managing the recruit program and will report to the Training Officer. This includes the following duties:

1. Training Program
 - a. Submit training program (and any amendments) to Standards Officer for approval;
 - b. Create, Update and Distribute training program updates regularly;
 - c. Monitoring the quality of all instruction.
 - d. Ensure that instructors are evaluated on a regular basis.
 - e. Make sure that training plan is on schedule.
 - f. Make sure that instructors have all supplies/training aids needed.
 - g. Mark Exams.
2. Administration
 - a. Ensure that calling is done every week by WO or FSgt.
 - b. Collect all recruit packages and ensure that they are correct.
 - c. Enter in new recruits on Fortress in a timely manner.
 - d. Keep track of all recruits who have not handed in their forms.
 - e. Inform TrgO of potential accelerated program cadets.
 - f. Inform CO and TrgO of approximate number of cadets to be sworn a week in advance.
3. Supply
 - a. Ensure that issuing of uniforms is completed in a timely manner;
 - b. Follow-up with Sup O on progress of uniform issues.
4. Organize Information Night(s) for the beginning of each cycle.
 - a. Prepare a presentation and any materials for parents/guardians.
 - b. Coordinate with Recruit WO or FComd on program for potential recruits.
5. Miscellaneous
 - a. Greeting new parents and potential cadets;
 - b. Continuously look for ways to improve the recruit program.
 - c. Ensure that the 180 website info regarding recruitment is up to date.
6. Any other duties as assigned by the TrgO.

Squadron Flight Officer (Flt O)

This position can be filled by CIC Officers, Civilian Volunteers, Staff Cadets or a Senior Cadet as assigned. The Flight Officer will work with FComd's, WO's and Officer Staff to ensure that the following areas are maintained:

Standards – (Report directly to StdO)

1. Schedule:
 - a. Follow the flight standard guidelines, ensure they are realistic and will be completed before each CO's parade (scheduled in calendar); and
 - b. Ensure flight training is on schedule and report to TrgO if not.
2. Testing / Evaluations:
 - a. Weekly review of lesson plans (flight time classes);
 - b. Supervise flight training;
 - c. Perform one evaluation per two parade nights completed (for flight time classes) and follow-up on progress as required;
 - d. Hand in all evaluations to TrgO (or designate); and
 - e. Ensure that evaluations have been approved by TrgO before being administered.
3. Cadet Monthly Assessments (CMA's):
 - a. Write evaluations on Flight Commander;
 - b. Add additional comments to FComd's assessment of Flt Staff; and
 - c. Mentor flight commanders.
4. Uniforms:
 - a. That FComd's are making suitable and timely arrangements to have their cadets go to supply for replacement parts or exchanges.
 - b. Uniforms are up to standards (FComd's should be escalating problem cadets up to WO's).
5. General:
 - a. Ensure a high standard for your flight, i.e. monthly uniform inspection, by supervising regularly you will see drill standards

Administration – (Report directly to AdminO)

1. Attendance
 - a. Assist AdminO by supervising and checking it before submission.
 - b. Is up to date and matches Fortress.
 - c. Ensure that cadets who have missed 3 straight Friday nights are contacted by FComd's.
 - d. Ensure that cadets who say they are coming on a Friday and are not present are called on Friday before 1930hrs.
2. Ensure all forms / info needed by admin for cadets records are collected and communicated to AdminO ASAP.

Assistant Supply Officer (Sup A)

The Assistant Supply Officer position shall be responsible to the Commanding Officer through the Supply Officer and shall carry out all duties as assigned by the Squadron Supply in support of the Squadron:

1. Act in the roll of Sup O upon their absence.
2. Assist with maintaining up to date records to ensure proper accountability of the material on charge to the Corps including managing the clothing line of credit;
3. Assist with record keeping for squadron assets and supplies held at Glenview Public School, the storage unit or items that have been issued to personnel and will maintain loan cards for issues.
4. Ensure the security, safety and proper use of material, particularly weapons and ammunition;
5. Maintain a neat, tidy and organized stores area;
6. Hold office hours as assigned for uniform exchange/issue on a non-Mandatory training day at least twice per month and post/advertise to cadets;
7. Issue uniforms and uniform parts, keep records of same;
8. Carry out all other duties assigned by the Supply Officer.

Squadron Duty Officer (Duty O)

The Duty Officer shall be selected by the Squadron Training Officer and will be responsible to the Commanding Officer for:

1. Ensuring that no cadets enter Glenview Public School before either of the following:
 - a. An officer gains permission from the caretaker to enter the building before the permit time.
 - b. Permit time has occurred and an officer is in the foyer to greet cadets.
2. Brief Duty Cadet on activities for the evening, assign tasks and monitor progress.
3. Ensuring that all assigned classrooms (permit permitting) are open and checked for any damages prior to use by cadets.
 - a. Report any damages (i.e. broken chairs) to CO in all classrooms, the gym and washrooms.
 - b. Note room configurations and the number of chairs in each room before use.
4. Ensuring that front foyer is set-up at the beginning of each Friday training night.
5. Ensuring that all cadets remain within the building during regular training nights unless being escorted by an instructor for training purposes;
6. Ensuring all classroom(s), the gym, washrooms and other areas used over the night have been cleaned at the conclusion of training as per the instructions found in the Duty Binder;
7. Ensuring the squadron is secure and all personnel are out of the building by permit end times.
8. Carrying out all other duties assigned by the Training Officer or Administration Officer.

Unit Cadet Conflict Management Advisor (UCCMA)

The Unit Cadet Conflict Management (UCCMA) will be appointed by the Commanding Officer and shall be responsible to the Commanding Officer for carrying out all assigned duties. The UCCMA shall be responsible for:

1. All duties and functions as outlined in the Central Region Cadet Instructions (CRCOs) and CATO 13-24.
2. All squadron personnel may seek the advice and guidance of the UCCMA directly, without going through the chain of command, for all matters involving sexual abuse, harassment, or human rights issues.

Scholarship Instructor (Fly O)

The Flying Scholarship Instructor shall be responsible to the Commanding Officer through the Training Officer in the effective development and execution of the Flying Scholarship Program as defined by CATO 54-20, CATO 54-27, and CRCOs pertaining to the Flying Scholarship Program. The Flying Scholarship Instructor shall:

1. Develop and Execute a Flying Scholarship Ground School Program in preparation for the January Flying Scholarship Entrance Exam;
2. Provide a multitude of training aids to ensure that an understanding of the program material on the part of the cadets is achieved;
3. Tutor and assist those cadets that require additional/remedial scholarship training;
4. Develop and administer, at a minimum, four scholarship tests/exams prior to the completion of the course (the results of these tests/exams to be used for consideration in the selection process);
5. Maintain a matrix to gauge the ongoing progress of the cadet participants so that problems can be addressed early in the course;
6. Maintain a class attendance record to be submitted to the Training Officer upon completion of the course;
7. Maintain a record of student marks to be submitted to the Training Officer upon completion of the course (marks, the consistency of marks, and the improvement of marks will be factored into the selection process);
8. Motivate cadets to sell the maximum number of OPC Lottery Tickets possible;
9. Together with the Commanding Officer and the Training Officer, prepare successful post-entrance exam candidates for interviews;
10. As required, assist the Training Officer with weekly aviation-related training; and
11. Carry out all other duties as assigned to him/her by the Training Officer.

Band Officer (Band O)

The Band Officer (BandO) will be appointed by the Commanding Officer and shall be responsible for carrying out all assigned duties. The BandO shall be responsible for:

1. Developing and maintaining the band training program in accordance with established cadet band training directives;
2. Preparing a budget for the years band activities, administration and capital acquisitions. This budget shall be forwarded to the CO prior to the start of each training year.
3. Ensuring all band training parades and activities are properly supervised;
4. Maintaining records showing attendance and training progress of each cadet;
5. Assisting and supervising instructors and senior cadets in the preparation and presentation of their instruction;
6. Advising the Commanding Officer on band events or parades and co-ordinating band special training projects;
7. Ensuring the cadet unit is in possession of all required band material and reference manuals;
8. Ensuring the ongoing individual training and development of all band instructional staff;
9. Ensuring that an adequate system of examination or tests is used to monitor the efficiency of training and individual cadet's progress;
10. Compiling all band training and examination results;
11. Organizing band competitions, concerts and ceremonial parades;
12. Assisting and supervising the Drum Major in the organization and preparation of the Band;
13. Music selection for all Squadron parades and concerts; and
14. Undertaking such other duties as directed by the Commanding Officer or Designate.

Range Safety Officer(s) (RSO)

The Range Safety Officer (RSO) will be appointed by the Commanding Officer and shall be responsible to the Commanding Officer for carrying out all assigned duties. The Range Safety Officer(s) shall be responsible for:

1. Developing and maintaining the range training program in accordance with established cadet range

- training directives;
2. Ensuring all range training parades and activities are properly supervised and that the Range Standing Orders are followed;
 3. Ensuring all range equipment is properly maintained;
 4. Timely completion of the DND quarterly stocktaking of small arms;
 5. Maintaining records showing attendance and training progress of each cadet;
 6. Assisting and supervising instructors and senior cadets in the preparation and presentation of their instruction;
 7. Ensuring the cadet unit is in possession of all required range material and reference manuals;
 8. Ensuring the ongoing individual training and development of all range instructional staff;
 9. Ensuring that an adequate system of examination or tests is used to monitor the efficiency of training and individual cadet's progress;
 10. Compiling all range training and examination results;
 11. Organizing range competitions;
 12. Assisting and supervising the Range Team Commander in the organization and preparation of the range team; and
 13. Undertaking such other duties as directed by the Commanding Officer or Designate.

Sports Officer (Sports O)

The Sports Officer will be appointed by the Commanding Officer and shall be responsible to the Deputy Commanding Officer for carrying out all assigned duties. The Sports Officer shall be responsible for:

1. Developing and maintaining the sports training program in accordance with established cadet training directives;
2. Preparing a budget for the year's sports activities, administration and capital acquisitions. This budget shall be forwarded to the CO prior to the start of each training year.
3. Ensuring all sports training parades and activities are properly supervised;
4. Ensuring all sports equipment is properly maintained;
5. Maintaining records showing attendance of each cadet;
6. Assisting and supervising instructors and senior cadets in the preparation and presentation of their instruction;
7. Ensuring the cadet unit is in possession of all required sports material and reference manuals;
8. Ensuring the ongoing individual training and development of all sports instructional staff;
9. Ensuring that an adequate system of examination or tests is used to monitor the efficiency of training and individual cadet's progress;
10. Compiling all sports training and examination results;
11. Organizing sports competitions;
12. Assisting and supervising the Sports Team Commander in the organization and preparation of the sports team; and
13. Undertaking such other duties as directed by the Commanding Officer or Designate.

Flag Party Officer (Flag O)

The Flag Party Officer will be appointed by the Commanding Officer and shall be responsible for:

1. Developing and maintaining the annual Flag Party program in accordance with established cadet drill training directives;
2. Ensuring all Flag Party training parades and activities are properly supervised;
3. Maintaining records showing attendance of each cadet;
4. Assisting and supervising instructors and senior cadets in the preparation and presentation of their instruction;
5. Advising the Commanding Officer on exercises and citizenship tours as well as co-ordinating Flag Party special training projects;
6. Ensuring the ongoing individual training and development of all Flag Party instructional staff;
7. Organizing Flag Party ceremonial parades;
8. Assisting and supervising the Flag Party Commander in the organization and preparation of the Flag Party; and
9. Undertaking such other duties as directed by the Commanding Officer or Designate.

Drill Team / Rifle Drill Team Officer (DT O/ RDT O)

The Drill Team Officer will be appointed by the Commanding Officer and shall be responsible for:

1. Developing and maintaining the annual drill team program in accordance with established cadet drill training directives;
2. Ensuring all drill team training parades and activities are properly supervised;
3. Maintaining records showing attendance of each cadet;
4. Assisting and supervising instructors and senior cadets in the preparation and presentation of their instruction;
5. Advising the Commanding Officer on exercises and citizenship tours as well as co-ordinating drill team special training projects;
6. Ensuring the ongoing individual training and development of all drill team instructional staff;
7. Organizing drill team competitions and ceremonial parades;
8. Assisting and supervising the Rifle Team/ Drill Team Commander in the organization and preparation of the drill team;
9. Undertaking such other duties as directed by the Commanding Officer or Designate.

RIFLE DRILL TEAM OFFICER

10. Maintaining Drill Purpose (DP) Rifles
11. Responsible for disbursing DP rifles to team members, supervising their use, returning the rifles back to storage and ensuring that they are locked-up.
12. Immediately notifying the CO of missing DP's.

Duke of Edinburgh Program Officer (DukeEd O)

The Duke of Edinburgh Program Officer will be appointed by the Commanding Officer and shall be responsible for:

1. Developing and maintaining the squadron Duke of Edinburgh program in accordance with established directives;
2. Maintaining records showing the progress of each cadet;
3. Assisting and supervising cadets in the preparation and execution of the various aspects of the program;
4. Advising the Commanding Officer on exercises and citizenship tours as well as coordinating Duke of Edinburgh special training projects; and
5. Undertaking such other duties as directed by the Commanding Officer or Designate.

ANNEX D – TERMS OF REFERENCE - CADETS

Squadron Warrant Officer (SWO)

The Squadron Warrant Officer (SWO) will be appointed by the Commanding Officer, in consultation with Squadron Staff and through the Merit Review Board Process and shall be responsible to the Commanding Officer for carrying out all assigned duties.

1. The SWO is the Commanding Officer's cadet representative to the Squadron and therefore is directly responsible to the Commanding Officer for the conduct of all NCOs and Cadets in the Squadron.
2. The SWO is responsible to the Commanding Officer for the promotion and maintenance of discipline in the Squadron and to look out for the well-being of all cadets in the Squadron.
3. The SWO will follow the chain of command in all issues.
4. The SWO shall be responsible for:
 - a. Contacting the CO weekly, prior to the phone-out, for messages and instructions;
 - b. Communicating with staff and officers on a regular basis;
 - c. Reporting directly to the CO any difficulties, problems or unrest that may develop within the Squadron;
 - d. Ensuring that all Flight Commanders have established phoning fan-outs, and that all messages are relayed to the cadets via said phoning fan-out (OR EMAIL);
 - e. Keep all cadets of the Squadron informed of all events through appropriate Flight Commanders;
 - f. The conduct and discipline of all Cadets in the Squadron and will exercise all necessary and accepted methods to maintain an efficient Squadron;
 - g. 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;
 - h. Supervising the activities and accounting for the whereabouts of all Squadron NCOs;
 - i. Ensure workload is distributed evenly between all Sqn NCOs;
 - j. Relieve any NCO who may be unable to perform their duty for any reason;
 - k. Actively participate in weekly training nights and activities;
 - l. Assist in the planning and preparation of activities (exercises);
 - m. Develop subordinate cadets in all ranks and squadron positions;
 - n. Initiate, compile and check all Cadet Assessments (monthly or otherwise) that are created for promotion reviews.
 - o. Train replacement;
 - p. Establish a duty roster for orderly cadets in coordination with the Administration Officer.
 - q. Carrying out all instructions issued by the officer staff in a proper, efficient and prompt manner; and
 - r. Undertaking such other duties as directed by the Commanding Officer or his/her designate.
5. The SWO will ensure that all external (i.e. parents) correspondence is pre-approved through the Commanding Officer or his/her designate.
6. The SWO is normally the most senior qualified cadet in terms of rank in the Squadron.
7. The SWO will normally have successfully completed Level 5 Training and a Senior Instructor Summer Training Course or equivalent.
8. The SWO shall be thoroughly familiar with the Squadron Standing Orders (SSO) and the Squadron MROs and other directives and instructions set out by the 180 CO, Central Region HQ, and the National HQ.

Warrant Officer (WO)

The Warrant Officer (WO) will be appointed by the Commanding Officer, in consultation with Squadron Staff and the Squadron Warrant Officer and through the Merit Review Board Process and shall be responsible to the Training Officer and Administration Officer for carrying out all assigned duties.

1. The WO reports directly to the Squadron Warrant Officer and is responsible for the promotion and maintenance of discipline in the Squadron and to look out for the well-being of all cadets in the Squadron.
2. The WO will follow the chain of command in all issues.
3. The WO may additionally be assigned to work in specific departments and will be responsible for:

- a. Training:
 - i. Carrying out all instructions issued by the Training Officer or his/her designate in a proper, efficient and prompt manner;
 - ii. Contacting the Training Officer and SWO weekly for messages and instructions;
 - iii. Calling all Cadet Instructors prior to the Weekly Parade to relay instructions from the TrgO and to ensure that all lectures will be covered;
 - iv. Ensuring that the Weekly Training is organized and conducted efficiently with all instructor positions covered;
 - v. Conferring with the Training Officer on possible amendments to the Training Program for the evening;
 - vi. The conduct and discipline of all Cadets Instructors in the Squadron and will exercise all necessary and accepted methods to maintain an efficient Training Program; and
 - vii. Creating new training files.
 - viii. Evaluate classes as assigned;
- b. Standards:
 - i. Carrying out all instructions issued by the Training Officer or his/her designate in a proper, efficient and prompt manner;
 - ii. Maintaining a high level of discipline, dress and deportment at all times. He/she will be a good example for all Cadets under him/her to follow;
 - iii. Ensure that flight staff is coordinating new uniforms for cadets who have outgrown their current uniforms.
- c. Administration:
 - i. Carrying out all instructions issued by the Administration Officer or his/her designate in a proper, efficient and prompt manner;
 - ii. Support Flight Officers by ensuring that attendance is completed correctly and in a timely manner.
 - iii. Follow-up on updates to cadet records that are outstanding as directed.
4. The WO shall additionally be responsible for:
 - a. Supervising the activities and accounting for the whereabouts of all Cadet Instructors;
 - b. Ensuring a high level of personal motivation and maintaining a high level of squadron esprit de corps;
 - c. Relieve any NCO who may be unable to perform their duty for any reason;
 - d. Actively participate in weekly training nights and activities;
 - e. Assist in the planning and preparation of activities (exercises);
 - f. Develop subordinate cadets in all ranks and squadron positions;
 - g. Train replacement(s);
 - h. Look for ways to increase efficiencies.
 - i. Assisting the Squadron Warrant Officer with carrying out his/her duties; and
 - j. Undertaking such other duties as directed by the Commanding Officer or his/her designate.
5. The WO will ensure that all external (i.e. parents) correspondence is pre-approved through the Commanding Officer or his/her designate.
6. The WO will normally have successfully completed Level 5 Training and a Senior Instructor course.
7. The WO shall be thoroughly familiar with the SSOs and the Squadron MROs.
8. The WO may be directed additional responsibilities in departments such as Standards, Training, Administration, Supply or Recruiting and will be directed by assigned officer for these duties.

Flight Commander(s) (FCOMD)

The Flight Commanders (FComd's) will be appointed by the Commanding Officer, in consultation with Squadron Staff and the Squadron Warrant Officer, and shall be responsible to their Flt O, the SWO and WO's for carrying out all assigned duties.

1. The FComd is the representative to the Flight and therefore is directly responsible for the conduct of all NCOs and Cadets within the Flight.
2. The FComd will follow the chain of command in all issues.
3. The Flight Commander shall be responsible for:
 - a. Ensuring that all Flight Staff under their direct command have established phoning fan-outs, and that all messages are relayed to the cadets via said phoning fan-out;
 - b. Ensuring the flight roll calls have been taken and are complete each week;

- c. Reporting results of flight roll calls to the WO or SWO as directed;
 - d. Keep all cadets in the Flight informed of all events and updates to activities;
 - e. Contacting all AWOL cadets in their flight prior to the end of the Weekly Training Parade;
 - f. Ensuring that the Weekly Flight Training is organized and conducted efficiently with all instructor positions covered;
 - g. Supervising the activities and accounting for the whereabouts of all Flight NCOs;
 - h. Ensure workload is distributed evenly between all Flt NCOs;
 - i. Relieve any NCO who may be unable to perform their duty for any reason;
 - j. Ensuring all cadets under them are maintaining good discipline, drill, dress, and deportment.
 - k. The conduct and discipline of all Cadets in the flight and will exercise all necessary and accepted methods for minor disciplinary issues to maintain an efficient Training Program;
 - l. 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;
 - m. Ensuring a high level of personal motivation and maintaining a high level of squadron esprit de corps;
 - n. Actively participate in weekly training nights and activities;
 - o. Assist in the planning and preparation of activities (exercises);
 - p. Develop subordinate cadets in all ranks and flight positions;
 - q. Initiate, compile and check all Cadet Assessments (monthly or otherwise) that are created for promotion reviews;
 - r. Carrying out all instructions issued by the SWO or his/her designate in a proper, efficient and prompt manner; and
 - s. Undertaking such other duties as directed by the SWO or his/her designate.
4. The FComd will ensure that all external (i.e. parents) correspondence is pre-approved through the Commanding Officer or his/her designate.
 5. The Flight Commander will normally have successfully completed Level 4 Training.
 6. The Cadet Flight Commander(s) shall be thoroughly familiar with the SSO and the Squadron MROs.

Flight Second in Commander (2IC)

The Deputy Flight Commander (2IC) will be appointed by the Commanding Officer, in consultation with Squadron Staff and the Squadron Warrant Officer and shall be responsible to the Flight Commander (FComd) for carrying out all assigned duties.

1. The 2IC will follow the chain of command in all issues.
2. The 2IC (s) shall be responsible for:
 - a. Ensuring that all Sergeants under their direct command have established phoning fan-outs, and that all messages are relayed to the cadets via said phoning fan-out;
 - b. Ensuring the flight roll calls have been taken and are complete each week;
 - c. Keep all cadets in the Flight informed of all events and updates to activities;
 - d. Contacting all AWOL cadets in their flight prior to the end of the Weekly Training Parade;
 - e. Ensuring that the Weekly Flight Training is organized and conducted efficiently with all instructor positions covered;
 - f. Falling in the flight under the direction of the FComd;
 - g. Taking the roll call after fall-in every week;
 - h. Ensuring all cadets under them are maintaining good discipline, drill, dress, and deportment.
 - i. 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;
 - j. Ensuring a high level of personal motivation and maintaining a high level of squadron esprit de corps;
 - k. Relieve any NCO who may be unable to perform their duty for any reason;
 - l. Actively participate in weekly training nights and activities;
 - m. Assist in the planning and preparation of activities (exercises);
 - n. Develop subordinate cadets in all ranks and flight positions;
 - o. Write Cadet Assessments (monthly or otherwise) that are created for promotion reviews as directed by the FComd.
 - p. Carrying out all instructions issued by their Flight Commander in a proper, efficient and prompt manner;

- q. Carrying out all duties of the Flight Commander in his/her absence; and
- r. Undertaking such other duties as directed by their Flight Commander.
- 3. The 2IC will ensure that all external (i.e. parents) correspondence is pre-approved through the Commanding Officer or his/her designate.
- 4. The 2IC is normally the senior qualified cadet in terms of rank in the Flight.
- 5. The 2IC shall be thoroughly familiar with the SSOs and the Squadron MROs.

Flight Staff

Flight Staff will be appointed by the Commanding Officer, in consultation with Squadron Staff the Squadron and the Warrant Officer and shall be responsible to the Flight Sergeant for carrying out all assigned duties.

- 1. The Sergeant will follow the chain of command in all issues.
- 2. The Sergeant shall be responsible for:
 - a. Effectively managing those cadets under their command;
 - b. Should be the first point of contact for all cadets in the Flight;
 - c. Contacting the Flight Commander or 2IC weekly to find out the weekly messages that are to be relayed to the cadets;
 - d. Calling all cadets under their command to relay messages and instructions; this will be done by NO LATER THAN 21:00 on the Wednesday.
 - e. Ensuring all cadets under them are maintaining good discipline, drill, dress, and deportment;
 - f. 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;
 - g. Ensuring a high level of personal motivation and maintaining a high level of squadron esprit de corps;
 - h. Relieve any NCO who may be unable to perform their duty for any reason;
 - i. Actively participate in weekly training nights and activities;
 - j. Assisting in the planning and preparation of activities (exercises);
 - k. Developing subordinate cadets in all ranks and flight positions;
 - l. Write Cadet Assessments (monthly or otherwise) that are created for promotion reviews as directed by the FComd.
 - m. Carrying out all instructions issued by their Flight Commander or his/her designate in a proper, efficient and prompt manner;
 - n. Carrying out all duties of the Flight Commander or 2IC in their absence; and
- 3. The Sergeant shall be thoroughly familiar with the SSOs and the Squadron MROs.

Instructors (Inst)

The Instructors will be appointed by the Training Officer in consultation with the Squadron Staff, and shall be responsible to the Training Officer for carrying out all assigned duties.

- 1. They are directly responsible for the instruction and supervision of the cadets in their class.
- 2. Instructors shall be responsible for:
 - a. Ensuring their presence or a replacement in case of absence prior to the Monday Night before the training night.
 - b. The conduct and discipline of all Cadets in their class.
 - c. Maintaining a high level instruction at all times. He/she will be a good example for all Cadets under him/her to follow;
 - d. Creating a unique and dynamic lesson, complete with visual and training aids. This will include creating stimulating aids and/or creative and fun educational games.
 - e. Making good use of squadron resources. (e.g. Flipchart boards)
 - f. Ensuring all EO's for their respective PO's are covered in the Training Schedule for the year. If not, inform the Trg NCO of the missing EO's.
 - g. Ensuring that the classroom is left in an immaculate state. Whiteboards and Chalkboards are not to be used unless all Squadron Flipchart Boards are already being used.
 - h. Provide help as required to all those cadets that need it.
 - i. Confering with the Trg NCO on possible amendments to the Training Program for the evening.

- j. Carrying out all instructions issued by the Training Officer/Trg NCO or his/her designate in a proper, efficient and prompt manner; and
 - k. Evaluate classes as assigned.
 - l. Undertaking such other duties as directed by the Training Officer or his/her designate.
3. Cadet Instructors will normally have successfully completed Level 5 Training.
 4. Instructors shall be thoroughly familiar with the SSOs and the Squadron MROs.

Duty Cadet *(may be filled by an NCO, OJT or Flight 1 Cadet)*

The Duty Cadet will be assigned by the Training Officer in consultation with the Squadron Warrant Officer on a weekly basis and shall be responsible to the Duty Officer for carrying out all assigned duties.

1. The Duty Cadet will report to the Duty Officer at 1815 hrs on the day of duty.
2. The Duty Cadet shall be responsible for:
 - a. Accompanying the Duty Officer on his/her inspection of the facilities prior to and after the squadron using it;
 - b. Assisting in supervising the break;
 - c. Assisting in setting up canteen
 - d. Directing all visitors to the appropriate personnel throughout the evening;
 - e. Collecting the roll sheets from the Cadet Flight Commanders immediately following inspection;
 - f. Providing 5 minute warnings prior to the end of all classes; and
 - g. Any other duties as may be assigned.
3. A comprehensive listing of the duties of the Duty Cadet is contained in the DUTY NCO BINDER - which he/she will obtain when reporting for duty.
4. The Duty Cadet will have completed his/her duties when dismissed by the Duty Officer.

Drum Major (D Maj)

The Drum Major (DMaj) will be appointed by the Commanding Officer, in consultation with the Band Officer, and shall be responsible to the Band Officer for carrying out all assigned duties. The Cadet Drum Major will be considered the Cadet Flight Commander for the Band.

1. DMaj shall be responsible for:
 - a. Falling in the band under the direction of the SWO at all squadron events; D Maj is in control at band-only events, parades and practices.
 - b. Taking the roll call before fall-in every week;
 - c. Taking the roll call before each band practice;
 - d. Assisting in maintaining records showing attendance and training progress of each cadet;
 - e. Assisting in the preparation and presentation of the Band instruction;
 - f. Assisting in the organization of all required band material and reference manuals;
 - g. Preparing the Band for all competitions, concerts and ceremonial parades;
 - h. Coordinating music selection for all Squadron parades and concerts with the BandO;
 - i. 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;
 - j. Carrying out all instructions issued by the BandO or his/her designate in a proper, efficient and prompt manner; and
 - k. Undertaking such other duties as directed by the Band Officer or his/her designate.
2. The DMaj shall be thoroughly familiar with the SSOs and the Squadron MROs.

Cadet Flag Party Commander

The Cadet Flag Party Commander will be appointed by the Commanding Officer, in consultation with the Squadron Staff, and shall be responsible to the Flag Party Officer for carrying out all assigned duties. The Cadet Flag Party Commander will be considered the Cadet Flight Commander for the Flag Party.

1. The Cadet Flag Party Commander shall be responsible for:
 - a. Falling in the Flag Party under the direction of the SWO;
 - b. Taking the roll call before fall-in every week;
 - c. Taking the roll call before each Flag Party practice;
 - d. Assisting in maintaining records showing attendance of each cadet;

- e. Assisting in the preparation and presentation of the Flag Party instruction;
 - f. Preparing the Flag Party for all ceremonial parades;
 - g. 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;
 - h. Carrying out all instructions issued by the Flag Party Officer or his/her designate in a proper, efficient and prompt manner; and
 - i. Undertaking such other duties as directed by the Flag Party Officer or his/her designate.
2. The Cadet Flag Party Commander is normally the senior qualified cadet in terms of rank in the Flag Party.
 3. The Cadet Flag Party Commander shall be thoroughly familiar with the SSOs and the Squadron MROs.

Drill / Rifle Drill Team Commander

The Drill Team Commander will be appointed by the Commanding Officer, in consultation with the Rifle Drill / Drill Team Officer and shall be responsible to the Rifle Drill / Drill Team Officer for carrying out all assigned duties.

1. The Drill Team Commander shall be responsible for:
 - a. Taking the roll call before each drill team practice;
 - b. Assisting in the preparation and presentation of the Drill Team instruction;
 - c. Assisting in the organization of all required drill team material and reference manuals;
 - d. Preparing the Drill Team for all competitions and ceremonial parades;
 - e. Coordinating drill routines for the Drill Competition with the Drill Team Officer;
 - f. 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;
 - g. Carrying out all instructions issued by the Drill Team Officer or his/her designate in a proper, efficient and prompt manner; and
 - h. Undertaking such other duties as directed by the Drill Team Officer or his/her designate.
2. The Drill Team Commander shall be thoroughly familiar with the SSOs and the Squadron MROs.

Range Team Commander

The Range Team Commander will be appointed by the Commanding Officer, in consultation with the Chief Range Safety Officer, and shall be responsible to the Chief Range Safety Officer for carrying out all assigned duties.

1. The Range Team Commander shall be responsible for:
 - a. Taking the roll call before each range team practice;
 - b. Assisting in the preparation and presentation of the Range Team instruction;
 - c. Assisting in the organization of all required range team material and reference manuals;
 - d. Preparing the Range Team for all competitions;
 - e. 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;
 - f. Carrying out all instructions issued by the Range Safety Officer in a proper, efficient and prompt manner; and
 - g. Undertaking such other duties as directed by the Range Safety Officer(s).
2. The Range Team Commander is normally the senior qualified cadet in terms of shooting level in the Range Team.
3. The Range Team Commander shall be thoroughly familiar with the SSOs and the Squadron MROs.

Sports Team Commander

The Sports Team Commander will be appointed by the Commanding Officer, in consultation with the Sports Officer and shall be responsible to the Sports Officer for carrying out all assigned duties.

1. The Sports Team Commander shall be responsible for:
 - a. Taking the roll call before each sports team practice;
 - b. Assisting in the preparation and presentation of the Sports Team instruction;
 - c. Assisting in the organization of all required sports team material and reference manuals;

- d. Preparing the Sports Team for all competitions;
 - e. 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;
 - f. Carrying out all instructions issued by the Sports Officer or his/her designate in a proper, efficient and prompt manner; and
 - g. Undertaking such other duties as directed by the Sports Officer or his/her designate.
2. The Sports Team Commander shall be thoroughly familiar with the SSOs and the Squadron MROs.

ANNEX E – UNIFORM PREPARATION GUIDE

This is a guide aimed to help all cadets of 180 RCACS and shows the basics of keeping your uniform at the expected standard. It's important to take good care and maintain your uniform because a good uniform is the key to success.

The parts of your uniform... And what you will need...

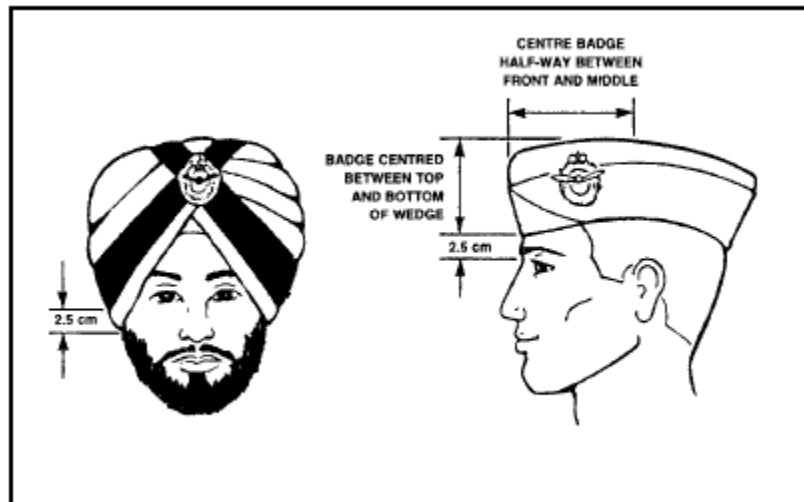
- 1 Wedge
- 1 Cap Brass
- 1 Tie
- 1 Light Blue CF Shirt
- 1 Blue Tunic
- 2 Shoulder Flashes
- 1 Belt
- 1 Pair of Pants
- 1 Pair of Grey Wool Socks
- 1 Pair of Parade Boots
- 1 Cadet Parka

- Lint Brush
- Iron and Ironing Board
- Spray Bottle with Water
- Black Kiwi Polish
- Kiwi Cloth
- Toothbrush
- Pressing Cloth (towel or Cloth)
- Starch (Optional)

Note: Rank and proficiency badges will be distributed when earned.



Wedge



- Shall be worn 2.5 cm above the right eyebrow, tilted slightly to the right.
- As with the rest of your uniform, you will keep the wedge clean and lint free at all times.
- The Wedge Hat badge is the replacement of the Wedge Brass Emblem. The brass is no longer the active CATO 55-04 standard. The use of brass birdies remain in use. (See CATO 55-04, Ch. 3/11, F1-1/1, Mod 3/11)
- The Wedge shall not be starched.

Male Hair

- Must be off the ears and collar.

- Must be short (not higher than 4cm in bulk and longer than 15cm in length) and tapered at the back.
- If you have side burns, they must not extend below the middle of your ear.

Female Hair

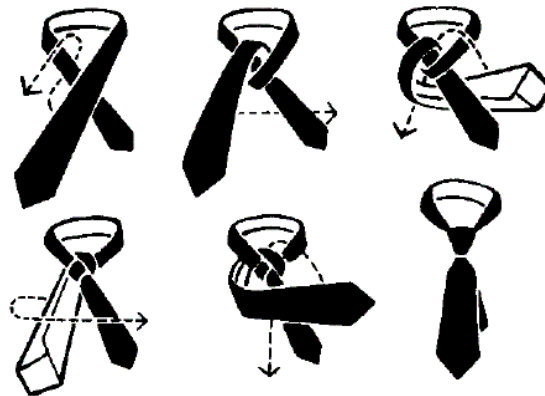
- Short hair must be worn neatly around the ears and collar.
- Long hair must be put up so it is not touching the collar (e.g. a bun).
- Any and all elastics, pins, and clips must be the color of your hair.
- All wisps must be put up, and any pins should not show.

Light Blue CF Shirt

- To be pressed flat and be free of wrinkles.
- The collar and epaulettes should be lightly starched and free of wrinkles.
- The shirt will have 2 creases, one on the top of each sleeve. Each crease will start centered at the bottom of the epaulette and run the length of the sleeve.

Black Tie

- Will be free of lint and wrinkles.
- It will be tied in a Windsor (a.k.a. double Windsor). Diagram Below.



WINDSOR KNOT

Belt

- Brass buckle will be polished and kept scratch free.
- Make sure you thread your belt through all the belt loops.

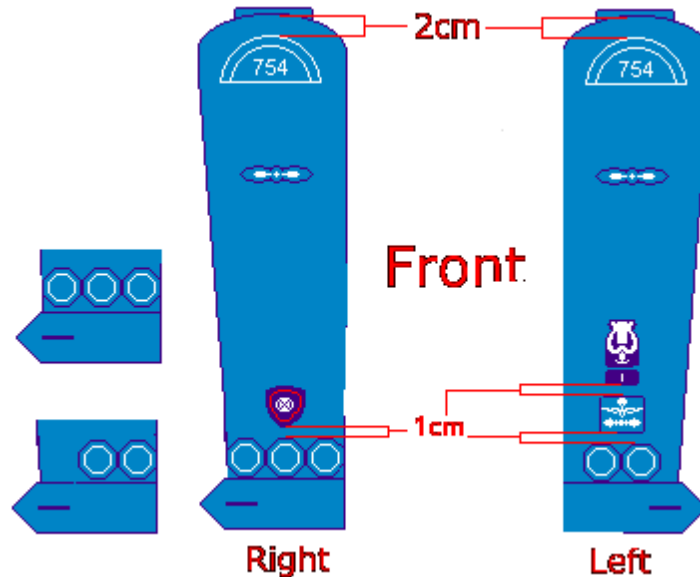
Socks

- Wear your issued gray wool socks whenever in uniform.
- If you find the wool socks itchy, you can wear another pair under, but make sure they are completely hidden under the wool pair.

Tunic

Setting the Shoulder Flashes

- Before putting on the shoulder flashes, make sure there aren't any wrinkles or creases in the arms of the tunic. Once this is done, the flash may be sewn on.



- The flash must be sewn on so that the bottom of the flash is horizontal to the ground when you are standing up (at the position of attention) and **NOT** when it's lying on a table or hanging up. To do this, have someone pin or outline the flashes when you are wearing your tunic. Here are the instructions:
 - Measure 2cm down from the shoulder seam at the center of the epaulette.
 - The bottom of the flash must be parallel to the ground when you are wearing your tunic.
 - Note that when you pin the center of your flash to the tunic 2cm from the center of the epaulette, the rest of the flash will probably not be 2cm away from your tunic.
 - Sew the flashes with white thread around the white border; make sure the stitching is neat and close together.

Placing Badges

- **LAC and NCO** badges should be sewn exactly half way between the shoulder seam and the elbow. Again, your badge should be parallel to the ground when you're a standing up.
- **Camp qualification** badges (octagonal ones) will be worn on the right arm. If you have one badge, it should be centered above the cuff. If you have a second badge, it will be placed directly beside the first one, on the side facing forward. If you have a third badge, it will go on the other side of the centered one.
- **Marksmanship or Fitness Badges** (octagonal ones) will be worn on the left arm. If you have one badge, it should be centered above the cuff. If you have a second badge, both of them will be centered above the cuff
- **Music level badges** are sewn on the left arm, 1cm above the level badge. Music proficiency badges are sewn above the music level badge.
- **Proficiency badges** should be sewn centered on the left arm 1cm above the Marksmanship or Fitness Badge. *Note: If no Marksmanship or Fitness Badges are worn, the Squadron Training Level or Music badges are worn immediately above the cuff*
- **First aid badges** should be sewn centered on the right arm 1cm above the camp badge.

Ironing the Tunic

- To start, set the iron on the high or synthetics setting.
- Be sure to use a pressing cloth so you don't burn your tunic.
- Your tunic is to be pressed flat as well as being kept clean and lint free.
- **Note: There should be NO creases ironed in the sleeves.**

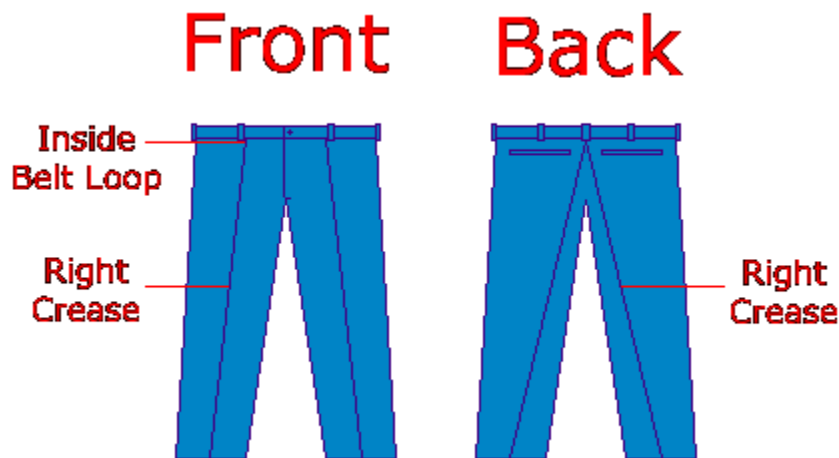
Starching

- EasyOn spray starch (In the blue can) should be used for the Light Blue CF Shirt. Alternatively, you can mix one (1) part of liquid starch (Sta-Flo Brand) with one (1) parts water. Liquid Starch (Sta-Flo Brand) is strongly recommended to be used on the Tunic.
- **(NOTE: Do not ironing starch when wet.** The location to be starched will lie flat on the ironing board or a suitable flat surface, with the side that does show facing down (i.e.: outside of pocket flap). Starch should be generously applied to the fabric, and worked in with the fingers or a small paint brush. Spread it around so as to cover the entire surface to be starched. Do not over soak the fabric with too much starch as this will cause white stains to form in the fabric. Once this is completed, allow the starch to dry. This usually takes 24 hours. This will prevent the starch from doing its job and will clog up the iron). **Always use an iron cloth when ironing your uniform.**

Surfaces to be starched:

- Collars (Both tunic and CF Blue Shirt.)
- Epaulettes (Both tunic and CF Blue Shirt.)
- Pocket Flaps (Both tunic and CF Blue Shirt.)
- Tunic Belt
- Center Front Placket (Strip with button holes down center of the Tunic & CF Blue Shirt.)
- Cuffs (Lightly)

Pants



- Your pants are to be pressed flat, be clean and be lint free.
- Your pants must have 4 creases, one on the back and the front on each leg (any other combo just doesn't work!).
- Creases in the front are to start at the inside of the first belt loop, and are to run the length of the pant in a straight line.
- Creases in the back of the pants are to meet in the middle of the pants at the top (the middle belt loop if there is one), and are to run the length of the pant in a straight line.

- Pant should be hemmed in such a way so that when worn they don't exceed the third lace from the bottom of the boot.
- Your pants are not to be tapered.
- Always use a pressing cloth so you don't burn your pants.

Parka

- Parka will only be worn, when you are in Uniform
- Air Cadet Emblem Badge must be worn at all times
- Rank Epaulettes must be worn at all times on the park or fleece.
- Occasionally the band will wear their parkas when in Uniform outside in colder weather(no whites)

Boots



- Your boots are to be highly shined over all the leather parts.
- Your boots must be ladder laced; as well the laces are to be tucked in so they're not visible. If you do not know how to ladder lace, ask a senior cadet.
- The welts, along with the other parts of the bottom of the boot which don't touch the ground, should be blackened.

Shining Your Boots

(Note: If you have received new boots out of the box ensure that you hand wash the outside of the boots to remove the manufactures wax. This wax is sprayed for the protection of the boot. Though, this wax does not mix well with any shoe polish. Hand wash the boot by using a gentle cloth.

- First dust of your boots.
- Use a toothbrush to blacken your welts and the other parts of the bottom of the boot which don't touch the ground.
- Wrap a Kiwi cloth around one of your index fingers, and dip in water.
- Dab your finger in some polish and get a dimes worth of polish (or a quarters worth for a base coat)
- Work in sections, pick one, and start polishing in circles.
- Continue polishing until all the clouds in your boots are out (you might occasionally want to dab your finger in some water).
- When you have finished polishing your boots, put a cloth over them to prevent dust settling on them.
- Areas on the boot which do not have a smooth appearance and often look like a dent/divot are called "Craters." This happens by not applying an even coat onto your boots or through normal wear and tare.

- When craters and/or flaking occur on your boot(s) hand wash your boots with hot water and mild soap.
- It is hard at first learning to shine your boots, and different people have different methods, but you will eventually find your own way, and it will become second-nature to you. And again, if you're not really sure about something, ask a senior cadet for help.

ANNEX F – ORDERS OF DRESS

ORDER #	CATEGORY	ENVIRONMENT DRESS			OCCASIONS WHEN WORN	REMARKS
		Navy	Army	Air Force		
ORDER OF DRESS: CEREMONIAL						
1	Accoutrements	No 1	No 1	No 1	Formal state and military ceremonies/parades	Medals/accoutrements, i.e.: gloves, sword, pistol, bayonet
1A	Medals Only	No 1A	No 1A	No 1A	Formal and other significant ceremonies/parades where swords, ceremonial belts, bayonets, etc, are not deemed necessary or appropriate	No accoutrements
1C	Semi-Ceremonial	No 1C	No 1C		As for No 1 or No 1A.	High collar white jacket for summer/tropical wear only
1D	Undress Ribbons	No 1D	No 1D		As for No 1A.	As for No 1C with undress ribbons
ORDER OF DRESS: MESS DRESS						
2	Mess Standard	No 2	No 2	No 2	Formal evening function (after 1800 hrs): mess dinner, formal mess functions or service/civilian occasions where formal attire would be deemed appropriate)	Refer to CF Dress Instructions for details
2A	Mess White	No 2A	No 2A	No 2A	As for No 2 during hot weather, or as ordered	
2B	Mess Service	No 2B	No 2B	No 2B	As for No 2, or as ordered	
2C	Mess Shipboard	No 2C	No 2C	No 2C	Aboard ship, evening informal wear, when ordered	
2D	CF Mess Standard	No 2D	No 2D	No 2D	As for No 2, or as ordered	
ORDER OF DRESS: SERVICE DRESS						
3	Duty	No 3	No 3	No 3	Daily duty, routine parades, social occasions, duty travel, or as ordered	Navy-Blue, Army-Rifle Green, Air force-Heavyweight Blue, Lightweight Blue tunic/trousers/slacks/skirt, name tag and undress ribbons
3A	Long Sleeved Shirt	No 3A	No 3A	No 3A	Indoors, when an occasion allows the removal of jackets, aboard military vehicles, ships, aircraft, on DND property between buildings	Name tag and undress ribbons NOT worn on long sleeve shirt
3B	Short Sleeve Shirt	No 3B	No 3B	No 3B	Worn in lieu of No 3 on more casual occasions	Name tag, undress ribbons, flying and skill badges worn. Underwear shall NOT be visible. Navy/Air Force NCOs shall wear their rank on the slip-ons. Army NCOs shall wear miniature enamel rank badges on the collar.
3B	Short Sleeve Shirt Naval Whites	No 3B			Worn in lieu of No 3B, during summer only	White trousers (with white web belt) or slacks / optional skirt, with shoes white, socks white, (or pumps, white, with nylons beige or ivory, plain pattern). A white USN pattern bag may be carried by women. Corfam-type shoes shall not be worn.
3C	Sweater	No 3C	No 3C	No 3C	Worn in lieu of No 3	Neckties: Navy shall be worn with long-sleeved shirts only. Army / Air Force - optional wear at all times. S/S shirt collar worn outside of sweater
3D	Tropical	No 3D	No 3D	No 3D	Duty and off-duty activities in hot climates or tropical areas in lieu of No 3	Name tag, undress ribbons, flying and skill badges worn. Socks, knee, tropical tan worn with alternative shorts, tropical tan, boots ankle, tan suede, with socks black or socks, knee, tropical tan may also be worn

ORDER #	CATEGORY	ENVIRONMENT DRESS			OCCASIONS WHEN WORN	REMARKS
		Navy	Army	Air Force		
3E	Base			No 3E	Daily work dress worn during routine activities. Authorized for wear in public without restriction	Trousers: Base light blue. Shirt: postman blue or short-sleeved. Neckties shall not be worn. No Base Service dress for Army pers, they shall wear field combat clothing in lieu, with mark III boots. Fire fighter occupational dress is worn in lieu of base dress during stand-by fire fighting duty. Undress ribbons shall be worn with S/S shirts whether Base or DEU trousers are worn.
ORDER OF DRESS: NAVAL COMBAT DRESS						
5	Naval Combat Dress	No 5			Daily work dress worn during routine activities. Authorized for walking out dress	Boots: Sea boots (new and old pattern auth for walking out dress), ankle boots or shoes may be worn. Name tape on jacket and shirts (black with gold lettering), unit badge on jacket only and two specialist skill badge. Jacket collar may be worn up or down. Ball cap only worn within confines of ship and base. Army/Airforce wear their own environmental rank slip-ons and headdress
5A	Naval Combat Dress Less Jacket	No 5A			As for No 5, or as ordered	Shirt Sleeves Shall Not Be Rolled
5B	Naval Combat Dress Less Jacket	No 5B			As for No 5, or as ordered	Shirt Sleeves Rolled 2.5 Cm Above The Elbow
5D	Tropical Shipboard	No 5D			Authorized for wear onboard ship only, in tropical areas when ordered	Black Shorts, shoes with black knee socks, ankle boots with black knee socks or gray wool or sandals brown without or with knee black socks.

NOTES

- CANFORGEN 048/05 The Year of the Veteran Insignia Pin
- CANFORGEN 141/02 Sweater is no longer auth for wear with NCD.
- CANFORGEN 109/02 1. Beret auth for wear with following Navy Orders of dress: No 3A; No 3B; & No 3C.
2. Service Dress Cap/Hat remains only auth headdress with No 3 and No 3B (summer whites).
- MARGEN 033/04 1. Auth to wear two specialists skill badges on NCD Jacket.
2. Instr for wearing of Chaplains insignia on NCD Jacket.
3. Summer dress shall be 1st Monday of April and winter dress shall be 3rd Monday of October.
4. Details how to get auth for acquiring or trialing new items of personal clothing and eqpt.
- MARGEN 028/03 1. Naval pers auth to wear Black Lightweight Raincoat with NCD as walking out dress.
2. Both new and old pattern Sea Boots are auth for wear with NCD as walking out dress.
3. Male officers promoted to LCdr or Cmdre are entitled to an issue at public expense of a Cap Service Dress Senior Officer White or Flag Officer White.
- MARPACGEN 090/02 MARPAC Dress Instruction Update 002/02 - overview of appearance and department.
- MARPACGEN 051/00 Ball Caps - Describe type, lettering colour & size, etc.