



140 Aurora Squadron
Royal Canadian Air Cadets

TERMS OF REFERENCE
September 2015

GENERAL - REGULAR OPERATION

1. All personnel that hold position(s) defined in this section shall ensure that another member is familiar with all duties and procedures and is prepared to assume that position either upon succession or during prolonged absence.
2. All personnel shall ensure a thorough turn-over to a successor.
3. Commanding Officer. The Commanding Officer shall carry out all duties as outlined in CATO 11-36 ANNEX S.
4. Deputy Commanding Officer. Squadron Deputy Commanding Officer shall be responsible to the Squadron Commanding Officer for carrying out all assigned duties as follows:
 - a. To assist the Commanding Officer with carrying out his/her duties;
 - b. To carry out all duties of Commanding Officer in his/her absence; and
 - c. Confirming that all paid and or volunteer staff completes attendance sheets every time they attend a cadet activity;
 - d. Confirm that all paid staff complete monthly pay sheets weekly;
 - e. At the end of each month submit all necessary documents regarding pays to the CO for his/her signature;
 - f. Complete meal and travel claims within 7 days after an exercise has taken place to ensure prompt payment from the RCSU; and
 - g. Carry out all other duties assigned to him/her by the Commanding Officer.
5. Training Officer. Squadron Training Officer shall be responsible to the Squadron Commanding Officer for carrying out all assigned duties. Shall carry out all duties as follows:
 - a. Developing a training program in accordance with established Cadet Training Directives as found in CATOs;
 - b. Preparing and maintaining the annual training plan , CUPT, Individual Training Records, training files and other associated records including online databases such as Fortress;
 - c. Planning the yearly training schedule and assigning qualified instructors to individual classes;
 - d. Assisting and supervising instructors and senior cadets in the preparation and presentation of their classes;
 - e. Arranging to obtain guest speakers and other voluntary instructors to supplement Squadron staff;
 - f. Advising the CO on, and co-ordination of the Squadron's special training projects, exercises and citizenship tours;
 - g. Selecting and submitting demands for training aids, office supplies and materials to carry out objectives of training program;
 - h. Ensuring Squadron is in possession of all required training material and reference manuals;
 - i. The TrgO is responsible for ensuring the supervision the extra-curricular events for the whole training year;
 - j. The TrgO is to keep track of each appointment for each event; and
 - k. Any changes/amendments to the extra-curricular events schedule must be approved by the TrgO.
 - l. Ensuring a high standard of Squadron drill, ceremonial parades and inspections;
 - m. Recommending individual cadets for promotion and summer camp positions; and
 - n. Carry out all other duties assigned to him/her by the Commanding Officer.

6. Administration Officer. The Squadron Administration Officer shall be responsible to the Commanding Officer for carrying out all assigned duties. Carry out all duties as follows:
 - a. Updating all cadet, CI, and CIC Officers personnel files, including online databases such as Fortress;
 - b. Registering and filing all incoming and outgoing mail upon receipt and place in staff mail circulation file;
 - c. Maintaining an accurate Squadron Attendance;
 - d. Check cadet online "web" resources site(s) for any changes to the CRCOs, CATOs, etc;
 - e. Check CadetNet frequently for any updates or postings;
 - f. Check the LHQ phone messages at least twice per week;
 - g. To complete all applications, memos and letters assigned by the CO;
 - h. Maintain adequate stationary supplies to keep the office and Admin section functioning
 - i. Maintain an up to date CF-728 file;
 - j. Check the mail at the post office frequently; and
 - k. Carry out all other duties assigned by the Commanding Officer.

7. Supply Officer. Squadron Supply Officer shall be responsible to the Commanding Officer for carrying out all assigned duties as follows:
 - a. Ensuring Supply operating in accordance with the Central Region Supply Procedures Handbook;
 - b. Ensuring appropriate record keeping and stock control of all DND and Squadron owned property;
 - c. Ensuring all cadets are fitted properly for uniforms utilizing the procedures from the appropriate civilian contractor;
 - d. Prepare demands for requisition of DND equipment, materials, publications etc.
 - e. Ensuring appropriate maintenance/repair of non-serviceable equipment;
 - f. Perform a quarterly verification of Supply Customer Individual Account Holding (SC/IAH) report; and
 - g. Maintaining appropriate control of small arms and small arms ammunition; and
 - h. Carry out all other duties assigned to him/her by the Commanding Officer.

8. Squadron Warrant Officer. A Cadet Squadron Warrant Officer reports directly to the Commanding Officer. A Squadron Warrant Officer is responsible for the following duties:
 - a. Liaise between Officers and NCMs;
 - b. Encourage Senior NCMs to provide suggestion for squadron activities (including written plan, costs, etc);
 - c. Maintain and improve squadron morale and esprit de corps;
 - d. Ensure all timings are met by all cadet personnel;
 - e. Supervise squadron phoning system;
 - f. Organize squadron phoning structure and execute each week keeping cadets informed;
 - g. Advise all NCMs on squadron events procedures;
 - h. Organize and execute an effective sign up system for extra-curricular activities through the chain of command;
 - i. Maintain and improve uniform and drill standards;
 - j. Organize squadron events and submit written plan to Commanding Officer;
 - k. Develop qualities of leadership in followers;

- l. Handle squadron level disciplinary action (i.e. behaviour);
 - m. Organize regular NCM meetings;
 - n. Provide report on all squadron issues to officers;
 - o. Supervise Senior NCMs/positions and correct as necessary;
 - p. Liaise with SSO to ensure a SCIC is assigned to each squadron event.
 - q. Command a squadron during all drill parades;
 - r. To assist in the implementation of the Squadron Training Program; and
 - s. Carry out all other duties assigned.
9. Squadron Standards Warrant Officer. A Cadet Squadron Standards Warrant Officer reports directly to the Squadron Warrant Officer. The Squadron Standards Warrant may seek the direct assistance of the Training Officer. Squadron Standards Warrant Officer is responsible for the following duties:
- a. Enforce and improve drill standards of all cadet personnel in the squadron;
 - b. Ensure all squadron event SCICs follow guidelines for extracurricular activities;
 - c. Enforce and improve dress/uniform standards of all cadet personnel in squadron;
 - d. Enforce and improve deportment of all cadet personnel in squadron;
 - e. Supervise all inspection procedures; and
 - f. Enforce and supervise all squadron timings.
10. Flight Commanders. A Flight Commander is responsible for the following duties:
- a. Maintain flight attendance;
 - b. Organize flight phoning structure and execute each week keeping cadets informed;
 - c. Maintain and improve flight morale and esprit de corps;
 - d. Enforce and improve uniform standards;
 - e. Enforce and improve drill standards;
 - f. Organize flight events and submit written plan to Squadron Warrant Officer;
 - g. Submit cadet excused list to Squadron Warrant Officer;
 - h. Develop qualities of leadership in followers;
 - i. Delegate flight tasks;
 - j. Handle flight level disciplinary action (e.g. uniform, misbehaviour);
 - k. Enforce and emphasize timings (e.g. form-up);
 - l. Perform regular uniform inspections;
 - m. Provide suggestion for squadron activities (i.e. written plan, costs, etc);
 - n. Provide report on all flight activities/issues to Squadron Warrant Officer;
 - o. Command a flight during all drill parades; and
 - p. Ensure cadets in their flight are in proper dress and well turned out for training nights.
11. Flight 2nd In Charge (2IC). A Cadet Flight Sergeant is responsible for the following duties:
- a. To assist their respective Flight Sergeant with carrying out his/her duties; and
 - b. To carry out all duties of their Flight Sergeant in his/her absence.
12. Duty Cadet. The Duty Cadet is responsible for performing the following duties:
- a. Record the names of all guests who enter LHQ;
 - b. Record the names of all cadets arrive late and/or leave early;
 - c. Ensure instructors receive "5-minute warning" that the instructional period is about to end;
 - d. Transpose/prepare squadron attendance;

- e. Prepare classrooms before instruction begins (i.e. doors are unlocked, chairs are down, etc);
 - f. Ensure classrooms are returned to their original state before all personnel exit the building;
 - g. Deliver squadron attendance to Administration Officer;
 - h. Challenge cadets wandering hallways during instruction periods;
 - i. Phone all absent cadets and record result of call;
 - j. Usher guests at final parade to bleachers;
 - k. Distribute hand-outs (e.g. ops orders); and
 - l. Obtain sign-up sheets.
13. Instructor. An Instructor is responsible for the following duties:
- a. Checking training schedule for assigned PO/EO instruction periods;
 - b. Making appropriate lesson plans from Course Training Plan including main teaching points and informative sub-material;
 - c. Reassign lesson if unable to instruct (i.e. absent) to another available instructor. Prepared lesson plan must be submitted to substitute instructor prior to scheduled lesson;
 - d. Report changes to Training Schedule to the Training Officer;
 - e. Report PO progress to the Training Officer;
 - f. Submit written report upon completion of level PO including cadet attendance, evaluations, and attained mark to the Training Officer;
 - g. Submit written request for training aids to the Training Officer at least one (1) week prior to scheduled lesson; and
 - h. Instruct in a professional, informative, and creative manner capturing the interest of all trainees in a healthy learning environment.
 - i. Instructors are responsible for ensuring the Training Officer is notified when a cadet has completed a PO within their assigned level.
14. Cadet Training Assistant. A Cadet Training Assistant is responsible for the following duties:
- a. Ensure instructors are aware of classes to be taught;
 - b. Inform Training Officer of any changes to training schedule;
 - c. Assist instructors with obtaining material for training aids; and
 - d. Perform duties as assigned by the Training Officer.
15. Cadet Supply Assistant. A Cadet Supply Assistant is responsible for the following duties:
- a. Schedule cadets for supply appointments on a weekly basis;
 - b. Assist the Supply Officer size and fit cadets for their regular uniforms. Ensure appropriate paper work is completed;
 - c. Assist the Supply Officer in the tracking of new uniform parts;
 - d. Assist the Supply Officer in maintaining a regular inventory on all Squadron materials. Recommend additional stock to the Supply Officer; and
 - e. Appoint a Level 4 or 5 cadet to assist the overall operation of the supply section.

TAG DAY

16. The following set of guidelines shall be followed during Tag Days and other fund raising events hosted by the squadron.
17. Staff Responsibilities. Staff responsibilities include the following:
 - a. For the duration of the event a staff member (s) is required to remain at LHQ to oversee its operation as well as handle any occurrences that may arise i.e. illness, injury, any situation of personal harassment, any logistical problems that may develop and any cadet that has arrived late or needs to depart early from their assigned location;
 - b. Staff will not interfere with the handling or the counting of the monies collected by the cadets; and
18. Cadet Responsibilities. Cadet responsibilities include the following:
 - a. There will be a Senior Cadet In Charge (SCIC) and a Cadet 2nd In Command (C2IC) assigned to the event and they shall report to the OPI assigned for that day;
 - b. The SCIC and the SSC with the aid of C2IC will schedule the cadets for each session of Tag Day, the parade night prior to the event;
 - c. Once the schedule has been set, this information is to be passed on to the OIC to review and approval;
 - d. On the day of the event the SCIC with the SSC will then proceed to assign the cadets to the various locations with the assigned sponsor member;
 - e. The cadets will be paired up according to their rank and experience with Tag Day (i.e. experienced cadet paired with inexperienced cadet);
 - f. The SCIC is allowed one C2IC to assist them with their duties. All other cadet members shall be given an assigned location to Tag;
 - g. Ensure all cadets are briefed on safety and that all personnel are aware of squadron telephone number in case of incident; and
 - h. The SCIC and C2IC may patrol the locations assigned. This may take place if a SSC member is available to transport cadets. The patrols may be conducted every 60 to 90 minutes with an approved sponsor member to ensure the smooth operation and safety of the cadets in attendance.
19. Sponsor Responsibilities. Sponsor/parent responsibilities include the following:
 - a. The sponsor will send a letter to the Town of Aurora to notify the town council about our fund raising event;
 - b. The sponsor will notify the LCBO Liquor Store and the Beer Store about our fund raising event;
 - c. A letter will be developed to notify the store owners/managers about our fund raising event. This will be sent out prior to the event and will be sent with the cadets when they Tag;
 - d. SSC may develop a "tracking sheet" to summarize the monies raised by the cadets for "public review".
 - e. SSC will ensure all valid driver's license, insurance, and vehicle registration of all volunteer drivers are recorded. Ensure parent volunteers complete required forms as determined by the Air Cadet League.
 - f. The approved sponsor member if available, will take the SCIC and C2IC out on their routine patrols;
 - g. The parents that drive the cadets out to their assigned locations should be the same parent that bring the cadets back to LHQ for meals or at the end of the Tag session;

- h. If a driver will be unavailable to pick up cadets he/she dropped off at any location, this information shall be passed on to the Sponsor member coordinating drivers. Assignment of drivers shall not be the responsibility of any cadet; and
- i. Should any problems arise, the Sponsor member responsible for the fund raising event shall consult with the Officer of the day regarding any plan of action. At no point should any Sponsor member or parent confront any cadet to change the operation of the event unless the cadets' safety is at stake. The chain of command shall be adhered to at all times.

EVENTS

- 20. Officer in Charge. The OIC is the officer who is ultimately responsible for the event. The OIC must be a commissioned officer. The OIC and OPI may be the same individual.
 - a. The OIC is to oversee and supervise the OPI to ensure all aspects of the event are running according to Canadian Armed Forces regulations including safety; and
 - b. The OIC, although ultimately in charge of the event, is to leave all organization of the event up to the OPI. The OIC is therefore not to take over and perform the roles of the OPI.
- 21. Officer of Primary Interest.
 - a. The officer of primary interest is the officer that is responsible for the planning, organization, and execution of the event. The OPI can be either a commissioned, or a non-commissioned officer;
 - b. The OPI is responsible for ensuring that the appropriate amount of staff is present for each event. See CATO 13-12 for details.
 - c. The OPI is responsible for submitting an ASR (Area Support Request) a minimum of 42 days in advance of a supported activity, or one week in advance for an unsupported activity;
 - d. In consultation with the OPI the SCIC is to create a Warning Order and an Operations Order to be handed out the week prior to the event;
 - e. The OPI is responsible for meeting with the SCIC two weeks prior to the event and giving the orders detailing the execution of the event;
 - f. One week prior to the event the SCIC is to meet again with the OPI to get a progress report from the SCIC as to cadets attending;
 - g. The OPI is to show up 15 minutes prior to the event to give a final briefing to the SCIC;
 - h. Has an Orders Group with all cadets attending the event after closing parade the training night before the event;
 - i. After the completion of the event the OPI is to forward the nominal roll of the event to the administration officer; and
 - j. The OPI is to evaluate the SCIC and give an interview briefing the SCIC as to their performance during the event.
- 22. Senior Cadet In Charge. The SCIC is the cadet who is responsible for following the OPI directions in the planning, organization, and execution of the event.
 - a. The SCIC of the event is to meet with the OPI two weeks prior to the start of any event. During this meeting the SCIC is to nominate a C2IC for the event;
 - b. The SCIC is to create a pre-event nominal roll the week prior to the event and hand it to the OPI;
 - c. The SCIC is to meet with the OPI the week prior to the event to be detailed their tasks;
 - d. The SCIC is to arrive 15 minutes prior to the event to have a final meeting with the OPI;

- e. The SCIC is to then brief the C2IC 5 minutes prior to the event to assign any tasks and duties;
 - f. After the event the SCIC is to give the OPI a final nominal roll of the event to be handed in to the administration officer; and
 - g. The SCIC is to evaluate the C2IC and give an interview briefing their performance of the event. The evaluation is to be given in consultation with the OPI.
23. Cadet 2nd In Charge. Under the direction of the SCIC the C2IC is to organize and run the small details of the event.
- a. They are to be briefed by the SCIC in the weeks prior to the event and carry out any duties as assigned;
 - b. To meet with the SCIC 5 minutes prior to the start of the event to take directions from the SCIC; and
 - c. Ensures each cadet participating in the event has been issued a Warning Order.