



**631 SENTINEL
ROYAL CANADIAN
AIR CADET SQUADRON
STANDING ORDERS**

Issued: 14 Dec 19

PREFACE

631 Sentinel Royal Canadian Air Cadet Squadron Standing Orders (hereafter called Squadron Standing Orders or SSOs) are issued under the authority of the Commanding Officer.

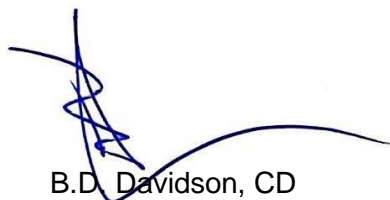
Squadron Standing Orders are regulations pertaining to the personnel, administration, operation, supply, and finances of 631 Sentinel Squadron. These orders are meant to amplify existing regulations issued at the national and regional levels. The Commanding Officer shall be the final authority for the interpretation and enforcement of the Squadron Standing Orders.

These orders are effective upon publication and are applicable to all officers, civilian staff, and cadets involved with 631 Sentinel RCACS.

Copies of these orders will be made readily accessible to all staff members of 631 Sentinel RCACS for review and reference, and will also be made available by electronic form to all cadets. It is the responsibility of the individual to make themselves aware of the content of the orders and to keep current with amendments. Breaches will be dealt with accordingly and any ignorance of the contents of these orders will not be accepted as an excuse for failure to obey them.

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.

Personnel are expected to interpret the Squadron Standing orders intelligently, bearing in mind that no order can provide for every situation or emergency, or replace sound judgment and efficient supervision. Personnel are expected to use their common sense in unusual or emergency situations.

A handwritten signature in blue ink, consisting of several overlapping loops and a long horizontal stroke extending to the right.

B.D. Davidson, CD
Major
Commanding Officer

INTRODUCTION

References:

1. National Defence Act – *NDA*
2. Defense Administration and Orders – *DAODs*
3. Security Orders for the Canadian Forces – *A-SJ-100-001/AS-000*
4. Queens Regulations and Orders for the Canadian Cadet Organizations – *QR(Cadets)*
5. Canadian Forces Administrative Orders – *CFAOs*
6. Canadian Forces Manual of Drill and Ceremonial - *A-DH-201-000/PT-000*
7. Canadian Forces Dress Instructions – *A-DH-265-000/AG-001*
8. National Cadet and Junior Canadian Rangers Support Group Orders – *Natl CJCR Sp Gp Orders*
9. Memorandum of Understanding between the Department of National Defence (of Canada) and the Air Cadet League of Canada – *MOU*
10. Cadet Instructors Cadre Training Instructions – *CICTIs*
11. Cadet Administrative and Training Orders – *CATOs*
12. Cadet and Junior Canadian Rangers Dress Instructions - *A-CR-CCO-100/AG-001*
13. Canadian Cadet General Orders – *CANCDTGENs*
14. Central Region Cadet Orders – *CRCOs*
15. Central Region Cadet Instructions – *CRCIs*
16. Central Region Cadet Supplementary Orders – *CRCSOs*
17. Canadian Cadet Organizations Marksmanship Championship Series Rulebook – *A-CR-CCP-177/PS-001*
18. Cadet Marksmanship Program Reference Manual – *A-CR-CCP-177/PT-001*
19. Regional Cadet Support Unit (Central) Monthly Routine Orders
20. CCO Net – Security Orders (1.4)

AIM

These orders are promulgated 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.

BOUNDARIES

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

JURISDICTION

These orders are issued by the Commanding Officer, 631 Sentinel Royal Canadian Air Cadet Squadron, and have effect on all personnel on strength attached to this unit while on any Cadet activity, within the boundaries defined above. These orders supplement any orders issued by NDHQ, RCSU (Central) or the Niagara Greater Toronto Area Detachment. These orders also will apply to any visiting Officers or Cadets while in the Squadron areas of the Don Montgomery Community Recreation Centre and while in attendance of any 631 RCACS function.

DISTRIBUTION AND AMENDMENT

These orders will be in effect upon promulgation and supersede any previous orders that may have been issued. Copies of these orders are available from the Duty Personnel or from the Squadron Office and it is the responsibility of all personnel to read and become familiar with these orders. These orders will also be posted on the 631 RCACS Web Site. Knowledge of

these orders will be assumed from the date of promulgation and lack of such familiarity will not constitute excuse or contravention.

These orders will be amended as required. All suggestions for amendment must be submitted in writing to the Commanding Officer. All the above references will apply equally to all amendments.

CONFLICT

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

GENDER

In the 631 Sentinel RCACS Standing Orders, words imparting the masculine shall include all genders, unless the context clearly intends otherwise.

AUTHORITY

The Commanding Officer of 631 Sentinel RCACS, under the authority of *QR(Cadets) article 8.01*, issues 631 Sentinel Squadron RCACS Standing Orders.

STANDARDS

Cadets should learn respect for having honor and character. A cadet must possess such qualities as loyalty, honesty, obedience, perseverance and respect of the rights of others.

These desirable qualities will be a product earned through association and training. A strong effort put forth by each cadet in squadron activities and training, will have a profound effect in molding an excellent cadet.

TERRITORY ACKNOWLEDGEMENT

The Staff, Sponsoring Committee and Cadets of 631 Sentinel RCACS acknowledge the sacred land on which we operate. It has been a site of human activity for 15,000 years. This land is the traditional territory of the Anishinabewaki, the Huron-Wendat, and the Haudenosaunee.

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CHAPTER 1 – PERSONNEL

101 Duties and Responsibilities

1. 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.
2. 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.
3. Only Officers in uniform will be on parade, exceptions are to those Civilian Instructors who are filling positions that would normally be filled by an Officer.
4. All Officers and staff are expected to be present at supported training activities as required and as individual schedules permit. These activities include, but are not limited to, survival exercises, base tours, parades, citizenship tours and competitions.

102 Command and Control

1. The Commanding Officer of 631 Sentinel RCACS is responsible to the Commander, Central Region through the Niagara and Greater Toronto Area (NGTA) Detachment Commander, and has the responsibility to supervise and control all duties of the personnel under their command.
2. The Commanding Officer has a right to expect the support of all personnel under their command. Personnel are to conduct themselves in a manner which is not detrimental to the efficiency of 631 Sentinel RCACS, or in a manner that would bring discredit to the squadron and/or the Canadian Armed Forces.
3. 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.
4. The Commanding Officer of 631 Sentinel RCACS is responsible for the command, control, and administration of 631 Sentinel 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.
5. A subordinate officer may 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 their duties. This officer will be directly responsible to the Commanding Officer for their actions and decisions.
6. Terms of reference for Adult Staff are located at ANNEX A.
7. Terms of reference for Cadets are located at ANNEX B.

103 Chain of Command

1. All personnel are expected to observe the chain of command in all matters. The chain of command is located at ANNEX C.
2. The Training Officer shall be senior to all officers except the Commanding Officer and Deputy Commanding Officer.
3. The Squadron Commander is the only Cadet who may liaise directly with the Commanding Officer without observing the normal chain of command.
4. The Squadron Commander, Deputy Squadron Commander, Squadron Adjutant, Squadron Warrant Officer, Flight Commanders and Instructors may liaise directly with the appropriate officer regarding matters related to Training, Administration, or Supply.
5. All personnel are permitted to have personal interviews with the Training Officer, Deputy Commanding Officer and Commanding Officer. It is expected that prior appointments will be made for these interviews.
6. Should a Cadet have a complaint or problem with their direct supervisor, they may address the problem to a more senior position. Cadets are encouraged to observe the chain of command, but may contact an officer if the complaint is of a sensitive nature.
7. All personnel are expected to exercise good judgment when observing the chain of command, and are to understand that situations may arise from time to time where observing the chain of command is not practical.
8. All personnel shall demonstrate good manners at all times to superiors, subordinates and acquaintances alike.

104 Duty Personnel

1. A Duty Roster will be posted in the Monthly Routine Orders. It will be maintained by the Administration Officer in consultation with the Squadron Commander.
2. Should the assigned Duty Staff be unable to fulfill their duties for any reason, it is their responsibility to identify a replacement.

105 Promotion

1. Officer rank promotions shall be conducted by the Command Officer upon direction from NGTA Detachment Commander or other authority.
2. Per *CATO 13-02*, Cadet rank promotions will be reviewed throughout the training year and are at the discretion of the Commanding Officer.
3. Merit Review Boards (MRBs) for Cadet rank promotions to Warrant Officer Second Class and Warrant Officer First Class shall be conducted as needed, at the discretion of the Commanding Officer, IAW *CATO 13-02* and *CRCO 1845*.

106 Appointments

1. Staff and Cadets will be appointed to commanding or supervising positions in the Squadron as required. These appointments may be either permanent or temporary, depending on the nature of the position, and are at the discretion of the Commanding Officer.

107 Committees

1. From time to time, special committees may be formed to organize Squadron functions or special events. Committees may be requested by either NCOs or Staff, but must be approved by the Commanding Officer.
2. All Squadron committees shall either elect or appoint personnel to the following positions:
 - a. Chairperson
 - b. Vice Chairperson
 - c. Recording Secretary
 - d. Staff supervisor
3. Minutes shall be recorded at all committee meetings and a final copy of the minutes shall be forwarded to the Commanding Officer no later than one week following a meeting.
4. All decisions and recommendations made by a committee must be approved and/or authorized by the Commanding Officer.
5. Any request for funds from a committee must be forwarded through the Commanding Officer to the Sponsoring Committee.

108 Conduct Prejudicial to the Good Order

1. Policy regarding the Conduct and Discipline of all Cadets is outlined at *CATO 15-22 – Conduct and Discipline – Cadets*, and *CATO 15-21 – Termination of Cadet Membership*.
2. The conduct of all Royal Canadian Air Cadets shall reflect the high ideals and aims of the movement. Any conduct prejudicial to the good order of 631 Sentinel RCACS will not be tolerated and may result in dismissal.
3. Cadets found in violation of Squadron or Toronto District School Board Policies will be dealt with accordingly by the Commanding Officer. Cadets found in violation of the Criminal Code of Canada, or any other local, provincial or federal laws will be referred to the appropriate authority. Discipline may range from written warnings to dismissal from the Squadron.
4. The Commanding Officer is authorized to, with due cause, reduce in rank cadets holding the rank of Sergeant and below. An incident report shall be produced and signed by the cadet and (in some instances) by a parent/guardian. One copy will be provided to the cadet and another will be placed in their personnel file.

109 – 199 Not Promulgated.

CHAPTER 2 – OPERATIONS

201 Squadron Routine

1. The following Parade Schedule shall be followed for regular training parades:

Time	Activity
1800 – 1830	Cadets arrive at LHQ
1815 – 1830	NCO Fall-in and Inspection
1830 – 1845	Opening Parade, Roll Call and Dismissal to Classes
1850 – 1920	Period 1
1925 – 1955	Period 2
1955 – 2010	Break
2010 – 2040	Period 3
2045 – 2100	Closing Parade, Announcements and Dismissal
2100 – 2130	Meetings & Departure

2. The final Parade Night of each month shall be a CO's Parade and Inspection unless otherwise directed by the Commanding Officer. The Parade Schedule shall be amended as follows:

Time	Activity
1800 – 1830	Cadets arrive at LHQ
1815 – 1830	NCO Fall-in and Inspection
1830 – 1845	Opening Parade, Roll Call & Dismissal to Classes
1850 – 1920	Period 1
1925 – 1955	Period 2
1955 – 2010	Break
2010 – 2025	Parade Practice
2030 – 2100	CO's Parade & Inspection, Announcements and Dismissal
2100 – 2130	Meetings & Departure

202 Dress Regulations

1. All Cadets shall be familiar and comply with the contents of *Cadet and Junior Canadian Rangers Dress Instructions*, issued September 2019.
2. All Officers shall be familiar and comply with the contents of *Canadian Forces Dress Instructions*, issued December 2017.
3. The dress and appearance of Staff and Cadets on all occasions will be such as to reflect credit on the Canadian Forces, the Royal Canadian Air Cadets, and 631 Sentinel RCACS.
4. Changes to dress instructions will be communicated via Monthly Routine Orders, however, the following guidelines should be observed unless otherwise directed:

Activity	Cadets	Officers	Civilians
Routine Training during Daylight Saving Time	C3	3B	Casual
Routine Training during Standard Time	C3B	3C	Casual
CO's Parade	C1A	1A	Smart Casual
Ceremonial Parades	C1A	1A	Semi-Formal
Mess Dinner	C2	2/2A/2B	Formal
Sports Training	Sports Attire	Sports Attire	Sports Attire
Field Training/Dirty Work	OD Combats w/ Wedge or Appropriate Civilian Attire	CADPAT	Appropriate Civilian Attire

5. No part of the Cadet uniform issued shall be worn in combination with civilian dress. The only exception will be for those Cadets who have not been issued a Parka, who will be permitted to wear a civilian winter coat.
6. Wearing of the Cadet uniform is authorized for Cadet activities only. Authorization to wear the Cadet uniform at non-Cadet activities, such as a school Remembrance Day Ceremony, must be obtained from the Commanding Officer.
7. Any Cadet who has not been issued a uniform, or whose uniform no longer fits, is to wear black pants, with a white dress shirt and black tie.
8. Cadets and their parents 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.
9. Haircuts for all personnel must comply with the applicable Dress Regulation and present a neat, clean-cut appearance for all Cadet activities.
10. Religious or other accommodations to Dress Regulations will be made as required IAW all relevant policy.

203 Department

1. All personnel of 631 Sentinel RCACS shall conduct themselves in a professional and responsible manner at all times.
2. Cadets are reminded that during Cadet activities they are to conduct themselves in a manner which reflects favourably on the Air Cadet Movement. Any misconduct by a Cadet reflects on all Cadets; appropriate disciplinary action will be taken.
3. Cadets shall conduct themselves as model Canadian citizens at all times.
4. Foul language, abuse, fighting, insolence, and rudeness shall not be tolerated.
5. Personnel shall not touch others, or the property of others without express permission.
6. Personnel shall ensure they have all their belongings with them prior to leaving the training area(s).

7. Chewing gum, spitting, slouching, sauntering, hand in pockets, smoking, walking arm in arm, and similar deportment which detracts from the military appearance is unacceptable for personnel during Cadet activities.

204 Paying of Compliments

1. Compliments will be paid in accordance with current regulations.
2. While attending any Cadet activity, all personnel are to address each other by the appropriate rank/title and surname. This applies to any function whether in uniform or not.
3. Headdress is mandatory while in uniform and saluting is required in all areas when passing, or reporting to, a Commissioned Officer.
4. All Cadets invited to enter the Office while a Commissioned Officer is present, while wearing a headdress, shall salute.
5. All Cadets wearing a headdress when addressed by a Commissioned Officer shall salute.
6. When an individual passes a Commissioned Officer or a group of Commissioned Officers a salute will be given and returned. In the case of an Officer Cadet, proper eyes right or left shall be given.
7. When two or more individuals are in the same area, paying compliments shall be paid to, and returned by, the highest-ranking individual.
8. Cadets are required to salute once at the beginning and conclusion of each conversation the cadet has with any Commissioned Officer.
9. Officer Cadets, CIs and CVs shall not be saluted, but, Cadets will stand at attention until informed to stand easy.
10. Saluting will be required in the following areas:
 - a. Parade square,
 - b. Entering and leaving the Squadron Office,
 - c. Entering and leaving a Classroom in which an Officer is present; and,
 - d. Outdoors.
11. Saluting will not be required in the following areas:
 - a. Stairwells,
 - b. Canteen Area,
 - c. Entrance Foyer; and,
 - d. Hallways.
12. Saluting will not be required during a Field Training Exercise unless it takes place on a Canadian Forces Base.

13. Proper respect by checking the arms shall be shown in all non-saluting areas.

205 Canteen

1. The Canteen will be operated by the 631 Sentinel RCACS Parent Committee, under the supervision of the Squadron Sponsoring Committee.
2. The Canteen hours of operation will be as follows:
 - a. Staff: 1950 – 2015
 - b. Cadets: 1955 - 2010
3. Any extension of the hours of operation will be subject to the approval of the Commanding Officer, in consultation with the Canteen Coordinator and Sponsoring Committee Chair.
4. The Canteen may be opened during optional training activities at the discretion of the Commanding Officer, in consultation with the Canteen Coordinator and the Sponsoring Committee Chair.

206 Classroom Upkeep

1. Classrooms will be maintained in an orderly manner.
2. Classroom instructors shall ensure that they leave the classroom clean, whiteboards and chalkboards clean, chairs and tables stacked and folded and that all garbage has been placed in the proper receptacles.
3. The Squadron Commander shall ensure that all training areas are in orderly condition prior to their departure.

207 Use of Private Motor Vehicles

1. Use of Private Motor Vehicles (by Cadets on Cadet activities is prohibited, unless specifically authorized by the Commanding Officer.
2. No Officer, CI, CV, Parent or Cadet shall be reimbursed for the use of PMV unless authorized by the Commanding Officer.

208 Recruiting

1. Per the *MOU*, recruiting new members of 631 Sentinel RCACS is the responsibility of the Squadron Sponsoring Committee.
2. Recruiting drives shall be conducted IAW the *MOU*.

209 Commendation Procedures

1. Performance Feedback Sheets (PFS) will be written to commend a Cadet for their actions.

2. A PFS may be initiated by any Adult Staff or Sponsoring Committee member and presented to the Commanding Officer.
3. A PFS may also be initiated by any NCO and reported to the Squadron Commander. The Squadron Commander will present all PFS' to the Commanding Officer.
4. The following courses of action are available:
 - a. No action,
 - b. Verbal commendation during announcements or at a COs Parade,
 - c. Presentation of a Certificate of Commendation at a COs Parade; or,
 - d. Presentation of a Commanding Officers Commendation at Annual Ceremonial Review.
5. The Administration Officer will ensure that all PFS' are properly filed on a Cadet's training file.

210 Disciplinary Procedures

1. Failure of a Cadet to follow Central Region Cadet of Conduct, or to engage in conduct that is considered prejudicial to the good order shall be address IAW *CATO 15-22*.
2. Corrective Measures, as outlined in *CATO 15-22*, may be initiated by any Staff member of 631 RCACS.
 - a. The CO must be informed of any Corrective Measures implemented as soon as possible;
 - b. No Corrective Measure beyond a Verbal Apology may be implemented without approval of the Commanding Officer.

211 Grievances

1. Appreciating the need for a formal mechanism of redress the following procedure has been created to assist members who feel they have been unjustly treated. This procedure is designed only for Cadets of 631 Sentinel RCACS. Officers are to refer to the Canadian Forces grievance process.
2. Any issues of harassment or abuse are to be automatically directed to an Officer.
3. Any cadet who believes that they have suffered an injustice by any decision, act, or omission in the administration of Squadron affairs has the right to submit a grievance or appeal. A grievance may only be submitted within 2 months of the date of the occurrence being grieved.
4. Potential grievers are encouraged to seek the least formal and most appropriate means possible to seek a solution before proceeding to file a formal grievance/appeal process. A Cadet will not be penalized for exercising the right to grieve. As such, any documentation relating to a grievance will not be placed in a Cadet's file.
5. A Cadet may request a review of the matter through the Commanding Officer, IAW *CATO 15-22 para 83*, either verbally or in writing.

- a. A grievance is not to contain language that is insubordinate, disrespectful, or is otherwise considered prejudicial to the good order, unless such language is essential for the purposes of clearly stating a grievance.
6. The Commanding Officer is responsible to investigate, review and study the facts, and make a decision in writing to the griever. The Commanding Officer may designate an Officer of 631 Sentinel RCACS to conduct the investigation.
 - a. In the event of a grievance against the Commanding Officer, the J3 Officer in Charge of Niagara Greater Toronto Area will be contacted via the J3 Zone Training Officer.
7. The Commanding Officer makes the decision to grant full or partial redress, or deny entirely, the redress being sought.
8. The Commanding Officer will communicate their decision in writing within 21 days of receipt of the formal request for redress.
9. Should the Cadet still have concerns after the review by the Commanding Officer, they may submit a request for redress, in writing, through the chain of command to the J3 Officer in Charge of Niagara Greater Toronto Area, through the J3 Zone Training Officer. The J3 Officer in Charge of Niagara Greater Toronto Area will be final authority in the process.

212 – 299 Not Promulgated

CHAPTER 3 – SQUADRON ACTIVITIES

301 General

1. A Squadron Activity includes any locally-executed activity that has been sanctioned by the Commanding Officer, and subsequently submitted to, and approved by Detachment via a Cadet Supported Activity Request (CSAR), Monthly Optional Activity Request (MOAR), or any other written means.
2. All Squadron Activities will be supervised by an Officer or Paid CI IAW *Natl CJCR Sp Gp Order 8012-1 – Supervision of Cadets*.
3. All personnel must carry their Ontario Health Card or other proof of Health Insurance when attending any Squadron Activity. Any person who does not provide proof of Health Insurance at the commencement of the Activity will not be permitted to participate.
4. All personnel will be responsible for their own transport to and from the specified rendezvous point prior to the commencement, and following the conclusion of any Squadron Activity.
5. The well-being of the Cadet during any Squadron Activity will be the responsibility of the Officer in Command of the Activity until the Cadet is in the care of the parent or guardian, or the Cadet has departed via their own means.
6. Cadets will be expected to depart from an Activity within 30 minutes of the prescribed end-time. Cadets who are repeatedly late to depart may be suspended from participation in future Optional Activities or may be removed from the Team.
7. An Activity does not start until the prescribed arrival time. Unless authorized, any Cadet who arrives prior to the prescribed time will be unsupervised and will not be considered to be participating in an authorized Squadron Activity until the prescribed time is reached.

302 Activity Participation & Attendance

1. All personnel are eligible for participation in all Squadron Activities. In instances where the number of participants is limited, the method of selection for participation will be communicated in advance.
2. All Cadets are expected to participate in Mandatory activities. Failure to do so will have a direct impact on training progression, promotion, eligibility for Summer Training, and participation in other future Optional activities.
 - a. Examples of Mandatory activities include, but are not limited to:
 - i. Regular Training,
 - ii. Field Training Exercises,
 - iii. Fundraising Activities (e.g. Tagging); and,
 - iv. Annual Ceremonial Review.

3. Participation is not required during Optional activities, however, participation in Optional Activities will be looked upon favourably when considering promotion, Summer Training or other future Optional Activities.
 - a. Examples of Optional Activities include, but are not limited to:
 - i. Legion events,
 - ii. Community events; and,
 - iii. Tours.
4. While participation in Squadron Teams is optional, participation by Team members in Team events (i.e. practices) will be mandatory. Repeated absence from Team Activities may result in removal from the Team.
5. Cadets will be required to sign-up for Activities using a sign-up sheet. Normally, sign-up sheets will be available three weeks or more prior to the Activity. Once a Cadet has signed up for an Activity, they will have committed themselves to attend, and failure to do so may impact promotion, eligibility for Summer Training, and participation in other future Optional activities.
6. If a Cadet's availability for an Activity should change after they have signed up, they are to inform the Officer of Primary Interest as soon as possible so that the opportunity may be extended to another Cadet.
7. Attendance will be recorded at the commencement of any Activity. Any Cadet who arrives to an Activity after the attendance has been recorded must report to the Duty NCO or the Officer in Command to have their attendance recorded.
8. Any Cadet departing before the conclusion of the Activity must check in with an Officer prior to departure, in order to have the attendance amended. The Cadet will be responsible for any training missed as a result of their early departure.

303 Permission Forms

1. Permission Forms may be required for cadets to participate in Overnight Activities, Out of Region Activities, events which occur during school hours, and any other instance as deemed necessary by the Commanding Officer.
2. Permission Forms must be completed and returned prior to the commencement of the Activity. Failure to do so may result in the Cadet being ineligible to participate in the Activity.

304 Required Personal Clothing & Equipment

1. When needed, Cadets will be provided with a list of Required Personal Clothing and Equipment prior to any Activity.
2. In addition to required equipment, Cadets will also be provided with a list of prohibited items. Any Cadet found in possession of a prohibited item during a Squadron Activity will be subject to disciplinary procedures IAW *CATO 15-22*.

3. It is the responsibility of each Cadet to ensure they are in possession of all required items prior to commencement of the Activity. Verification that Cadets are in possession of all required clothing and equipment will occur prior to the commencement of the Activity. Failure to possess all required items may result in the Cadet being ineligible to participate in the Activity.
4. While the items required will vary from Activity to Activity, a generic list is attached at ANNEX D.

305 Conducting Officer's Responsibility

1. It is the responsibility of the Officer in Charge of an Activity to ensure that it is carried out in a safe and effective manner.
2. The Officer in Charge shall remain on-site until all Cadets have departed. No Cadet will be left unsupervised.
3. The Commanding Officer will be the Officer in Charge of any Squadron Activity at which they are present. Otherwise, the Officer in Charge of the Activity will be appointed by the Commanding Officer.
4. In instances where the Squadron is attending an Activity that has been orchestrated by another squadron or group (e.g. Sports Competition or Regionally Directed Activities), the Commanding Officer will appoint an Escort Officer, who will be responsible for the well-being of all 631 Sentinel RCACS Cadets present at the Activity.

306 Familiarization Flying

1. Familiarization Flying is conducted with the intent of ensuring that every Cadet receives at least one flight Glider flight per year, for the purpose of promoting an interest in aviation and related activities.
2. Where opportunities for Gliding are limited, selection priority will be as follows:
 - a. Cadets who have never been Gliding (i.e. Proficiency Level One Cadets),
 - b. Cadets who have not be Gliding during the current training year; and,
 - c. All other Cadets.
3. No Cadet shall be mandated to participate in Familiarization Flights, however, participation by all Cadets is highly encouraged.
4. These Orders shall be superseded by the Flying Centre Orders while personnel from 631 Sentinel RCACS are on-site at the Flying Centre.

307 First Aid Training

1. It is suggested that all Staff of 631 Sentinel RCACS possess a valid certification in First Aid Training.

2. Officers who undergo First Aid certification or re-certification may be eligible for reimbursement with pre-approval IAW *CRCI 3502* upon successful completion of training.
 - a. Only St. John Ambulance Training is recognized by DND. First Aid Training from any other organization will not be eligible for reimbursement.
 - b. Civilian Staff (CIs or CVs) and Cadets are not eligible to be reimbursed for First Aid Training.

308 Teams

1. All Cadets are eligible for membership in Squadron Teams upon enrollment.
2. In instances where the number of participants on a Team is limited, the requirements for membership on the Team, and any cut-off date shall be communicated in advance of any Try-Out. All Cadets are eligible to participate in Team try-outs.
 - a. Any Team with a limited number of participants shall maintain a list of alternates in the event that a Cadet is no longer available to participate.
3. While participation in Squadron Teams is optional, participation by team members in team events (e.g. practices, competitions) will be mandatory. Repeated absence from Team activities may result in removal from the Team.

309 Community Involvement & Other Claimable Hours

1. Cadets will be eligible to receive Community Involvement Hours for Cadet Activities that benefit the community or other organizations, or other Activities named by the Commanding Officer.
2. Activities at which Cadets are eligible to receive Community Involvement Hours include, but are not limited to:
 - a. Community fund-raising events,
 - b. Community parades; and,
 - c. Legion events.
3. Cadets will not be eligible to receive Community Involvement Hours for the following activities:
 - a. Mandatory events; and,
 - b. Events which directly benefit the Cadet (i.e. Tagging).
4. Community Involvement Hours may be put toward Proficiency Level Five training, Ontario Secondary School Diploma, Duke of Edinburgh, and court-ordered programs, as applicable. Hours will be awarded according to the program requirements.
 - a. For example, a Remembrance Day Parade that takes place during school hours may not be eligible to be put toward OSSD-mandated hours, but, would be eligible for a Proficiency Level Five Cadet.
5. In order to receive Community Involvement Hours, the Cadet must provide their completed sign-off sheet to the Officer of Primary Interest within two weeks of the conclusion of the Activity. Community Involvement Hours requested after the two-week deadline has passed may be signed for at the discretion of the Officer of Primary Interest.

310-399 Not Promulgated

CHAPTER 4 – ADMINISTRATION

401 General Correspondence

1. All outgoing correspondence, including, but not limited to, memoranda, newsletters, press releases and information to parents, shall be approved by the Command Officer prior to transmission.
2. All incoming correspondence must be provided to the Commanding Officer for review, with the exception of written correspondence directing to the Squadron Sponsoring Committee.
3. All requests for mandatory and optional training activities, including Operations Orders, must be reviewed and approved by the Commanding Officer, prior to transmission.
4. All outgoing correspondence will adhere to the 631 Sentinel RCACS Brand Guidelines.
5. Formal event invitations shall observe correct format and consistency IAW *CRCI 2018*.
6. Unless otherwise directed, the Commanding Officer shall be considered the Main Point of Contact for all communications with outside parties, including the Squadron Sponsoring Committee.

402 Mail

1. A mail log will be maintained by the Administration Officer for each Training Year.
2. All incoming mail will be entered into the mail log, including date of receipt, sender, and intended recipient.
3. All incoming mail is to be submitted to the Commanding Officer after being entered in to the mail log, with the exception of mail intended for the Squadron Sponsoring Committee.
4. All outgoing mail will be approved by the Commanding Officer.
5. All outgoing mail will be recorded in the mail log, to include date mailed, sender

403 Postal Box

1. A Postal Box is maintained at the following address:
25 Crouse Rd
Unit #6029
Scarborough ON, M1R 5P8
2. Reimbursement for the Postal Box shall be IAW *CRCO 1509*.
3. The Postal Box will be checked weekly during the Training Year, and monthly during summer stand-down, unless otherwise directed.

404 Email

1. All Staff members of 631 Sentinel RCACS will be provided with a '@631sentinel.ca' email address to be used for official communications, but the use of said email address is not mandatory.
2. Any email to outside parties, including the Squadron Sponsoring Committee, shall be sent by the Commanding Officer, unless otherwise directed.
3. The Commanding Officer shall be copied on all Squadron-related emails.
4. The DND signature block is only to be used by Officers and Civilian Instructors when using their 'cadets.gc.ca' email address.
5. An email account for general inquiries shall be maintained and checked regularly by the Administration Officer. The Commanding Officer shall be informed of any relevant incoming messages.

405 Squadron Telephone

1. The Squadron telephone number is 416-266-4891.
2. The Squadron telephone shall be paid by the Squadron Sponsoring Committee using non-public funds.
3. The answering system will be checked on a weekly basis, at minimum. The answering system must be checked on every Parade Night, prior to attendance being inputted into Fortress.
4. All calls and messages will be recorded in the Telephone Log. Entries are to include the date and time of call, name of the caller, reason for the call, and a call back number, if known.
5. The Squadron telephone is for official Squadron use only. Personal calls are not permitted.

406 Squadron Internet Access

1. IAW *CRCI 7007 – Internet Connectivity – Cadet Units*, internet access is maintained and funded by DND.
2. Use of the Squadron Internet is restricted to official Squadron business only.
3. All personnel utilizing the Squadron Internet shall be familiar with, and abide by, the *CCO Net Security Orders v1.4*, revised 2015.

407 Squadron Website

1. IAW *CRCO 2002- Web Site Publishing – Internet and the Memorandum of Understanding*, the Squadron Sponsoring Committee shall maintain an unofficial website representing 631 Sentinel RCACS.
2. The Squadron Sponsoring Committee may permit the Commanding Officer to appoint a Webmaster to oversee the administration of the website
3. All website content must be approved by the Commanding Officer prior to transmission. Only Protected A or Unclassified information may be published on the website.
4. In addition to the Commanding Officer, at least one Officer and one member of the Squadron Sponsoring Committee will have access to the Squadron website at all times.

408 Social Media

1. In addition to the Squadron Website, 631 Sentinel RCACS maintains a presence on the following social media platforms:
 - a. Facebook: facebook.com/631sentinel,
 - b. Instagram: @631sentinel; or
 - c. Twitter: @631sentinel.
2. Only the above-listed pages are used by 631 Sentinel RCACS. Any other pages/sites are not maintained by the Squadron Staff, and do not represent 631 Sentinel RCACS.
3. The Commanding Officer will appoint a Staff member who will be responsible to maintain social media pages. All pages will be maintained to ensure they represent the aims of the Royal Canadian Air Cadets.
4. Cadets, Staff and Parents are encouraged to engage in social media activity, but are reminded that they will be held accountable for any inappropriate comments, posts, photos etc.

409 Printing

1. The photocopier and printer are for official Squadron use only, to include use by the Squadron Sponsoring Committee.
2. Engaging the service of a print shop for bulk printing, colour printing, or other specialized printing is permissible if approved by the Commanding Officer in advance.
3. Printer Toner will be reimbursed as needed IAW the annual budget.
4. Photocopier toner is provided as part of the contract with OC Business Systems, and therefore, no reimbursement will be provided if toner is purchased.
5. Copier counts are to be reported to OC Business Systems when requested.

410 Bulletin Boards

1. Bulletin Boards are to be used to present the Monthly Routine Orders, and to provide information about upcoming events.
2. Bulletin Boards will be kept timely by removal of items after they have been posted for a reasonable period of time. The Administration Officer will police bulletin boards for timeliness, tidiness, and effectiveness.
3. Nothing will be posted to a Bulletin Board without the approval of the Commanding Officer.

411 Attendance Procedures

1. Expectations for attendance at Squadron Activities is located at *302 Activity Participation & Attendance*.
2. Attendance will be recorded for all Squadron Activities. It is the responsibility of the individual Cadet to ensure that their attendance is accurately recorded in the event that they arrive late to an Activity.
3. The process for recording attendance is as follows:
 - a. Regular Training Night:
 - i. Attendance will be recorded during Opening Parade IAW the *CF Manual of Drill & Ceremonial*.
 - ii. Following opening parade, the attendance will be kept at the Duty Desk. Any Cadet who arrives after opening parade must check-in with the Duty Desk in order to have their attendance recorded.
 - iii. At the end of Period One, the Duty NCO will call all cadets who are not Present to determine the reason for their absence.
 - iv. Once completed, the Attendance will be submitted to the Administration Officer for entry into Fortress.
 - b. Other training:
 - i. Attendance will be recorded at the commencement of any Activity.
 - ii. In instances where Cadets will be bused or otherwise transported from a central meeting point, attendance will be recorded prior to boarding departure.
 - iii. Any late arrivals must check-in with Officer in Command to have their attendance recorded.
 - iv. The attendance will be provided to the Administration Officer no later than the next parade night for entry into Fortress.
4. Attendance shall be recorded as follows:
 - a. **Present:** The Cadet is physically present for the entire Activity;
 - b. **Absent:** The Cadet is not present for an Activity where their attendance was expected;
 - c. **Absent – Excused:** As above, but the Cadet informed that they would be absent prior to the commencement of the Activity;
 - d. **Late:** The Cadet arrived to the Activity after the attendance was recorded; or,
 - e. **Late – Excused:** As above, but the Cadet informed that they would be late prior to the commencement of the Activity.

5. No attendance will be recorded for those Cadets whose presence at an Activity is not expected (i.e. they did not sign up).
6. Any Cadet who knows they will be Absent for an extended period may request to be placed on a Leave of Absence. All requests for a Leave of Absence will be at the discretion of the Commanding Officer, IAW CATO 13-30 – *Cadets Excused Absence from LHQ Training*.
 - a. No Cadet placed on LOA will be permitted to participate in any Cadet Activities.
7. The membership of any Cadet who is Absent (unexcused) for more than three consecutive weeks will be subject to termination.

412 Summer Training Selection

1. All Cadets of 631 Sentinel RCACS who join before the Summer Training application deadline are eligible to apply for Summer Training, IAW Summer Training prerequisites.
2. In consultation with Squadron staff, the Commanding Officer will make recommendations for the loading priority of each Cadet, based on criteria including, but not limited to, the following:
 - a. Local training records and attendance;
 - b. Participation in Activities and Teams;
 - c. Suitability for requested Summer Training; and,
 - d. Previous Summer Training records.
3. The Squadron Sponsoring Committee will be asked to provide feedback on loading priority.

413 Awards & Recognition

1. The following awards may be presented as part of the Annual Ceremonial Review, or as otherwise directed by the Commanding Officer:
 - a. **Top First Year Cadet:** Awarded to the first-year Cadet who has demonstrated exemplary attendance, conduct, deportment, positive attitude towards training and has excelled in their level. This award is open to any Cadet who has joined during the current training year. The recipient will be determined by the Commanding Officer, in consultation with staff.
 - b. **Top Level Two Cadet:** Awarded to the Cadet in Proficiency Level Two who has demonstrated exemplary attendance, conduct, deportment, positive attitude towards training and has excelled in their level. This award is open to any Proficiency Level Two Cadet, including late-joiners. The recipient will be determined by the Commanding Officer, in consultation with staff.
 - c. **Top Level Three Cadet:** Awarded to the Cadet in Proficiency Level Three who has demonstrated academic excellence, along with exemplary attendance, conduct, deportment, and a positive attitude towards training. This award is open to any Proficiency Level Three Cadet, including late-joiners. The recipient will be determined by the Commanding Officer, in consultation with Training staff.
 - d. **Top Level Four Cadet:** Awarded to the cadet in Proficiency Level Four who has demonstrated academic excellence, along with exemplary attendance, conduct, deportment, and a positive attitude towards training. This award is open to any

- Proficiency Level Four Cadet. The recipient will be determined by the Commanding Officer, in consultation with Training staff.
- e. **Top Musician:** Awarded to the Band member who has demonstrated top proficiency in music theory, music performance, and personal drill. This award is open to any Cadet who was an active Band member during the current training year. The recipient will be determined by the Commanding Officer, in consultation with Band staff.
 - f. **Most Improved Musician:** Awarded to the Band member who has demonstrated the highest year-over-year improvement in music theory, music performance, and personal drill. This award is open to any active Band member who was a member of the Band during the prior training year. The recipient will be determined by the Commanding Officer, in consultation with Band staff.
 - g. **Top Flight:** Awarded to the Flight of which the members have collectively demonstrated exceptional levels of attendance, drill, dress and deportment, in addition to high levels of morale, teamwork, and esprit de corps. This award is open to all Flights, including the band. The recipient will be determined by the Commanding Officer, in consultation with staff.
 - h. **Top Flight Commander:** Awarded to the Cadet in the position of Flight Commander who has demonstrated a consistent ability to successfully motivate the Cadets under their command. This award is open to any Cadet who has held the position of Flight Commander or Drum Major during the current training year. The recipient will be determined by the Commanding Officer in consultation with staff.
 - i. **Top Male Athlete:** Awarded to the Cadet who has demonstrated a high level of athletic ability, along with an ability to successfully lead and motivate their fellow members of the Squadron Sports Team. This award is open to any male cadet who was a member of the Sports Team during the current training year. The recipient will be determined by the Commanding Officer in consultation with Sports Team staff.
 - j. **Top Female Athlete:** Awarded to the Cadet who has demonstrated a high level of athletic ability, along with an ability to successfully lead and motivate their fellow members of the Squadron Sports Team. This award is open to any female cadet who was a member of the Sports Team during the current training year. The recipient will be determined by the Commanding Officer in consultation with Sports Team staff.
 - k. **Most Improved Cadet:** Awarded to the Cadet who has demonstrated positive and continuous improvement in areas such as drill, dress, deportment and leadership, as well as academic performance and motivation. This award is open to any current Cadet who was a member of the Squadron during the prior training year. The recipient will be determined by the Commanding Officer in consultation with staff.
 - l. **Top Uniform:** Awarded to the Cadet who has consistently displayed the highest levels of dress throughout the training year. This award is open to any Cadet who was a member of the Squadron during the current Training Year. This award will be determined by the Commanding Officer in consultation with staff.
 - m. **Top Junior NCO:** Awarded to the Junior NCO that has excelled in training and leadership within the squadron and set a high standard for all Cadets to follow. This award is open to any Cadet who currently holds the rank of Leading Air Cadet, Corporal, or Flight Corporal. The recipient will be determined by the Commanding Officer in consultation with staff.

- n. **Top Senior NCO:** Awarded to the Senior NCO that has excelled in training and leadership within the squadron and set a high standard for all Cadets to follow. This award is open to any Cadet who currently holds the rank of Sergeant, Flight Sergeant, Warrant Officer Second Class, or Warrant Officer First Class. The recipient will be determined by the Commanding Officer in consultation with staff.
- o. **Dan Dillon Volunteer Award:** Awarded to the Cadet who has selflessly given themselves to the service of the Squadron and the community through local activities, voluntary parades and projects. This award is open to any Cadet who was a member of the squadron during the current Training Year. The recipient will be determined by the Commanding Officer in consultation with staff and the Squadron Sponsoring Committee.
- p. **Top Overall Cadet:** Awarded to the Cadet that has excelled in training and leadership above all other Cadets and has consistently set a high standard for all Cadets to follow. This award is open to any Cadet who was a member of the squadron during the current Training Year. The recipient will be determined by the Commanding Officer in consultation with staff.
- q. **Volunteer of the Year:** Awarded to the Air Cadet League Volunteer who has consistently demonstrated a high level of commitment to success of the Squadron as a whole. This award is open to any League Volunteer who has actively participated during the current training year. The recipient will be determined by the Squadron Sponsoring Committee Chairperson.
- r. **Top Staff Member:** Awarded to the Officer, Civilian Instructor or Civilian Volunteer who has consistently gone above and beyond their required duties, and worked tirelessly to provide a positive experience and example for the Cadets. This award is open to anyone who was a member of the staff during the current training year. The recipient will be determined by the Commanding Officer.
- s. **Lunau Family Memorial Award:** Awarded to the individual who exemplifies the best qualities of what it means to be associated with the Air Cadet movement and 631 Squadron, and embodies the ideals of the man for whom it is named. This award is open to any individual who was a Cadet, Staff member, or Volunteer during the current Training Year. The recipient of this award will be nominated by the Commanding Officer to the Squadron Sponsoring Committee. The Commanding Officer and the Squadron Sponsoring Committee shall agree on the recipient. The recipient of this award shall also receive the respective award for Top Overall Cadet, Volunteer of the Year, or Top Staff Member, unless otherwise determined by the Commanding Officer.
- t. **Honourary Membership Award:** Awarded to any non-member (Cadet, Staff Member, or SSC Member) whose assistance to the squadron has left a lasting impact. Honourary Members of 631 Sentinel are welcome at all events, unless otherwise determined by the Commanding Officer. The recipient of this award will be determined by the Commanding Officer.

414 – 499 Not Promulgated

CHAPTER 5 – SUPPLY

501 Hours of Operation

1. The hours of operation for Supply during regular parade nights are as follows:

1815 – 1830	General
1830 – 1845	Closed
1850 – 1955	By Appointment
1955 – 2010	General
2010 – 2045	By Appointment
2045 – 2100	Closed
2100 – 2115	General
2115	Closed

2. During CO's Parades, the hours of operation will be amended as follows:

1815 – 1830	General
1830 – 1845	Closed
1850 – 1955	By Appointment
1955 – 2010	General
2010 – 2030	By Appointment
2030 – 2100	Closed
2100 – 2115	General
2115	Closed

3. Cadets seeking an appointment may do so by speaking with the Supply Officer.
4. Any changes to the hours of operation will be at the discretion of the Supply Officer, with approval from the Commanding Officer.

502 Uniform Stores

1. Each Cadet shall be issued the following uniform items:
 - a. Tunic with belt,
 - b. Pants,
 - c. Shirt,
 - d. Boots,
 - e. Headdress,
 - f. Parka,
 - g. Belt,
 - h. Necktie,
 - i. Wool socks,
 - j. Gloves,
 - k. Toque, and;
 - l. Rank slip-ons.
2. Nametags will be ordered by the Supply Officer and provided to each Cadet.

3. Cadets requiring a replacement item due to damage, wear, or the item no longer fitting may exchange the items in a like-for-like replacement, with the exception of next-to-skin items which do not need to be returned:
 - a. Shirts,
 - b. Wool socks,
 - c. Gloves; and,
 - d. Toque.
4. Badges will be positioned and sewn IAW *CATO 55-04 – Air Cadet Dress Regulations*. No badge will be glued to the uniform.
5. Each Cadet is responsible for the care of their uniform. Loss or damage will be the responsibility of the Cadet.
6. Uniforms are on loan to each Cadet and will remain the property of the Government of Canada. Cadets are responsible to return the issued uniform in a timely manner upon the end of their membership. It is not necessary for next-to-skin items as listed above to be returned.

503 Squadron Stores

1. The Supply Officer will conduct an inventory of squadron stores at the beginning and end of each training year. Items that are property of the Department of National Defence shall be tracked separately. The Commanding Officer will be notified of any variances.
2. Items may be loaned to an individual upon approval from the Commanding Officer. The individual must complete a *DND 638 – Temporary Issue to an Individual* form prior to issuance. The individual will assume personal responsibility for any items issued until they are returned.
3. Squadron stores issued for Activities such as a Field Training Exercise will not require a DND 638. The Officer of Primary Interest will provide the Supply Officer with a list of required stores, who will ensure they are available for the Activity. The Officer of Primary Interest will be responsible for ensuring that all stores are returned in good condition.

504 Music Stores

1. Music Stores shall be maintained within Supply, but will be the responsibility of the Band Officer.
2. Items from Music Stores shall be issued only by the Band Officer.

505 Offsite Storage

1. The Squadron will maintain an Offsite Storage unit to house rarely used items, e.g. tagging supplies or FTX supplies.
2. No person shall access the Offsite Storage without approval from the Commanding Officer.

3. Keys for the Offsite Storage will be kept in the Squadron Office.

506 Lost & Found

1. The Supply Officer shall maintain a Lost & Found, in which items that are left behind following a Squadron Activity will be deposited.
2. It is each Cadet's responsibility to check for any missing items in the Lost & Found.
3. All items remaining in the Lost & Found will be disposed of following the end of the last parade night of each month.

506 – 599 Not Promulgated

CHAPTER 6 – FINANCE

601 Budget

1. An annual budget will be prepared by the Commanding Officer, and presented to the Squadron Sponsoring Committee prior to the commencement of the Training Year.
 - a. The budget will contain spending priorities and any expected expenditures between September and August.
 - b. Revenue predictions will be prepared by the Squadron Sponsoring Committee.
2. The Commanding Officer will ensure that departments heads are consulted in the creation of the budget.

602 Purchases

1. All purchases must be approved by the Commanding Officer in advance.
 - a. Unapproved purchases may not be eligible for reimbursement.
2. All purchases must fall within the approved budget.
 - a. Any purchases that exceed the amount approved on the budget must have approval from the Commanding Officer and the Squadron Sponsoring Committee.
 - b. No purchases may be made prior to approval of the budget.
3. All requests for reimbursement must be submitted using the approved expense-claim template.
4. Any purchases made in foreign currency must include the rate of exchange at the time of purchase to be eligible for reimbursement.

603 Fundraising

1. IAW the *Memorandum of Understanding*, all fundraising activities will be co-ordinated by the Squadron Sponsoring Committee. Staff will provide supervision IAW all applicable policy.
2. All members of 631 Sentinel RCACS will participate in fundraising activities.
 - a. In instances where multiple shifts exist for the same activity, Cadets will have the option to choose their desired shifts. The minimum number of required shifts will be determined by the Commanding Officer.
3. Failure to participate in fundraising activities may result in the Cadet being ineligible for Summer Training, or other Optional Activities, at the discretion of the Commanding Officer.
4. All Cadets are required to sell a minimum of one book of OPC Lottery Tickets.
 - a. Cadets are to provide the full value of the book at the time the book is issued. Cadets will recoup the purchase amount through the act of selling the tickets. Cadets who do not sell the tickets are to write in the name of the parent of guardian when returning the ticket stubs.
 - b. Cadets must return the ticket stubs once all tickets are sold.

- c. Cadets who end their membership must return their ticket stubs.
5. No fundraising will be completed on behalf of 631 Sentinel RCACS without joint approval from the Commanding Officer and the Squadron Sponsoring Committee.
6. Any gifts of cash or other monetary donations are to be provided to the Squadron Sponsoring Committee via the Commanding Officer. The Commanding Officer is to be notified of any and all gifts or donations.

604 Annual League Insurance Assessment

1. An annual fee is required to cover the cost of insuring Cadets and equipment is assessed by the Air Cadet League of Canada Ontario Provincial Committee at the outset of each training year.
2. This fee will be raised by the Squadron Sponsoring Committee in the manner that they see fit, within the guidelines of *CATO 13-01 – Cadet Membership*.

605 Insurance

1. The Squadron Sponsoring Committee will maintain an insurance policy on all non-DND property IAW *Task 5.2.9.2 of the Memorandum of Understanding*.

606 Cash Handling

1. Cash handling will be the responsibility of the Squadron Sponsoring Committee. Staff will not handle any cash without approval from both the Commanding Officer and the Sponsoring Committee Chair.

607 Financial Hardship

1. No cadet will be precluded from participating from any Squadron Activity solely on the basis of the inability to pay any fees.
2. Families experiencing financial hardship should apply to the Chairperson of the Squadron 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.

608 – 699 Not Promulgated.

CHAPTER 7 – FACILITIES

701 Local Headquarters

1. Regular Training will be conducted at the Don Montgomery Community Recreation Centre (the Local Headquarters) between September and June of each Training Year.
2. The Local Headquarters will be open to Cadets between 18:00 and 21:30 on Regular Training Nights.

702 Alternate Facilities

1. When required, alternate facilities will be arranged to conduct training. All personnel shall adhere to the rules governing the use of those facilities.

703 Visitors

1. All visitors to the Local Headquarters will be required to sign in at the Duty Desk, and will be escorted to the office.
 - a. No visitors shall enter through the rear door of the office.
2. Visitors to Activities occurring at an alternate facility will be required to check in with the Officer in Charge of the Activity.
3. Visitors will be supervised by a Staff member at all times.

704 Facility Cleanliness & Security

1. All facilities will be left in clean condition following their use.
2. The Duty Officer (during regular parade nights) or Officer in Charge (during other Activities) is responsible for ensuring that all facilities are properly secured before departure.

705 – 799 Not Promulgated.

CHAPTER 8 – SECURITY

801 General

1. The Commanding Officer is responsible for the overall security at 631 Sentinel RCACS. Personnel shall report to the Commanding Officer for all matters regarding security.
2. All members of 631 Sentinel RCACS are responsible for ensuring the security of DND and Squadron property.
3. Disclosure of DND or personnel information is controlled. All requests for information from non-DND agencies shall be referred to the J3 Zone Training Officer for handling.
4. Proper security is accomplished through understanding and compliance. All personnel are to familiarize themselves and comply with security orders and practices.

802 Movement Control

1. The following areas are designated as restricted areas, and are out of bounds to all personnel unless authorized by the Commanding Officer:
 - a. Supply,
 - b. Training Stores,
 - c. Weapons Lock-Up; and,
 - d. Any cabinets or files.

803 Document Control

1. The originator of a designated document is responsible for affixing the proper designation (Protected A or B).
2. Unit personnel are responsible for the protection of designated matter, which is entrusted to them.
3. Designated matter is to be stored DND-approved containers. At the end of each working session, all unit personnel are responsible for securing designated matter.
4. Protected B designated matter will be destroyed as required.

804 Physical Security

1. Squadron Staff are responsible for ensuring that all cabinets and work areas are secure before departure following any Activity.
2. The Duty Officer (during regular parade nights) or Officer in Charge (during other Activities) is responsible for ensuring that all facilities are properly secured before departure. All areas will be verified to be secure, even if they were not used.
3. Weapons lock-up and ammunition stores will only be accessed with authorization from the Commanding Officer.

4. The Commanding Officer will maintain and control all unit keys by means of a key press and key log. Lost keys are to be reported to the Commanding Officer immediately.

805 Information Security

1. Protected B information will not be sent using an unsecure connection, i.e. personal email or fax.
2. Designated information will not be shared with any unauthorized individual.
3. Use of IT equipment will be IAW all relevant policy, including, but not limited to *CCO Net – Security Orders*.

806 Personal Belongings

1. All members of 631 Sentinel RCACS accept responsibility for their personal belongings. Members are encouraged to leave any valuables at home, or to carry them on their person during Activities.
2. Neither 631 Sentinel RCACS, the Department of National Defence, the Air Cadet League of Canada, nor any of the facilities utilised during Activities will bear any responsibility for lost or stolen items.

807 – 899 Not Promulgated.

CHAPTER 9 – FIRE ORDERS

901 General

1. This order contains fire orders at the LHQ and in the field as well as fire precautions. These fire orders apply equally to all members 631 RCACS.

902 Posting of Fire Orders

1. One copy of these orders will be placed on central notice boards in the following areas
 - a. On the Duty Desk,
 - b. In the Canteen Area; and,
 - c. On the Squadron Bulletin Board

903 Fire Prevention

1. The prevention of fires is of primary importance. The first few minutes of a fire are the most critical from both a life threatening and a property safety point of view. On the outbreak of fire, all fire suppression resources will be put into immediate operation to minimize fire damage. All personnel are personally responsible for:
 - a. Control of fire hazards such as smoking, electronic equipment, etc.; and,
 - b. Actions to take in event of a fire.

904 Responsibilities

1. All personnel must ensure they are familiar with the following:
 - a. Location of fire alarm stations within the building,
 - b. Assembly points,
 - c. Location of fire fighting equipment,
 - d. Action to be taken upon discovery of fire; and,
 - e. Action to be taken upon hearing a fire alarm.

905 Assembly Points

1. Local Headquarters
 - a. Primary Assembly Point: North Parking Lot
 - b. Second Assembly Point: South Parking Lot
2. Alternate Facilities
 - a. IAW local regulations.

906 Action to be taken in Case of Fire

1. Immediately shout "FIRE! FIRE! FIRE!";
2. Pull the nearest alarm station if it is safe to do so;
3. Alert the nearest staff member or senior cadet;
4. Proceed to an assembly point via the nearest exit;

5. The senior rank in each area will be responsible to ensure that that all personnel proceed directly to the nearest assembly point;
6. Cadets will form in their assigned flights. Attendance will be recorded and the Fire Prevention Officer will be informed of any missing personnel, and;
7. All personnel will remain at the assembly point until directed otherwise.

907 Fire Prevention Officer

1. The Duty Officer will serve as the Fire Prevention Officer.
2. The Fire Prevention Officer will liaise with the Fire Department to ensure full cooperation.
3. In the absence of a Duty Officer, the Officer in Charge will assume this role.

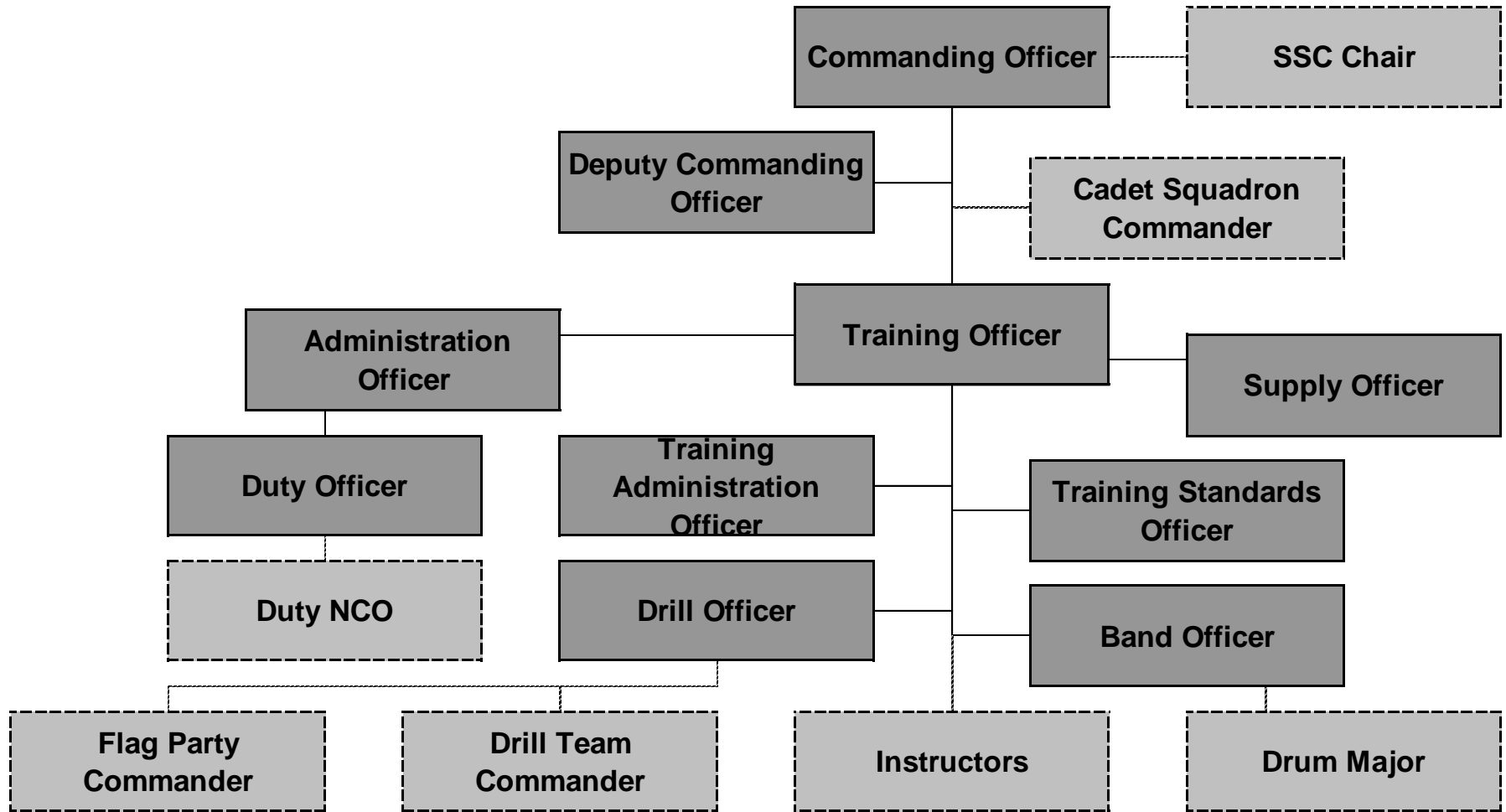
908 Private Belongings

1. Neither 631 Sentinel RCACS, DND nor the City of Toronto will be responsible for the loss of private property or personal belongings resulting from fire, etc., except as provided in QR&O 210-01
2. Personnel are responsible for their own fire insurance of personal property.

909 - 999 Not Promulgated

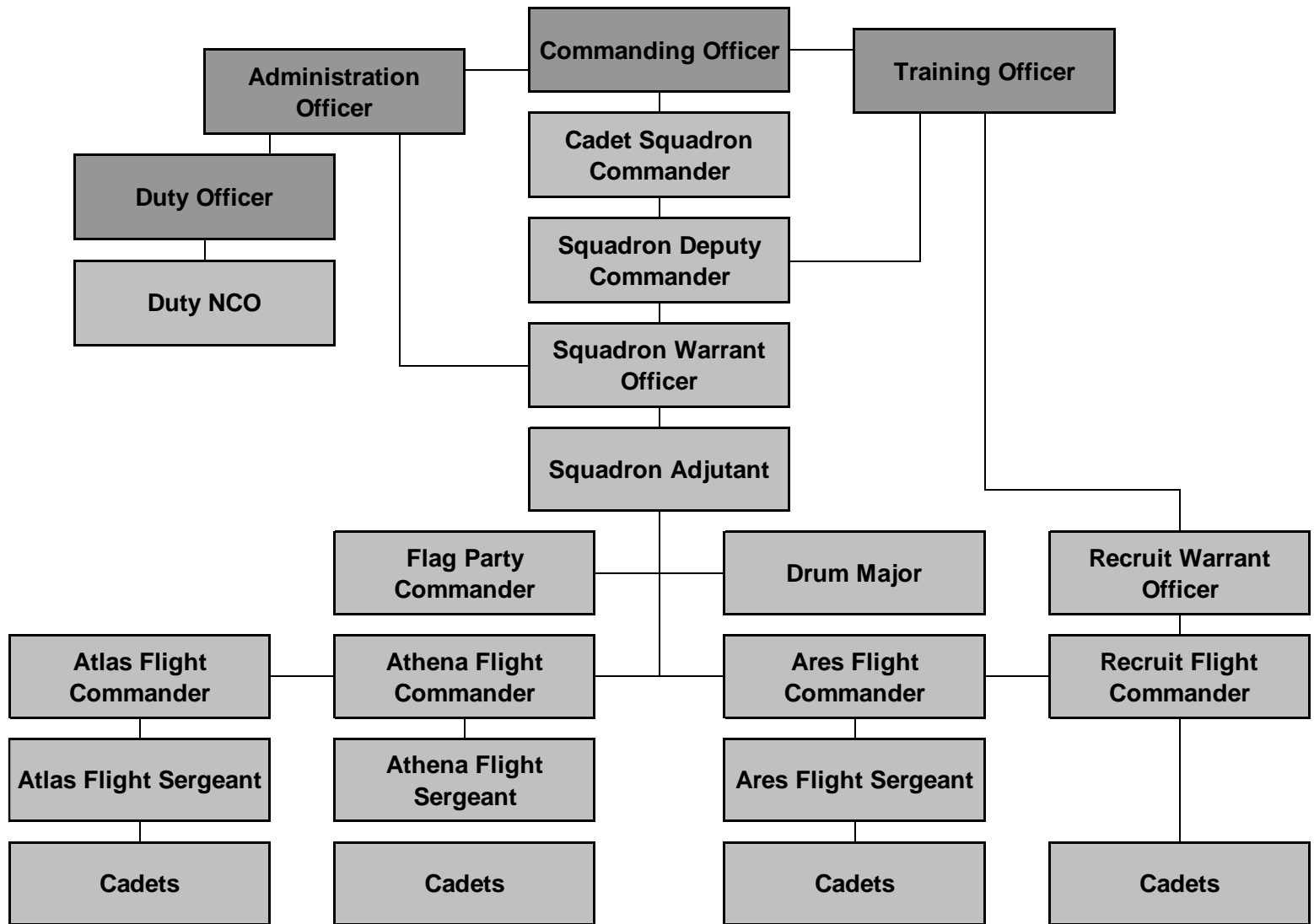
ANNEX A – CHAIN OF COMMAND

1001 Chain of Command – Adult Staff



Note: Positions with a dotted line do not impact the overall hierarchy.

1002 Chain of Command – Cadets



1003 – 1099 Not Promulgated

ANNEX B – TERMS OF REFERENCE – ADULT STAFF

1101 Commanding Officer (CO)

1. The Commanding Officer is responsible to the Commanding Officer Regional Cadet Support Unit (RCSU Central), through the J3 Officer in Charge of NGTA, 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.
2. The Squadron Commanding Officer shall:
 - a. Comply with regulations and orders as issued by the Minister of National Defence, and the Canadian Forces,
 - b. Ensure that all Staff and Cadets are fully acquainted with regulations and instructions,
 - c. Ensure the Squadron Sponsoring Committee informed of the progress of the Cadet unit,
 - d. Bring to the notice of the Sponsoring Committee and the appropriate military authority any Officers or Instructors who are distinguished for proficiency in their duties or who, from incapacity or apathy, are deficient in the knowledge of their duties, or do not afford him the support which he has a right to expect, or who conduct themselves in a manner detrimental to the units efficiency or which would bring discredit to the unit and/or the Canadian Forces,
 - e. Recommend enrolment, appointment, promotion, posting, transfer, and release of Officers of the Cadet unit,
 - f. Recommend the appointment and release of CIs and CVs,
 - g. Appoint qualified Officers to the following particular duties, ensuring deputies are provided during prolonged absence:
 - i. Administrative Officer,
 - ii. Supply Officer; and,
 - iii. Training Officer.
 - h. Supervise and control all duties of personnel under their command,
 - i. Ensure that proper supply, administration, and training procedures are carried out,
 - j. Maintain records showing the strength of the Cadet unit, the name, age, date of enrolment and departure of each Cadet, the names of Cadets who have joined the Canadian Forces, and such other personnel information as is required to enable periodical returns to be completed,
 - k. Maintain records of attendance for instruction and the training progress of each Cadet,
 - l. Ensure that prescribed medical examinations and re-examinations are carried out,
 - m. Immediately report all injuries (incurred during unit training) that require emergency medical treatment to the ZTO,
 - n. Report the death of any Officer, CI, CV, or Cadet to the ZTO,
 - o. Ensure that:
 - i. Equipment is not demanded in excess of needs,
 - ii. Equipment is properly safeguarded,
 - iii. Members of the Cadet unit on ceasing active participation in a Cadet organization return all public property issued to them; and,
 - iv. Records of equipment are kept in accordance with instructions.
 - p. Ensure that returns are promptly and regularly made,

- q. Report loss or damage of DND equipment to support base/station immediately on discovery,
 - r. Be the holder of the units Distribution Account,
 - s. Foster and maintain good public relations,
 - t. Ensure another Officer on the unit staff is familiar and knowledgeable with all unit procedures and is thereby prepared to assume command,
 - u. Ensure a thorough turn-over to successor; and,
 - v. Undertake other duties assigned by lawful authority.
3. In the absence of the Commanding Officer, their duties shall be undertaken by the Deputy Commanding Officer.

1102 Deputy Commanding Officer (DCO)

- 1. The DCO will be appointed by the CO on an as-needed basis, and shall be responsible to the CO for carrying out all assigned duties.
- 2. DCO shall be responsible for:
 - a. Supervision of overall Squadron operations on behalf of the CO,
 - b. Assist sections as required,
 - c. Maintain a high level of discipline, dress and efficiency in the Squadron at all times,
 - d. Ensure that all directives issued by the CO are being carried out,
 - e. Conduct of investigations and enquiries,
 - f. Supervision and control of Squadron staff and cadet discipline; and,
 - g. Undertaking such other duties as directed by the CO.

1003 Administration Officer (Admin O)

- 1. The Admin O will be appointed by the CO and shall be responsible to the CO for carrying out all assigned duties.
- 2. Admin O shall be responsible for:
 - a. Maintaining an adequate stock of forms required for the administration of the Cadet unit,
 - b. Circulation of all incoming and outgoing correspondence orders or directives;
 - c. Maintaining the units filing system including but not limited to:
 - i. attendance records of CIC officers, CIs and Cadets,
 - ii. personal file on each member of the cadet unit, and,
 - iii. mail register.
 - d. Preparing and expediting all reports, returns, documents, and other correspondence for the COs signature,
 - e. Ensuring prompt and proper submission of all claims,
 - f. Completing the enrollment and release processes of cadets,
 - g. Advising the Sup O and Trg O of names of Cadets enrolled or released,
 - h. Initiating a unit duty roster; including Duty Officer, Duty NCOs and its promulgation,
 - i. Following up on Cadet's attendance and absence from LHQ during mandatory training nights,
 - j. Report to CO monthly copier counts; and,
 - k. Undertaking such other duties as directed by the CO.

3. The Admin O shall prepare an annual budget for Administration department. This budget shall be forwarded to the CO prior to the start of each training year.

1104 Supply Officer (Sup O)

1. The Sup O will be appointed by the CO and shall be responsible to the CO for carrying out all assigned duties.
2. Sup O shall be responsible for:
 - a. Maintaining records affecting the accounting of material on issue or temporary loan to the Cadet unit, including but not limited to:
 - i. Customer Account; and,
 - ii. Individual Loan Cards.
 - b. Demanding, receiving and returning all equipment in accordance with established DND procedures and authorized scales of issue,
 - c. Ensuring the security and proper care of all material, in particular weapons and ammunitions,
 - d. Establishing a schedule for Supply appointments,
 - e. Ensuring that all Cadets are measured for a uniform within 30 days of enrollment, and issued a complete uniform within 90 days of enrollment,
 - f. Exchanging uniform parts on an as-needed basis,
 - g. Undertaking measures for recovering uniforms of Cadets no longer parading with unit,
 - h. Arranging for unit Account Verifications at:
 - i. Designated intervals,
 - ii. On appointment of a new Sup O; and,
 - iii. On change of CO.
 - i. Informing the CO of need for additional Logistik points in a timely manner,
 - j. Reporting to the CO on discovery of loss or damage to materiel,
 - k. Preparing and submitting to the CO all write-off documents; and,
 - l. Undertaking such other duties as directed by the CO.
3. The Sup O shall prepare an annual budget for the Supply department. This budget shall be forwarded to the CO prior to the start of each training year.

1105 Training Officer (Trg O)

1. The Trg O will be appointed by the CO and shall be responsible to the CO for carrying out all assigned duties.
2. Trg O shall be responsible for:
 - a. Developing a training program (Unit Training Plan) in accordance with established Cadet training directives,
 - b. Preparing and maintaining the annual training charts and records,
 - c. Planning the monthly training schedule and assigning qualified instructors to individual courses,
 - d. Assisting and supervising instructors and senior Cadets in the preparation and presentation of their instruction,
 - e. Maintaining records showing training progress of each Cadet,

- f. Arranging to obtain guest speakers and other voluntary instructors to supplement unit staff,
 - g. Advising the CO on exercises and citizenship tours as well as coordinating unit special training projects,
 - h. Ensuring the Cadet unit is in possession of all required training material and reference manuals,
 - i. Ensuring the ongoing individual training and development of all instructional staff,
 - j. Compiling all training and examination results,
 - k. Ensuring that the training program is completed; and,
 - l. Undertaking such other duties as directed by the CO.
3. The Trg O shall prepare a budget for the Training department. This budget shall be forwarded to the CO prior to the start of each training year.

1106 Training Administration Officer (Trg Admin O)

- 1. The Trg Admin O will be appointed by the CO in consultation with the Trg O, and shall be responsible to the Trg O for carrying out all assigned duties.
- 2. Trg Admin O shall be responsible for:
 - a. Overseeing the conduct of Cadet evaluations as scheduled by the Trg O,
 - b. Tracking and entering results of evaluations in a timely manner,
 - c. Informing the Trg O of any cadets who require remedial training,
 - d. Identifying any late-joiners eligible for a Locally Developed Training Plan,
 - e. Implementing and tracking Locally Developed Training Plans,
 - f. Submitting Fortress Data Modification requests as needed,
 - g. Informing the CO when cadets become eligible for promotion,
 - h. Initiating and overseeing completion of Cadet Summer Training application for Regional and National courses,
 - i. Ensuring timely completion of CF-52 claims following supported activities; and,
 - j. Undertaking such other duties as directed.
- 3. Any expenses required by the Trg Admin O shall be submitted as part of the Trg O budget.

1107 Training Standards Officer (Trg Std O)

- 1. The Trg Std O will be appointed by the CO in consultation with the Trg O, and shall be responsible to the Trg O for carrying out all assigned duties.
- 2. Trg Std O shall be responsible for:
 - a. Creating a schedule of Instructor evaluations in consultation with the Trg Admin O,
 - b. Conducting formal and informal evaluations of Instructors throughout the training year,
 - c. Informing Instructors of upcoming formal evaluations,
 - d. Providing timely and constructive feedback to Instructors following evaluations;
 - e. Tracking results of Instructor evaluations and providing details of evaluations to the Trg O,
 - f. Recommending to the Trg O and CO that any Instructor who has not met the standard be removed from the schedule,

- g. Monitoring and providing feedback on overall conduct of instruction at the LHQ; and,
- h. Undertaking such other duties as directed.

3. Any expenses required by the Trg Std O shall be submitted as part of the Trg O budget.

1108 Band Officer (Band O)

1. The Band O will be appointed by the CO and shall be responsible to the CO for carrying out all assigned duties.
2. The Band O shall be responsible for:
 - a. Developing and maintaining the Band training program in accordance with established Cadet band training directives,
 - b. Ensuring all Band activities are properly supervised,
 - c. Conducting an inventory of all Band material prior to and following each training year,
 - d. Ensuring that the Band is in possession of all required material and reference manuals,
 - e. Maintaining records of all Band material issued to Cadets,
 - f. Maintaining records showing attendance and training progress of each Cadet,
 - g. Reporting loss or damage of any Band equipment to the CO as soon as possible,
 - h. Assisting and supervising instructors and senior Cadets in the preparation and presentation of their instruction,
 - i. Advising the CO on exercises and citizenship tours as well as coordinating band special training projects,
 - j. Ensuring the ongoing individual training and development of all Band instructional staff,
 - k. Ensuring that an adequate system of examination or tests is used to monitor the efficiency of training and individual Cadets progress,
 - l. Compiling all Band training and examination results,
 - m. Organizing Band competitions, concerts and ceremonial parades,
 - n. Assisting and supervising the Drum Major in the organization and preparation of the Band,
 - o. Selecting music for all Squadron parades and concerts in consultation with the CO; and,
 - p. Undertaking such other duties as directed.
3. The Band O shall prepare 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.

1109 Sports Officer (Sports O)

1. The Sports O will be appointed by the CO and shall be responsible to the Trg O for carrying out all assigned duties.
2. Sports O shall be responsible for:
 - a. Developing and maintaining the Sports training program in accordance with established Cadet training directives,
 - b. Ensuring all Sports activities are properly supervised,
 - c. Ensuring all Sports equipment is properly maintained,

- d. Maintaining records showing attendance of each Cadet,
 - e. Assisting and supervising instructors and senior Cadets in the preparation and presentation of their instruction,
 - f. Advising the CO on exercises and citizenship tours as well as coordinating sports special training projects,
 - g. Ensuring the Cadet unit is in possession of all required sports material and reference manuals,
 - h. Ensuring the ongoing individual training and development of all sports instructional staff,
 - i. Ensuring that an adequate system of examination or tests is used to monitor the efficiency of training and individual Cadets progress,
 - j. Compiling all sports training and examination results,
 - k. Organizing sports competitions,
 - l. Assisting and supervising the Sports Team Commander in the organization and preparation of the sports team; and,
 - m. Undertaking such other duties as directed.
3. The Sports O shall prepare 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.

1110 Drill Officer (Drill O)

- 1. The Drill O will be appointed by the CO and shall be responsible to the Trg O for carrying out all assigned duties.
- 2. Drill O shall be responsible for:
 - a. Developing and maintaining the annual drill team program in accordance with established Cadet drill training directives,
 - b. Ensuring all drill team training and activities are properly supervised,
 - c. Maintaining records showing attendance of each Cadet,
 - d. Assisting and supervising instructors and senior Cadets in the preparation and presentation of their instruction,
 - e. Advising the CO on exercises and citizenship tours as well as coordinating drill team special training projects,
 - f. Ensuring the ongoing individual training and development of all drill team instructional staff,
 - g. Organizing drill team competitions and ceremonial parades,
 - h. Assisting and supervising the Drill Team Commander in the organization and preparation of the drill team; and,
 - i. Undertaking such other duties as directed by the Trg O or the CO.
- 3. The Drill O shall prepare a budget for the years drill team activities, administration and capital acquisitions. This budget shall be forwarded to the CO prior to the start of each training year.

1111 Effective Speaking Coordinator (ES Coord)

- 1. The ES Coord will be appointed by the CO and shall be responsible to the Trg O for carrying out all assigned duties.

2. ES Coord shall be responsible for:
 - a. Developing and maintaining the annual public speaking program in accordance with established Cadet training and Air Cadet League directives,
 - b. Arranging Toastmasters training for all participating Cadets through the CO and the Sponsor,
 - c. Maintaining records showing attendance of each Cadet,
 - d. Advising the CO on exercises and citizenship tours as well as coordinating public speaking participant special training projects,
 - e. Organizing in conjunction with the CO and the Sponsor, the local level Public Speaking Competition and special demonstrations; and,
 - f. Undertaking such other duties as directed by the Trg O or the CO.
3. The ES Coord shall prepare a budget for the years drill team activities, administration and capital acquisitions. This budget shall be forwarded to the CO prior to the start of each training year.

1112 Duty Officer (Duty O)

1. The Duty Officer will be appointed by the Admin O on a weekly rotational basis and shall be responsible to the CO for carrying out all assigned duties.
2. Duty Officer shall be responsible for:
 - a. Ensuring that the office and all classrooms are open prior to start of training,
 - b. Inspecting all facilities used by 631 RCACS prior to and following training,
 - c. Brief the Duty NCOs on the night's routine,
 - d. Supervise and coordinate the activities of the Duty NCOs and Duty Flt,
 - e. Ensuring the building is cleared at the end of the night,
 - f. Ensuring that all Cadets under the age of majority are in the care of their parents/guardians prior to departure; and,
 - g. Undertaking such other duties as directed.

1113 - 1199 Not Promulgated

ANNEX C – TERMS OF REFERENCE – CADETS

1201 Squadron Commander (Sqn Comd)

1. The Sqn Comd will be appointed by the CO, in consultation with the Squadron Staff and the Sponsor, and shall be responsible to the CO for carrying out all assigned duties.
2. The Sqn Comd is the CO's Cadet representative to the Squadron and therefore is directly responsible to the CO for the conduct of all NCOs and Cadets in the Squadron.
3. Sqn Comd shall be responsible for:
 - a. Contacting the CO weekly, prior to the phone-out, for messages and instructions,
 - b. Ensure that all FComds have established phone-outs, and that all messages are relayed to the Cadets via said phone-out,
 - c. The conduct and discipline of all Cadets in the Squadron and will exercise all necessary accepted methods to maintain an efficient Squadron,
 - d. Maintaining a high level of dress and deportment at all times setting a positive example for their subordinates,
 - e. Supervise the activities and account for the whereabouts of all Squadron NCOs,
 - f. Carry out all instructions in a proper, efficient and prompt manner,
 - g. To carry up the chain of command any problem that cannot be resolved within the cadet chain of command; and,
 - h. Undertaking such other duties as directed by the CO or designate.
2. The Sqn Comd is normally the most senior qualified Cadet in terms of rank in the Squadron.
3. The Sqn Comd will normally have successfully completed Level 5 Training.
4. The Sqn Comd shall be thoroughly familiar with the SSOs and the Squadron MROs.

1202 Squadron Deputy Commander (Sqn DComd)

1. The Sqn DComd will be appointed by the CO, in consultation with the Squadron Staff, and shall be responsible to the Trg O for carrying out all assigned duties.
2. Sqn DComd shall be responsible for:
 - a. Contacting the Trg O weekly for messages and instructions,
 - b. Calling all Cadet Instructors prior to the Weekly Parade to relay instructions from the Trg O and to ensure that all lectures will be covered,
 - c. Ensure that the Weekly Training is organized and conducted efficiently with all instructor positions filled,
 - d. Prepare and post the Weekly Training Orders at least two weeks in advance of the Weekly Training Parade,
 - e. The conduct and discipline of all Cadets Instructors in the Squadron and will exercise all necessary accepted methods to maintain an efficient Training Program,
 - f. Supervise the activities and account for the whereabouts of all Cadet Instructors;
 - g. Maintain a high level of dress and deportment at all times,

- h. Confer with the Trg O on possible amendments to the Training Program for the evening,
 - i. Carry out all instructions in a proper, efficient and prompt manner; and,
 - j. Undertake such other duties as directed.
3. The Sqn DComd will normally have successfully completed Level 5 Training.
 4. The Sqn DComd shall be thoroughly familiar with the SSOs and the Squadron MROs.

1203 Squadron Adjutant (Sqn Adj)

1. The Sqn Adj will be appointed by the CO, in consultation with the Squadron Staff, and shall be responsible to the Admin O for carrying out all assigned duties.
2. Sqn Adj shall be responsible for:
 - a. Contacting the Admin O weekly for messages and instructions,
 - b. Calling all Duty NCOs prior to the Weekly Parade to relay instructions from the Admin O and to ensure that all duty positions will be covered,
 - c. The conduct and discipline of the Duty NCOs and will exercise all necessary accepted methods to maintain an efficient Duty Routine,
 - d. Supervising the activities and accounting for the whereabouts of all Duty NCOs;
 - e. Maintaining a high level of dress and deportment at all times,
 - f. Conferring with the Admin O on possible amendments to the Duty Routine for the evening,
 - g. Carrying out all instructions, efficient and prompt manner; and,
 - h. Undertaking such other duties as directed.
3. The Sqn Adj will normally have successfully completed Level 4 Training
4. The Sqn Adj shall be thoroughly familiar with the SSOs and the Squadron MROs.

1204 Squadron Warrant Officer (SWO)

1. The SWO will be appointed by the CO, in consultation with the Squadron Staff, and shall be responsible to the DCO for carrying out all assigned duties.
2. The SWO shall be responsible for:
 - a. Contacting the Sqn Com weekly for messages and instructions,
 - b. Ensuring that the Weekly Parade is organized and conducted efficiently with all critical parade positions filled:
 - i. Sqn Com, Sqn DCom and FComd must be filled each training night,
 - ii. Sqn Adj, SWO, and FSgt may be filled on regular training nights, but must be filled for CO's Parades and other ceremonial events as directed.
 - c. Ensuring that the FComd takes attendance immediately after fall-in each week;
 - d. The conduct and discipline of all Cadets on the Parade Square, and will exercise all accepted necessary methods to maintain an efficient Parade Square,
 - e. Maintaining the discipline of all Cadets in the Squadron,
 - f. Maintaining a high level of dress and deportment at all times,
 - g. Supervising all defaulter parades and submitting defaulters report to the Duty O,
 - h. Carrying out all instructions in a proper, efficient and prompt manner; and,

- i. Undertaking such other duties as directed.
3. The SWO will normally have successfully completed Level 4 Training.
 4. The SWO shall be thoroughly familiar with the SSOs and the Squadron MROs.

1205 Flight Commander (FComd)

1. The FComd will be appointed by the CO, in consultation with the Squadron Staff, and shall be responsible to the Sqn Com for carrying out all assigned duties.
2. The FComd is the Sqn Coms representative to the Flight and therefore is directly responsible to the Sqn Com for the conduct of all NCOs and Cadets in the Flight.
3. FComd shall be responsible for:
 - a. Ensuring that all cadets under their command have been contacted prior to each Activity;
 - b. Ensuring the attendance has been taken and recorded at the beginning of each Training Night;
 - c. The conduct and discipline of all Cadets and NCOs in the Flight and will exercise all necessary accepted methods to maintain an efficient Flight,
 - d. Maintaining a high level of dress and deportment at all times,
 - e. Carrying out all instructions in a proper, efficient and prompt manner; and,
 - f. Undertaking such other duties as directed.
4. The FComd will normally have successfully completed Level 4 Training.
5. The FComd shall be thoroughly familiar with the SSO and the Squadron MROs.

1206 Flight Sergeant (FSgt)

1. The FSgt will be appointed by the CO, in consultation with the Squadron Staff, and shall be responsible to the FComd for carrying out all assigned duties.
2. FSgt shall be responsible for:
 - a. Falling in the flight under the direction of the SWO,
 - b. Taking the roll call after fall-in every week,
 - c. Maintaining a high level of dress and deportment at all times,
 - d. Carrying out all instructions issued by the FComd or his/her designate in a proper, efficient and prompt manner; and,
 - e. Undertaking such other duties as directed.
3. The FSgt shall be thoroughly familiar with the SSOs and the Squadron MROs.

1208 Drum Major

1. The Drum Major will be appointed by the CO, in consultation with the Band O, and shall be responsible to the Band O for carrying out all assigned duties.
2. Drum Major shall be responsible for:
 - a. Falling in the band under the direction of the Sqn Comd,

- b. Recording attendance before each band practice,
 - c. Assisting in maintaining records showing attendance and training progress of each Cadet,
 - d. Assisting in the preparation and presentation of the Band instruction,
 - e. Assisting in the organization of all required band material and reference manuals,
 - f. Preparing the Band for all competitions, concerts and ceremonial parades,
 - g. Coordinating music selection for all Squadron parades and concerts with the Band O,
 - h. Maintaining a high level of dress and deportment at all times,
 - i. Carrying out all instructions in a proper, efficient and prompt manner; and
 - j. Undertaking such other duties as directed.
3. The Drum Major shall be thoroughly familiar with the SSOs and the Squadron MROs.

1209 Flag Party Commander

1. The Flag Party Commander will be appointed by the CO, in consultation with the Squadron Staff, and shall be responsible to the Drill O for carrying out all assigned duties.
2. The Flag Party Commander shall be responsible for:
 - a. Falling in the Flag/ guard under the direction of the Sqn Comd,
 - b. Recording attendance before each Flag Party practice,
 - c. Assisting in maintaining records showing attendance of each Cadet,
 - d. Assisting in the preparation and presentation of the Flag Party instruction,
 - e. Preparing the Flag Party for all ceremonial parades,
 - f. Maintaining a high level of dress and deportment at all times,
 - g. Carrying out all instructions in a proper, efficient and prompt manner; and
 - h. Undertaking such other duties as directed.
3. The Flag/Guard Com shall be thoroughly familiar with the SSOs and the Squadron MROs.

1210 Drill Team Commander

1. The Drill Team Commander will be appointed by the Trg O, in consultation with the Training Staff, based on an annual competition, and shall be responsible to the Drill Team Coord for carrying out all assigned duties.
2. Drill Team Commander shall be responsible for:
 - a. Recording attendance 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 Coord,
 - f. Maintaining a high level of dress and deportment at all times,
 - g. Carrying out all instructions in a proper, efficient and prompt manner; and,
 - h. Undertaking such other duties as directed by the Drill Team Coordinator or his/her designate.

3. The Drill Team Com shall be thoroughly familiar with the SSOs and the Squadron MROs.

1213 Sports Team Commander

1. The Sports Team Commander will be appointed by the Sports O, in consultation with the Training Staff, and shall be responsible to the Sports O for carrying out all assigned duties.
2. Sports Team Commander shall be responsible for:
 - a. Recording attendance 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. Carrying out all instructions in a proper, efficient and prompt manner; and,
 - f. Undertaking such other duties as directed by the Sports O or his/her designate.
3. The Sports Team Commander(s) shall be thoroughly familiar with the SSOs and the Squadron MROs.

1214 Duty NCO

1. The Duty NCO(s) will be appointed by the Admin O on a rotational basis and shall be responsible to the Duty O for carrying out all assigned duties.
2. The Duty NCO will report to the Duty O at 1815 hrs on the day of duty.
3. Duty Sgt shall be responsible for:
 - a. Accompanying the Duty O on his/her inspection of the facilities prior to the Squadron using it,
 - b. Maintaining a presence at the Duty Desk for the duration of their assigned Training Night,
 - c. Recording any late arrivals on the weekly attendance,
 - d. Contacting any absent Cadets and recording the reason for their absence,
 - e. Providing the attendance form to the Admin O upon the end of Period Two,
 - f. Signing visitors in and out,
 - g. Escorting visitors to the office upon their arrival,
 - h. Ensuring that all timings are met,
 - i. Assisting in supervising the break; and,
 - j. Any other duties as may as assigned.
4. The Duty Sgt will have completed his/her duties when dismissed by the Duty O.

1215 - 1299 Not Promulgated.

ANNEX D – REQUIRED PERSONAL EQUIPMENT – GENERIC

Cadets are asked to bring the following:

- **Health Card – Mandatory for all activities**
- Medication – In a labelled Ziploc bag to be held by staff for the duration of the activity
- OD Combat Clothing if available (Cadets shall not wear CADPAT)
- Rain Gear
- Underwear (4 pair)
- Cotton socks (4 pair)
- Wool socks (4 pair)
- Pants (3)
 - Clothing that may be deemed offensive or inappropriate shall not be worn
 - Clothing must be appropriate to the weather
 - Jeans are not recommended due to their slow drying time
- Undershirt (3)
- Sweater (3)
- Jacket
- Boots with good ankle support
- Indoor shoes
- Gloves
- Toque
- Pillow
- Sleeping Bag
- Air Mattress/Bed Roll
- Flashlight
- Water bottle
- Hygiene Kit consisting of:
 - Deodorant
 - Toothbrush
 - Toothpaste
 - Washcloth
 - Soap
 - Unscented baby wipes

Cadets **shall not** bring the following:

- x Drugs
- x Tobacco
- x Alcohol
- x Weapons
- x Any material that is deemed to be offensive or pornographic in nature
- x Electronic devices (cell phones, etc.)
- x Food

Cadets are encouraged to use only on bag. Cadets who are not properly equipped for the exercise will not be allowed to attend.

631 Squadron bears no responsibility for loss or damage of personal equipment.