



CANADIAN CADET ORGANIZATIONS



Merit Review Board Handbook



CCO Reference Manual

(A guided handbook cadets attending Promotion Review Board)

Version 1.0 (Dec 2016)





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SECTION 1: SCOPE

- Mission** The Merit Review Board is assembled to analyze the worthiness and appropriateness of promoting a cadet into the senior cadet levels.
- Scope** The Merit Review Board is assembled when a cadet has been identified as being ready and capable of promotion to a senior cadet rank.
- Vision** A cadet sitting a board must first and foremost be honest. Honest to themselves (am I ready/worthy?), honest to the board (all the information is truthful and honest), and honest in their presentation (never pretend to be somebody you are not).
- Secondly, the cadet must understand the honour that is being bestowed upon them. Few cadets are granted the honour of presenting themselves in front of their superiors for inclusion into the senior ranks. Many cadets do not stay with the program long enough to see their ascension to the top ranks. The honour is theirs to shine and present their abilities, knowledge, and themselves.
- Lastly, respect. A cadet must respect themselves. They have earned the opportunity to present their self for promotion and should respect that they have earned it.
- Knowledge** The cadet is being asked to provide answers based on their knowledge of the cadet system and their cadet corps. School, cadets, extra-curricular activities have all provided a wealth of knowledge for the cadets to draw upon. When asked a question that you are unsure of the answer, draw upon lessons you learned from school, or work, or another place and see if you can develop a logical response.
- Experience** By the time a cadet gets to sit in front of the Merit Review Board they will have gained many years of experience in leadership and ability. S/He should dig deep and let their experience help to develop their rational thought and use that to explain their responses.
- Conclusion** The board is looking at the future of the corps/squadron. Is the cadet capable of being the leader of a corps? Every eye in the cadet unit looks upon the senior cadets to lead, guide, and mold the future of the corps. The board is highly interested in what you bring into the rank and your ability to prove yourself.



SECTION 2: CANDIDATE PREPERATION

Prep

The following is the procedure for candidates to prepare for the Merit Review Board:

- Review Fortress Cadet Information Sheet (for accuracy and completeness) ;
- Review CTC/RDA/NDA course reports;
- Review Attendance;
- Review disciplinary notices;
- Review notices of merit;
- Review awards/medals/honours;
- Review qualifications; and
- Anything else required by the board.

Cadets shall personally prepare by:

- Practicing test questions;
- Ensure their uniform and deportment are meeting the standard (however, exceeding the standard should be strived for);
- Review key orders and routine within the cadet unit;
- Review training material presented throughout their cadet career;
- Seek guidance from cadets who have already sat the Merit Review Board; and
- Ask for assistance if needed.

Prior to sitting the board:

- Submit resume;
- Submit Fortress Cadet Information Sheet;
- Submit CTC/RDA/NDA course reports;
- Submit attendance;
- Submit disciplinary/merit/awards/medals/honours/qualifications; and
- Anything else deemed necessary by the candidate.
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Afterward

After sitting the board:

- Review the results with the Commanding Officer (or designate);
- Seek out areas to improve;
- Reinforce areas to reinforce; and
- Provide guidance to others that will sit the Merit Review Board in the future.



SECTION 3: RESUME

Scope A cadet must prepare a resume to present to the members of the board for inclusion in the application.

Resume A resume is a very personal item. Every qualification, training course, education, and extra-curricular activity is listed for people to review and analyze.

What do you have to say? Why are you important? What do you offer? These are items that the resume should strive to answer. A half-page blog about yourself doesn't tell anything about you. Take the time and put thought and items into your resume.

The resume is a chance for you to shine and show people how qualified you are for promotion. A good resume will be reviewed and used as a reference. A great resume catches everyone's attention and strengthens your position for promotion and should do.

Don't be shy about putting down things you have done in your life. Life experience comes from living and if you have learned a life lesson then share it.

Avoid totally unnecessary items. If you enjoy looking at items that shine...that's interesting but not resume worthy. Now if you turned that into hobby like coin collecting then you are encouraged to share that.

Objective Who are you? That's the biggest question a resume must answer.

Once completed, have a trusted friend or family member go over it for a second look. Be objective about their changes or critiques. You may understand yourself, but some people might not. If a second set of eyes helps catch problems in logical sequence or spelling or points then take it and use it.

The resume must be factual and can be substantiated. If you please on the resume that you are an 'astronaut' then that is something that glares off the page. Now can you back it up? A lie on a resume will make people question your morals and ethics. Unethical leaders are dangerous people.

Conclusion The board looks forward to reading your resume and what you have accomplished in you life. The cadet program only takes a small portion of your life. The board is interested in what you do outside in the 'real world'. What have you done and how does it play out in your life.



SECTION 4: DRESS & DEPORTMENT

- Scope** The Merit Review Board will evaluate the way a cadet presents them and the uniform that they are wearing.
- Dress** The dress of a senior cadet is an example to all and set the standard for everyone to follow.
- A cadet sitting a Merit Review Board should send a message through their uniform. A well pressed and tidy uniform speaks volumes to those that see the cadet. A cadet that is well turned out shows that they care about how they look and how they present themselves to others. They show confidence and dedication to their ability to look after themselves.
- Take the time to go over every part of your uniform and ensure it looks perfect. Nothing looks worse then a cadet who has a well turned out tunic and pants and but their boots look like they were last polished in the 1800's.
- Deportment** A cadet must always be confident in him/herself and present themselves as such.
- Confidence is crucial to leaders. They must be confident in their knowledge and abilities to lead their cadets to success. Even if they turn out to be wrong then they are confident that they gave their best and will take away from the lesson.
- Stature is equally important. The senior cadet walks tall and sits straight to show they are ready and willing to take the lead when called upon. Avoid fidgeting and playing with your hands or other objects.
- Language provides the listener with your intent and tone. Speaking is essential to proving your communication to a listener or a disciple. Sentences should be fluid, logical, well thought out, and confident. A leader avoids the distraction of sarcasm or the ineffectiveness of shyness to provide direction. Swearing or improper language is never used to address key leadership decisions.
- Look at people directly in the eyes. When asked a question, the person asking should be looked at directly in the eyes. This shows you are interested in what they have to say. When you begin your retort then begin with that person and move to the other people on the board. This gives the board members the impression that your response is important to all of them.
- Conclusion** The cadet sitting the board must be confident. They must show their confidence in their uniform, body language, and communication.
- The board looks at the cadet sitting in front of them with interest. They are truly interested in believing that the cadet is capable of being a role-model in every sense of the word. They way the cadet presents themselves for evaluation goes along way to impress upon them that that belief are well placed.



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SECTION 5: MERIT REVIEW BOARD

- Reference** CATO 13-02 Cadet Rank Promotions (8-2009)
CATO 31-03 Sea Cadets Program Outline (7-2013)
CATO 40-01 Army Cadet program Outline (7-2013)
CATO 51-01 Air Cadet Program Outline (7-2013)
- Scope** Prior to promoting a cadet to the rank of CPO2/MWO/WO2 or higher the corps/sqn CO shall conduct a Merit Review Board.
- The composition of the Merit Review Board shall include a minimum of three to a maximum of five members. As appointed by the corps/sqn CO, members shall include:
- Chairperson. In an effort to ensure fairness and impartiality, COs are encouraged to delegate the responsibility of the Merit Review Board Chairperson to another unit officer;
 - Representative of the respective Navy/Army/Air Cadet League (provincial division/committee, or local branch/sponsor/support committee [may include affiliated unit]); and
 - Neutral third party designated by the applicable Detachment (usually ACO/ACA/RCA, but could be RCSU/CSTC rep, or officer from different unit staff).
- Questions** Although a Board Chairperson may decide to include any questions(s) they feel most important to their specific situation, questions must be relevant to the rank promotion the candidate would potentially receive. Question areas may include:
- a. Candidates recounting their achievements through cadet training (e.g. corps/sqn program, CTC program, etc.);
 - b. Candidates explaining what previous positions of leadership they have held (at cadets, school, etc.) and how they performed in related situations;
 - c. Personal goals and/or their goals for the corps/sqn;
 - d. Scenario based questions that relate to typical corps/sqn situations where the candidate shares how they might approach/deal with the situation; and
 - e. Candidate achievements outside of the cadet corps/sqn setting (e.g. at school, in their community, sports teams, extra-curricular activities, etc.).
- Conclusion** The orders regarding the board are very straight forward. Once their decision has been made then the CO will either make the appointment to the next higher rank or deny it.
- Success or failure. Either way you have earned your spot in front of the board....make it or break it!



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SECTION 6: SCORING MATRIX

	NA / CRITICALLY ADVERSE 0 or -5	LOW 1	BELOW AVERAGE 2	AVERAGE 3	ABOVE AVERAGE 4	OUTSTANDING 5
FILE REVIEW						
Attendance						
Academic Review of corps/squadron						
Review of CTC/RDN/NDA reports						
Positive / Negative notes						
Corps/Squadron awards						
Regional/National honours/awards						
Qualifications						
Participation in RDA						
ATTITUDINAL						
Dress and Deportment						
RESPONSE TO QUESTIONS						
General Knowledge Question						
Administration Knowledge Question						
Leadership Question						
Situation (1) Question						
Situation (2) Question						
TOTALS						
	NA / CRITICALLY ADVERSE	LOW	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE	OUTSTANDING
Running Total	-5	14	28	42	56	70
Grand Total	170					



SECTION 7: PRACTICE QUESTIONS

Scope Leadership is the keystone to the determination of a senior leader. By the time a cadet is ready to take the step into the senior leadership roles, they will have completed all the training of the Canadian Cadet Movement. Senior cadets have all the knowledge, now they must show that they know how to use that knowledge and use their experience to achieve success in leader their cadets.

Practice The following leadership questions are intended to help guide you in your thought process of questions that you will experience during the review board. Take your time and analyze your answers and ensure you have covered all the various aspects with a logical and well laid out plan.

GENERAL KNOWLEDGE

The civilian partner of the CCO is called? What do they provide?

Name 5 courses a cadet could attend at a summer Cadet Training Centre

Identify 3 summer CTCs

Location of the rank badges on the tunic

Three aims of the CCO

Describe the Cadet Training Program

What is ICEPAC

What is the role of the Coxswain / Regimental Sergeant Major / Squadron Commander?

What are the requirements to join the CCO?

Identify 5 training opportunities at the national / regional level?

What is the purpose of PYSR Training?

Describe the Summer Cadet Training Program

Describe the Chain of Command

Explain the Sail / Expedition / Gliding program

What is the purpose of the Divisional System / Platoon Staff / Flight Staff?

ADMINISTRATION KNOWLEDGE

Describe two policies you would find in NCJCRSG Orders

What are three ways to access CCO information online?



Where would you find Cadet Dress Regulations?

Where would you find promotion policy for Cadets?

Where would you find the names of personnel on duty?

What are Corps/Squadron Standing Orders?

What are Corps/Squadron Routine Orders?

Where would you find the regulations regarding attendance at a Regional/National Supported Activity?

What is the purpose of the Navy League / Army Cadet League / Air Cadet League of Canada?

What is the purpose of the Navy League Branch / Support Committee / Sponsoring Committee?

How does the leave/absentee system work?

What are three requirements for being a cadet in the Canadian Cadet Organizations?

LEADERSHIP QUESTIONS

What are the most important qualities that define a team leader?

What is Transactional Leadership? How do you use it?

What is Transformational Leadership? How do you use it?

What are the characteristics of a good team?

What are the principles of leadership?

How would you inspire cadets?

On a training weekend, a cadet becomes homesick. How do you interact with the cadet?

What is confidence? How do you bring it out in your followers?

How do you motivate your followers in a duty they do not want to take part in?

How do you provide confidence to cadets?

How do you motivate cadets in a duty they do not want to take part in?

How would you work with a cadet who tries 110% but never seems to succeed?

How do you interact with an officer that you do not like?



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How would you improve your ability to command and lead cadets?

How would you continue to retain cadets into the corps/squadron?

How would you respond to a cadet who asks you a question that you do not know the answer to?

How do you provide feedback to a cadet that was eager and willing, yet has not completed the task?

How did you prepare for the Merit Review Board?

What are two questioning techniques used during classroom instruction?

The Cadet Program is based on what kind of leadership model?

To become an effective and capable leader in the Cadet program, there are six areas where knowledge and skill should be demonstrated. What are the six core leadership competencies?

What is intrapersonal management?

What is the purpose of the Youth Criminal Justice Act?

SITUATION QUESTIONS

A cadet approaches you and asks a question. If you do not know the correct answer what do you do?

How would you cope with a CI/CV who appears to be extremely friendly with senior cadets and frequently wants to hang out with them?

You are in charge of a group of eight cadets on a hike through the wilderness country and become totally lost. What do you do?

You are teaching a class in an upstairs classroom when a cadet reports heavy smoke coming up the stairwell. What happens next?

A cadet in your class suddenly lets out a cry and goes into an epileptic seizure. What do you do?

The CO gives an order that the NCO's do not like. You are facing a 'mini-mutiny' – a group of cadets refuse to obey an order. What do you do?

A cadet, one of a group on a training weekend, reports the loss of his/her wallet, including a twenty-dollar bill and his/her identification. What should you do?

You arrive at the corps building and find that there has been a flood; the water has now receded but left debris and puddles all over the floor. There are six cadets at the building but no officer. What do you do before the officer arrives?

You are in a safety boat in charge of five canoes half a kilometer from shore. Four of them capsize in a sudden squall. What do you do?



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You are camping with eight cadets on a small island, half a kilometer from the nearest shore. You awake in the morning and find your canoes have drifted away. What should you do?

You overhear the officers having a meeting; they are speaking about a specific cadet and refer to him/her as 'incompetent'. What do you do?

On the way back to the corps/squadron after a day of tagging, you notice a cadet trying to re-seal the money box. What should happen next?

You are present when an officer and a sponsoring committee member have an argument. The committee member directs you to do what they say. The officer belays that request. What do you do?

You break up two cadets in a shoving match. What happens next?

The CO informs you that as Cox'n/RSM/SWO, that you need to be at all mandatory, optional training and fundraising. You have a part time job and are looking at post-secondary opportunities. What do you do?

A cadet verbally defies an order to stop moving on parade. Everyone is looking directly at you for your response.

A parent begins yelling at you for the corps being dismissed late by the CO. How would you handle the situation?

You are approached by a youth on the street asking about the cadet program. What do you say?

Your fellow Senior NCO's want to take on a larger hands-on role within the corps/squadron. How do you approach the CO with the request?

How would you describe the term 'Command Team'?

What has been your biggest challenge you have faced and overcome in the Cadet Program?

Why are you a good leader?

BONUS:

Why would you make a good CPO2/MWO/WOII or CPO1/CWO/WOI?