

**2137**  
**CALGARY HIGHLANDERS**  
**RCACC**



**STANDING ORDERS**

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## Record of Revisions

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V1_5	Update formatting	12 Jun 2020	Capt Mark Ellis

## 1 Introduction

1. Corps Standing Orders are issued under the authority of the Commanding Officer. These standing orders outline the established policies and procedures as carried out by the Corps and are to be adhered to by all Cadets, Civilian Instructors and CIC Officers.
2. The Standing Orders are to be reviewed by all members of the Corps prior to 31 Sep of each training year.
3. All, CIC Officers Civilian Instructors and volunteering Reserve and Regular Force members and will sign in the Standing Orders annually indicating that they have read and will comply with all articles contained within these subject orders. This signature is to be placed on this page of the Standing Orders posted in the Orderly Room of 2137 RCACC.
4. Senior Cadet NCO's will read these orders and the RSM of the Corps is charged with ensuring that Cadets of the Corps are aware of the relevant items.
5. All Civilian Instructors and CIC Officers who perceive a need to amend Corps Standing Orders may make application to the Commanding Officer to amend those orders that are in question. At the discretion of the Commanding Officer, standing orders will be amended accordingly.
6. Standing orders shall be reviewed on change of command by incoming Commanding Officer. The incoming Commanding Officer shall issue amendments at his/her discretion.



J Sun  
Major  
Commanding Officer  
2137 Calgary Highlanders RCACC

## **2 Terms of Reference**

### **2.1 COMMANDING OFFICER (CO)**

The Commanding Officer shall carry out all duties as outlined in CATO 11-36 ANNEX S. He/she is responsible to the Region Cadet Officer (RCO), through the Detachment Commander (Det Com), for all Cadet matters, training and administration of Cadet Instructors Cadre (CIC) Officers, Civilian Instructors and Cadets serving with the Corps.

### **2.2 COMMAND AND CONTROL**

With respect to matters of command and control, Corps Commanding Officer shall:

1. Comply with the regulations and orders as issued by the Minister of National Defence and the Canadian;
2. Keep CIC Officers, Civilian Instructors and Cadets of Corps fully aquatinted with the regulations and instructions issued by a higher authority;
3. Be responsible for the professional development of all the Corps CIC Officers and Civilian Instructors including him/herself and ensure they receive the training required by their appointments and terms of service;
4. Direct and supervise all duties of personnel under his/her control;
5. Appoint qualified Officers to the following particular duties, ensuring deputies are provided during prolonged periods of absence:  
Deputy Commanding Officer (DCO)  
Supply Officer (Sup O)  
Training Officer (Trg O)  
Administration Officer (Admin O)  
Appoint and reassign Cadets to Cadet duties and responsibilities within the Corps;

Ensure that proper supply, administration, financial and training orders and procedures are carried out;

Bring to the notice of the ACO any CIC Officers or Civilian Instructors who:  
Are distinguished for proficiency in their duties;  
From incapacity or apathy are deficient in the knowledge or execution of there duties;  
Do not afford him/her the support which he has a right to expect; and  
Conduct themselves in a manner detrimental to the Corps's efficiency or in a manner that would bring discredit to the Corps and or the Canadian Forces.

Ensure an Officer (i.e. DCO) is familiar with all Corps procedures and is prepared to assume command either upon succession or during periods of prolonged absence of the Commanding Officer.

Ensure a thorough turn over to a successor, and

Undertake other duties assigned by the Regional Cadet Officer. The Area Cadet Officer or other lawful Canadian Force authorities

### **2.3 ADMINISTRATION AND TRAINING**

1. In consultation with the sponsor, recommend enrolment, appointment, promotion, position, transfer and release of CIC Officers.
2. Recommend and document the appointment and release of Civilian Instructors of the Corps.
3. Ensure that Cadets are mentally and physically fit to undertake the activities and training which they are expected to perform during local HQ or summer training.
4. Immediately report the death of a CIC Officer, civilian instructor or Cadet of the Corps to the RCO, the ACO, and advise the sponsoring committee chairman;
5. Immediately document and report to the ACO and the sponsoring committee any injury incurred during Corps training that requires medical treatment, and that may result in permanent disability, and any other injury except a minor injury such as a superficial cut or bruise.
6. Report any significant incident/occurrence that may cause public interest to the RCO;
7. Ensure the funds provided by the DND or other assisting agencies and any money provided by the sponsoring committee or raised by the Corps is properly used for benefits of the Cadets through the maintenance of proper financial records.
8. Manage the Cadet Training Plan
9. Ensure all RSS information is completed along with support requirements with in the CTP.
10. Act as Chief Training Officer, unless one is appointed, and have direct oversight in the administration and execution of the CTP and liaison with the Corps Training Officer and Training Coordinator to ensure effectiveness of the training program.

## **2.4 SUPPLY**

1. Act as Corps Distribution Account Holder on behalf of the Commanding Officer NorthWest Region who legally holds the account.
2. Immediately upon discovery report the loss or damage of DND equipment to the respective support base/station.
3. Ensure that material on loan from support base/station is returned promptly.

## **2.5 DEPUTY COMMANDING OFFICER (DCO)**

The Commanding Officer of the Corps may appoint a Deputy Commanding Officer and shall be responsible to the Corps Commanding Officer for carrying out all assigned duties.

1. The Deputy Commanding Officer shall be responsible for the following:
  - a. assisting the Corps Commanding Officer with carrying out his/her duties;
  - b. ensuring that safety is incorporated in all aspects of the Corps and that he/she supports the Regional General Safety Program;
  - c. ensuring the environmental stewardship is incorporated in all aspects of the Corps and that he/she supports the Regional Environmental Policy;
  - d. carrying out all duties of Corps Commanding Officer in his/her absence;
  - e. keeping the CO informed of all events and occurrences;
  - f. ensuring that all directives issued by the CO are carried out;
  - g. ensuring that a harassment free corps is maintained and that he/she supports the department harassment policy;
  - h. ensuring that ethical behaviour is maintained in all aspects of the Corps and that he/she supports the Department Ethics Policy;
  - i. supervising and controlling of corps staff and cadet discipline;
  - j. conducting investigations and enquiries when the Adjutant is unable to do so;
  - k. planning and conducting Merit Review Boards;
  - l. ensuring the cleanliness of the establishment and grounds by conducting rounds of the corps during training parades;
  - m. ensuring that all activities for which he/she is responsible are conducted efficiently, effectively, economically and ethically;

- n. initiating and supervising unit Duty Officers;
- o. acting as an intermediary between the CO and the officers in all matters that do not require the attention of the CO;
- p. maintaining a liaison with the Sponsoring Branch of the Royal Canadian Legion, specifically the President of the Legion, Poppy Canvas Officer and the Cadet Liaison Officer;
- q. maintaining a Liaison with the Corps representative of the Army Cadet League of Canada. Attend Southern Zone meetings on behalf of the Commanding Officer when the CO is unable to attend;
- r. acting as the Commanding Officer's representative on the Parents Advisory Committee when required;
  - I. acting as OIC of all non-training-related activities/events involving Cadets including all fundraising events, Regimental Parades, Poppy Tagging, Christmas Dinner, Year End Dinner, Annual Ceremonial Parade, and any other activity as assigned by the Commanding Officer:
  - II. Create sign-ups using Sign-Up Genius to track attendance and communicate information to participants
  - III. Post information to Blog regarding events;
- s. Act as OIC and liaise with the cadets and other parties required in the planning and execution of the activity; and
- t. Carrying out all other duties assigned to him/ her by the Commanding Officer.

## **2.6 ADJUTANT**

The Adjutant shall act as the personnel staff officer of the 2137 RCACC and is responsible to the Commanding Officer for all duties.

1. The Adjutant is accountable for the following:
  - a. acting as the protocol advisor to the CO;
  - b. ensuring that standing orders, security orders, fire orders and range orders are reviewed and updated;
  - c. ensuring that routine orders are issued monthly and coordinate the Commanding Officer's input into Routine orders, as well as ensuring that all promotions and appointments are accurately reported;

- d. conducting investigations and enquiries and maintain all related documentation as required;
- e. ensuring that safety is incorporated in all aspects of the Corps and that he/she supports the Regional General Safety Program;
- f. ensuring the environmental stewardship is incorporated in all aspects of the Corps and that he/she supports the Regional Environmental Policy;
- g. ensuring that a harassment free corps is maintained and that he/she supports he department harassment policy;
- h. ensuring that ethical behaviour is incorporated in all aspects of the corps and that he/she supports the department ethics policy;
- i. ensuring that all activities for which he/she is responsible are conducted efficiently, effectively, economically and ethically;
- j. be responsible for the accuracy and submission of all reports and returns to Region;
- k. responsible for the dress, drill and deportment of Officers of 2137 RCACC;
- l. responsible for all staff in/out clearance routine, including scheduling an interview with the Commanding Officer;
- m. responsible for all cadet in/out clearance routine, interviewing all cadets on behalf of the Commanding Officer
- n. acting as OPI for exchanges with other Cadet Corps as well as any joint exercises;
- o. ensuring Officer Duty lists and Cadet Duty NCO lists are prepared, maintained and published in Routine Orders and supervise the Duty Officers as necessary;
- p. ensuring that all personnel are familiar with the Standing Orders and any other orders (including those from Region) published for 2137 RCACC;
- q. ensuring that the Platoon Commanders keep accurate and complete records of all Cadet training progress and that Cadets are interviewed on a regular basis. In particular ensure that all new Cadets are interviewed by the CO, DCO or Adjt within 6 weeks of joining 2137 RCACC; and
- r. carrying out all other assigned duties as assigned by the Commanding Officer.

## **2.7 OPERATIONS OFFICER**

The Operations Officer (Ops O) is responsible to the Training Officer for supporting the administration and logistics of all training activities planned by the training department. The Ops O role is an important level of support provided to the Trg O and all OPIs to ensure that all activities meet safety & training standards, QSP requirements, and are run in the most efficient and economical means possible. The primary role of the Ops O

is to ensure that all administration and logistical arrangements for training activities are completed in a timely manner in order to meet approval requirements. For these purposes a training activity is any training event that occurs away from the LHQ, outside of the LHQ training periods on parade nights, or any activity as designated by the Trg O.

2. The Operations Officer shall be responsible for the following:
  - a. ensuring that safety is incorporated in all aspects of training activities and that he/she supports the corps general safety program;
  - b. ensuring that environmental stewardship is incorporated in all aspects of training activities and that he/she supports the corps/region environmental policy;
  - c. ensuring that a harassment free environment is maintained and that he/she she supports the CCM harassment policy;
  - d. ensuring that ethical behaviour is incorporated in all aspects of the training activities and that he/she supports the CCM ethics policy;
  - e. leading personnel assigned as OPI/NCOIC including officers, civilian instructors, volunteers and cadets and managing allocated resources in the most efficient, effective, economical and ethical manner that will optimize the direct or indirect benefit that cadets receive from the cadet programme;
  - f. complying with the regulations and orders as issued by the Minister of National Defence and the Canadian Forces;
  
3. The Operations Officer will:
  - a. ensure that all “final version” Operations Orders (Op O) are submitted to the Trg O for approval NLT 50 days prior to the start of the activity;
  - b. ensure that all training activities meet the requirements of regulations & orders (ie. CATO) and meets the standards outlined in Star Level QSPs;
  - c. coordinate or assist with coordination of all transport requirements for each activity to include bus transportation, supply vehicles and safety vehicles where appropriate;
  - d. coordinate or assist with the coordination of staff availability for attendance at activities NLT 30 days prior to a training activity;
  - e. coordinate or assist with the coordination of PAC requests (directed through the Commanding Officer) NLT 21 days prior to a training activity;
  - f. coordinate or assist with the coordination of all stores requests NLT 21 days prior to a training activity;
  - g. coordinate or assist with coordination of the sign-up process for each activity and ensure that the list of cadets participating in an activity are submitted to the Admin O NLT 10 days prior to the start of the activity;

- h. coordinate or assist with coordination of rations & feeding for all training activities (where required) including coordination with PAC (directed through the Commanding Officer) for supported feeding requirements;
- i. coordinate or assist with coordination of equipment & materiel requirements for training activities, and ensure that all equipment requests are submitted to the Sup O NLT 21 days prior to an event;
- j. coordinate or assist with coordination of POL/generator requirements for training activities including ensuring the availability of NAPTHA, propane, and generator fuel as required;
- k. ensure all administration, stores and logistical requirements are confirmed as correct NLT 7 days prior to a training activity;
- l. ensure the scheduling and conduct of FTX O Groups, FTX safety briefings, and FTX conferences on training activities as required;
- m. ensure that all receipts are retained by activity OPIs for submission to Fin O;
- n. ensure that final activity attendance is submitted to the Admin O for entry into FORTRESS;
- o. ensure that after action reporting is completed including the submission of the PXR to RCSU within 7 days following an activity and maintaining an after action file;
- p. maintain a status list of all upcoming activities to include OPI, documentation, personnel and communication requirements;
- q. ensure a thorough turn-over to a successor; and
- r. undertake other duties as assigned by the Training Officer or Commanding Officer as applicable.

## **2.8 TRAINING OFFICER (TrgO)**

The Corps Training Officer shall be responsible for the Corps Commanding Officer (CO) in matters concerning the planning and implementation of a corps training program and for carrying out all assigned duties.

1. The TrgO shall be responsible for:
  - a. ensuring that safety is incorporated in all aspects of the Corps and that he/she supports the Regional General Safety Program;
  - b. ensuring the environmental stewardship is incorporated in all aspects of the Corps and that he/she supports the Regional Environmental Policy;
  - c. ensuring that a harassment free corps is maintained and that he/she supports the department harassment policy;

- d. ensuring that ethical behaviour is incorporated in all aspects of the corps and that he/she supports the department ethics policy;
- e. ensuring that all activities for which he/she is responsible are conducted efficiently, effectively, economically and ethically;
- f. leading assigned officers, civilian instructors, volunteers and cadets and managing allocated resources in the most efficient, effective, economical and ethical manner that will optimize the direct or indirect benefit that cadets receive from the cadet program;
- g. managing the overall implementation of the corps training plan in conjunction with the A/TrgO and Level Officers;
- h. working with the Level Officers to ensure that the annual training charts, individual training records, training files, attendance records, and other associated records are accurate and up to date including Fortress entries;
- i. ensuring that the Level Officers interview their Level Cadets on a regular basis;
- j. ensuring all results for POs are entered into Fortress in a timely manner;
- k. managing and/or updating the “Advance to next star level” cadets in Fortress once the cadet completes the Recruit program;
- l. managing and/or submitting any corrections to cadets’ training files in Fortress;
- m. planning, preparing, submitting and maintaining the Unit Training Plan (UTP) under the direction of the Commanding Officer:
  - i. developing a training program in accordance with established Cadet Training Directives found in CATOs;
  - ii. completing the entire trg schedule for the upcoming year NLT 30 May of the current year;
  - iii. assigning Staff as Star Level and Recruit Course Officers;
  - iv. ensuring qualified instructors are assigned by Level Officers to individual classes;
  - v. regularly updating the schedule as required and ensuring that all instructors have sufficient notice of lessons they are scheduled to instruct;
  - vi. posting the month’s training schedule to the Training Board and to the corps website at minimum 2 weeks prior to the start of the month; and

- vii. ensuring the training program is completed.
- n. advising the CO on Corps special training projects, exercises and citizenship tours;
- o. ensuring Corps is in possession of all required training materials and reference manuals;
- p. ensuring regular evaluation of all instructors (Officer, CI, and CV) and debriefed accordingly;
- q. ensuring the ongoing individual training and development of all instructional staff;
- r. recommending individual Cadets for promotions and summer camp positions;
- s. acting as Corps Standards Officer unless another is appointed;
- t. organizing Corps drill, ceremonial parades and inspections;
- u. posting updates to the corps Blog regarding assigned training activity, as required;
- v. monitoring and supervising the Assistant Training Officer (A/Trg) and those adults designated as Level Officers in the performance of their duties;
- w. planning, preparing, submitting and maintaining all documentation required for assigned FTXs:
  - i. drafting Operations Order for review by the CO;
  - ii. preparing Warning Order for review by the CO;
  - iii. preparing, posting, and maintaining sign-up sheets for all training activities using Sign-Up Genius NLT than 30 days prior to training activity;
  - iv. following up with and updating Region on ASR requirements/changes of an activity NLT 14 days prior to training activity;
  - v. ensuring that all “final version” Operations Orders (Op O) are submitted to the CO for approval NLT 50 days prior to the start of the activity (for unsupported activities);
  - vi. coordinating or assisting with coordination of all transport requirements for each activity to include bus transportation, supply vehicles and safety vehicles where appropriate;
  - vii. coordinating or assisting with the coordination of staff availability for attendance at activities NLT 30 days prior to a training activity;

- viii. coordinating or assisting with the coordination of PAC requests (directed through the Commanding Officer) NLT 21 days prior to a training activity; this includes rations and feeding (see point below), access to trailer, and additional screened parent volunteers for supervision;
- ix. coordinating or assisting with the coordination of all stores requests NLT 21 days prior to a training activity;
- x. coordinating or assisting with coordination of the sign-up process for each activity and ensure that the list of cadets participating in an activity are submitted to the Admin O NLT 10 days prior to the start of the activity to allow the Admin Team time to identify any cadets with medical restrictions and to print off the Book of Life;
  - i. coordinating or assisting with coordination of rations & feeding for all training activities (where required) including coordination with PAC (directed through the Commanding Officer) for supported feeding requirements; (ie. Purchase of mug-up food or allowed fresh rations for snacks) NLT 23 days prior to start of activity;
- xi. coordinating or assisting with coordination of equipment & materiel requirements for training activities, and ensure that all equipment requests are submitted to the Sup O NLT 21 days prior to an event;
- xii. coordinating or assisting with coordination with Sup O of POL/generator requirements for training activities including ensuring the availability of NAPTHA, propane, and generator fuel as required;
- xiii. ensuring all administration, stores and logistical requirements are confirmed as correct NLT 14 days prior to a training activity;
- xiv. ensuring the scheduling and conduct of FTX O Groups, FTX safety briefings, and FTX conferences on training activities as required;
- xv. ensuring that all receipts are retained by activity OPIs for submission to PAC;
- xvi. ensuring that final activity attendance is submitted to the Admin O for entry into FORTRESS within ONE day of the completion of the activity;
- xvii. ensuring that after action reporting is completed within 7 days following an activity and maintaining an after-action file;

- x) maintaining a status list of all upcoming activities to include OPI, documentation, personnel and communication requirements;
- y) ensuring a thorough turn-over to a successor; and
- z) carrying out all other duties assigned to him/her by the Commanding Officer.

## **2.9 ASSISTANT TRAINING OFFICER**

The Corps Assistant Training Officer shall be responsible for the Corps Training Officer for carrying out all assigned duties.

1. The A/TrgO is responsible for the following:
  - a. ensuring that safety is incorporated in all aspects of the Corps and that he/she supports the Regional General Safety Program;
  - b. ensuring the environmental stewardship is incorporated in all aspects of the Corps and that he/she supports the Regional Environmental Policy;
  - c. ensuring that a harassment free corps is maintained and that he/she supports the department harassment policy;
  - d. ensuring that ethical behaviour is incorporated in all aspects of the corps and that he/she supports the department ethics policy;
  - e. ensuring that all activities for which he/she is responsible are conducted efficiently, effectively, economically and ethically;
  - f. leading assigned officers, civilian instructors, volunteers and cadets and managing allocated resources in the most efficient, effective, economical and ethical manner that will optimize the direct or indirect benefit that cadets receive from the cadet program;
  - g. assisting TrgO in the planning and execution of assigned training activities:
    - ii. drafting Operations Order for review by the CO;
    - iii. preparing Warning Order for review by the CO;
    - iv. preparing, posting, and maintaining sign-up sheets for assigned training activities using Sign-Up Genius NLT than 30 days prior to training activity;
    - v. following up with and updating Region on ASR requirements/changes of assigned activity NLT 14 days prior to training activity;
    - vi. coordinating or assisting with coordination of all transport requirements for assigned activity to include bus transportation, supply vehicles and safety vehicles where appropriate;

- vii. coordinating or assisting with the coordination of staff availability for attendance at assigned activities NLT 30 days prior to a training activity;
- viii. coordinating or assisting with the coordination of PAC requests (directed through the Commanding Officer) NLT 21 days prior to assigned training activity; this includes rations and feeding (see point below), access to trailer, and additional screened parent volunteers for supervision;
- ix. coordinating or assisting with the coordination of all stores requests NLT 21 days prior to assigned training activity;
- x. ensuring that the list of cadets participating in assigned activity are submitted to the Admin O NLT 10 days prior to the start of the activity to allow the Admin Team time to identify any cadets with medical restrictions and to print off the Book of Life;
- xi. coordinating or assisting with coordination of rations & feeding for assigned activities (where required) including coordination with PAC (directed through the Commanding Officer) for supported feeding requirements (ie. Purchase of mug-up food or allowed fresh rations for snacks);
- xii. coordinating or assisting with coordination of equipment & materiel requirements for assigned training activities, and ensure that all equipment requests are submitted to the corps Sup O NLT 21 days prior to an event;
- xiii. coordinating or assisting with coordination of POL/generator requirements for assigned training activities including ensuring the availability of NAPTHA, propane, and generator fuel as required;
- xiv. ensuring all administration, stores and logistical requirements are confirmed as correct NLT 7 days prior to assigned training activity;
- xv. ensuring the scheduling and conduct of FTX O Groups, FTX safety briefings, and FTX conferences on assigned training activities as required;
- xvi. ensuring that all receipts are retained by activity OPIs for submission to PAC;
- xvii. ensuring that final activity attendance is submitted to the Admin O for entry into FORTRESS within ONE day of the completion of the activity; and
- xviii. ensuring that after action reporting is completed within 7 days following assigned activity and maintaining an after-action file;

- h. assisting and/or entering results for POs into Fortress in a timely manner;
- i. assisting and/or updating the "Advance to next star level" cadets in Fortress once the cadet completes the Recruit program;
- j. assisting and/or submitting any corrections to cadets' training files in Fortress;
- k. assisting and/or working with the Level Officers to ensure that the annual training charts, individual training records, training files, attendance records, and other associated records are accurate and up to date including Fortress entries;
- l. assisting and/or ensuring that the Level Officers interview their Level Cadets on a regular basis;
- m. posting updates to the corps Blog regarding assigned training activity, as required;
- n. assisting with regular evaluation of Officers, CI's, and CV's who are instructors;
- o. ensuring that Level Officers are assessing cadet instructors regularly and debriefed accordingly;
- p. assisting Level Officers to obtain guest speakers and other voluntary instructors to supplement Corps staff;
- q. assisting Level Officers in completing and updating training records on an on-going basis;
- r. assisting TrgO with recommendation of individual Cadets for promotions and summer camp positions;
- s. working with TrgO to ensure all training outside of regular parade nights meets the standards as outlined in the Yearly Training Plan;
- t. ensuring that all training activities meet the requirements of regulations & orders (ie. CATO) and meets the standards outlined in Star Level QSPs;
- u. maintaining a status list of all upcoming activities to include OPI, documentation, personnel and communication requirements;
- v. ensuring a thorough turn-over to a successor; and
- w. carrying out all other duties assigned to him/her by the Commanding Officer and the Training Officer

## **2.10 CADET TRAINING WO**

The Cadet Training WO shall be responsible for the Corps Training Officer for carrying out all assigned duties.

1. Duties:
  - a. Assists in executing the Squadron Training Plan;
  - b. Assists the Cadet Training Level Officers, as required;
  - c. Responsible for the supervision of the Cadet Instructors;
  - d. May assign, monitor and evaluate Cadet Instructors;
  - e. Evaluate Cadet Instructors as assigned;
  - f. Compile and monitor results from Cadet Instructor evaluations;
  - g. Compile and monitor results from cadet evaluations;
  - h. Collect and forward PO Tests / Evaluations to the Trg O;
  - i. Collect and forward Lesson Plans to the Trg O;
  - j. Compiles appropriate Lesson Plans as Templates for future lessons; and
  - k. Perform all other duties as assigned.

## **2.11 CADET TRAINING LEVEL NCM**

The Cadet Training NCM is responsible to the Cadet Training WO

1. Duties:
  - l. Responsible for coordinating Instructors and reports for the Training Warrant Officer, for the assigned Level;
  - m. Ensure that Cadet Instructors have a properly prepared Lesson Plan a minimum of five (5) days in advance;
  - n. Facilitate requests for training support from Instructors to the Training Support Warrant (Trg WO) a minimum of five (5) days in advance;
  - o. Conduct evaluations of Cadet Instructors as assigned;
  - p. Review tests/evaluations as submitted by Cadet Instructors and then forward to the Training Warrant Officer (Trg WO);
  - q. Review PO Tests as developed by the Instructor and forward to the Training Warrant Officer (Trg WO) for approval a minimum of five (5) days in advance;
  - r. Provide guidance and assistance to Cadets Instructors as necessary;
  - s. Maintain a log of training issues within the Levels assigned, and advise the Training Warrant Officer (Trg WO) of problems and offer suggestions;
  - t. Perform Instructor duties as required;
  - u. Monitor the progress of the Instructors and the cadets within the level;
  - v. Responsible for conducting Cadet Instructors Evaluations, and debriefing the Cadet Instructor as soon as possible, preferably the same training night;
  - w. Submitting evaluation forms to the Training Warrant Officer (Trg WO); and
  - x. Perform other duties as assigned.

## **2.12 STANDARDS OFFICER**

The Standards Officer is responsible to the Commanding Officer for all cadet matters pertaining to standards. The Standards Officer will be responsive to the Deputy Commanding Officer.

1. The Standards Officer is accountable for the following:
  - a. maintaining regular evaluations at the corps to ensure compliance of all standards laid out in Cadet references and publications including:
    - i. Uniform inspections
    - ii. Instructor evaluations
    - iii. Cadet Performance evaluations
  - b. ensuring that safety is incorporated in all aspects of the Corps and that he/she supports the Regional General Safety Program;
  - c. ensuring the environmental stewardship is incorporated in all aspects of the Corps and that he/she supports the Regional Environmental Policy;
  - d. ensuring that harassment free Corps is maintained and the he/she supports the department harassment policy;
  - e. ensuring that ethical behaviour is maintained in all aspects of the Corps and that he/she supports the Department Ethics Policy;
  - f. ensuring that all activities in which he/she is responsible are conducted efficiently, effectively, economically and ethically;
  - g. ensuring the physical and emotional safety of cadets during cadet activities;
  - h. ensuring cadet training is delivered in accordance with current directives and that it is delivered in a challenging, interesting manner that cadets should find enjoyable;
  - i. complying with the regulations and orders as issued by the Minister of National Defence and the CF;
  - j. ensuring cadets are medically and physically fit to undertake the activities and training which they are expected to perform at the Corps;
  - k. supporting the Training Department in ensuring the delivery of cadet training is of high quality;
  - l. monitoring and supervising of those senior cadets designated as Platoon Commanders in the performance of their duties;
  - m. ensuring cadet performance evaluations (leadership assessments) are submitted to the Training Department on a monthly basis;

- n. mentoring and providing feedback to the Platoon Commanders to successfully execute positions assigned;
- o. ensuring the supervision and monitoring of those senior cadets designated as Section Commanders in the performance of their duties;
- p. conducting in-class instructor evaluations as required, but at least once per month; ensuring that all cadet instructors receive one evaluation from the StdsO;
- q. performing uniform inspections of Senior Cadets (WOs and above) on a rotating schedule, no less than once per month;
- r. advising the Training Department with regards to the training programme and class allocations;
- s. ensuring Corps dress and deportment (for both cadets and officers) is to a level that reflects the level of commitment associated with the affiliation to the Calgary Highlanders Regiment;
- t. ensuring a high standard or discipline, dress, and efficiency is maintained at all times; and
- u. carrying out all other assigned duties as assigned by the Commanding Officer.

### **2.13 LEVEL OFFICER**

The Level Officer is responsible to the Training Cell (Training Officer, Assistant Training Officer, Training NCOs) for all matters pertaining to the training of the cadets in their star level, is the point of contact (POC) for the senior teaching staff cadets, and is a subject matter expert (SME) for their star level. This role is integral in the administration and management of the cadet training program and distributes the work load of the Training Cell.

1. The Level Officer is the immediate supervisor of the Senior Teaching Staff Cadets assigned to instruct that star level and is a POC for the cadets in the star level. The Level Officer will ensure the senior teaching staff cadets are delivering what's appropriate for the star level: in a timely manner, that the cadets within the star level understand what is being taught, and provide guidance and leadership to all instructors assigned to their star level. The Level Officer is responsible for coaching and mentoring the cadets under their star level to ensure successful completion and execution.
2. The Level Officer will:
  - a. Meet with the Training Cell (no later than end of September) and provide input on which Senior Cadets will be assigned to their star level
  - b. Ensure that their assigned instructor is prepared, present, and able to conduct their respective classes.
  - c. Find a replacement or work with the Training Cell to find a replacement should an instructor be unable to teach or unable to find a replacement.
  - d. Instruct a portion of the classes
  - e. Set the expectations and accountabilities of their star level instructors, which include, but are not limited to: when and how lesson plans are submitted, how to notify level officer of instructor availability, how lessons are prepared, etc.

- i. The Training Cell will ensure all Level Officers have the schedule and classroom assignments at a minimum one month prior the classes occurring to allow for proper preparation
- ii. The Training Cell will assign instructors to the classes, however the Level Officer has the ability to review and make changes to the instructors. Any changes need to be communicated to the Training Cell.
- f. Commit to following up (either through text/email/phone/Slack) with their instructors (24 or 48 hours before Thursday) to ensure they are prepared to teach. If the instructor is unable to teach, work with the instructor to find a replacement or work with the Training Cell to find a replacement.
- g. Provide feedback and suggestions on instructional technique through formal and informal evaluations. Evaluations can occur at the discretion of the Level Officer, but will follow the general guidelines below:
  - i. Formal evals by Level Officer: 1 per semester; however if instructor is really struggling, do more evals; this will be worked out between the level officer and the cadet
  - ii. Formal evals by someone other than the Level Officer (can be anyone – another Level Officer, TrgO, A/TRgO, or any other staff): 1 per semester
    - a. Formal evals sequence: start with Level Officer, then other Officer, then Level Officer, and finish with other Officer
  - iii. Informal evals by Level Officer: constantly do and use the feedback form (in PI Comd binder folder) to build a good working relationship with their instructor
  - iv. Evaluations are due to the Training Cell by 1 Dec (for Fall Semester) and by 1 May (for Winter Semester)
  - v. The Level Officer will work out amongst the staff when the evaluations will occur and by whom.
- h. Maintain the timings for the class (ie. If a class is taking too long to get started, classes are missed/reschedule/redone)
  - i. figure out ways to take away barriers; work with the Training Cell to advise them on what classes are missed, or if a class needs to be rescheduled/redone
- i. Maintain accurate training records using the Star Level PO Completion spreadsheet on all the cadets in their star level. The spreadsheet will list all the POs and the associated FTX/extracurricular activity required for completion. The Level Officer will mark on the spreadsheet whether or not the cadet has completed the PO.
  - i. Senior Cadets, managed by the Level Officer, will transfer the data from the spreadsheet into the Qualification Record, which is found in the PI Comd Binder.
    - a. If a cadet requires a CO's Waiver (to waive them from completing a PO), the cadet has NOT achieved their star level.
    - b. Cadets need to participate in **all** POs in order to obtain their star level/or promotion.
    - c. Qualification Records should be completed no later than two weeks prior to the Mess Dinner.
  - ii. The Training Cell will then enter the PO results and training record information into Fortress using the completed Qualification Records.
- j. Work with the Training Cell to arrange retesting or any missed performance checks for the cadets in their star levels.
- k. Work with the PI Comd on the completion of the required assessments for cadets in the Silver, Gold, and Master Cadet Star Levels.
- l. have a complete understanding and clear picture of each cadet's progress throughout the year, as well as their strengths and weaknesses. This information can and may be used for Summer Camp selection.

- i. Cadets wishing to attend summer camp shall be nominated by their PI Comd; however, the Level Officer also has an informal role on nominating cadets for summer camp by ranking the cadets into thirds (top, middle, bottom) based on their interactions in the classroom.
- ii. Staff Cadet nominations shall be done as a joint effort between the Level Officer, the Master Cadet Level Officer and the PI Comd. The PI Comd will make the final recommendation.
- iii. To assist with this decision-making process, the CO/DCO/AdminO will hand out a list of all cadets by platoon to the PI Comd by mid-November. The PI Comd and the Level Officers (where required) will rank ALL the cadets in their platoon in the order they wish to nominate. For each cadet nominated for Instructor, Advanced, and Staff positions, the PI Comd and Level Officer will write their recommendation comments. Nomination lists are due to the CO/DCO by the first Parade night in December.
- m. Perform other duties as assigned by the Training Cell.

#### **2.14 STAR LEVEL COURSE SENIOR.**

The Star Level Senior is responsible to the Duty Officer and the Duty NCO Staff for the performance of all duties. The position is considered a leadership development opportunity and will be detailed on the Monthly Routine Orders as assigned by the Training Officer on the recommendation of the Platoon Commanders. The Star Level Senior is responsible for all of the cadets in their assigned training level for the duration of the training session, and will be identified by wearing the Star Level Senior Brassard;

1. The Star Level Senior is responsible for:
  - a. ensuring they are present for their leadership assignment, and if unable to attend are required to notify their Platoon Commander so that a replacement can be assigned;
  - b. assisting with maintaining the conduct and discipline of all cadets in the star level;
  - c. ensuring that all cadets are on time for assigned instructional periods, parades, and any other timings as assigned;
  - d. assisting instructors with set-up and take-down of all training areas;
  - e. ensuring that all garbage and training materials are removed from the classroom at the end of the session;
  - f. ensuring that the whiteboards are wiped clean at the end of the training session;
  - g. ensuring the tables are returned to original starting position and chairs are placed on top of the tables at the end of the training session;
  - h. ensuring that all windows are closed and lights are turned off at the end of the training session;
  - i. in the event of an emergency, ensure that all cadets in the star level evacuate in a safe and orderly fashion to the designated evacuation point, closing all doors and windows before leaving and instructional area;
2. The Star Level Senior will:
  - a. Report to the Duty Officer at 1815 hrs;
  - b. Wear Star Level Senior Brassard for the duration of the duty;

- c. Ensure uniform meets or exceeds the expected standard (will be inspected by Duty O);
- d. Supervise, encourage and motivate the cadets in their Star Level;
- e. Report any concerns to the Duty Officer or Duty NCOs;
- f. Notify Platoon Commander/Duty Officer of any cadets that deserved to be recognized for excellence;
- g. Assist Duty NCOs with any tasks as assigned; and
- h. Remain at the armoury until dismissed by Duty Officer.

## **2.15 ADMINISTRATION OFFICER (Admin O)**

The Unit Administration Officer shall be responsible to the Commanding Officer for carrying out all duties as assigned.

1. The Administration Officer shall be responsible for:
  - a. Maintaining an adequate stock of forms required for the administration of the Cadet unit in all respects;
  - b. Circulating all incoming and outgoing correspondence, orders and directives and ensuring that circulation documents move through the unit within 30 days;
  - c. Controlling all relevant publications and entering all amendments on receipt and notifying appropriate staff members of the changes while ensuring that CATO and PRCI changes are posted as per SOPs;
  - d. Maintaining the unit filing system, ensuring that all material is filed neatly and that it is organized in such a fashion as to be accessible and easily accessible;
  - e. Maintaining attendance records of CIC officers and CI's for purposes of Pay and personal records. This will be done monthly and submitted promptly by the end of the current month for signature of the Commanding Officer;
  - f. Maintaining a complete personal file on each Officer, CI and CV of the Corps ensuring that all changes are filed promptly and that appropriate security is maintained of the records;
  - g. Maintaining a complete personal file on each Cadet (via FORTRESS) ensuring that all changes are filed promptly and that appropriate security is maintained of the records:
    - i. Ensuring that a complete cover sheet is maintained on each Cadet's file
    - ii. Ensuring that promotions, training decisions, awards/achievements are marked promptly on each file
  - h. Ensuring that 2137 Routine Orders are posted immediately on the Corps Training Board and that Region and 2137 Routine Orders are circulated to all staff and the Sr Cadet Command Team via email;

- i. Ensuring prompt and proper submission of all claims;
- j. Entering new Recruit information into Fortress and creating new Pers file for each cadet upon submission of paperwork from the Recruit Officer:
  - 1. IMMEDIATELY (the first night) create a Pers file for the Cadet and ensuring that all application paperwork is completed BEFORE any Cadet engages in any FTX activity;
  - 2. Following up on missing documents during the initial 2 weeks and taking action directly with parents to ensure documents are completed NLT week 3; and
  - 3. Mailing any DHQs received to RCMLO; complete a Document Transit Receipt to capture when forms were mailed out.
- k. Monitoring Cadets with attendance issues and notifying the CO, DCO, and Level Officers when any Cadet has had 3 consecutive unexplained absences or 5 consecutive absences of any type;
- l. Upon direction of the CO, initiating kit recovery procedures with the designated Officer (usually SupO) and recording recovery, filing the kit issue form as the last item in the file, then moving the active file to old filing;
- m. Ensuring that Officers/staff mailboxes are cleared regularly;
- n. Meeting with Parents at the Direction of the Commanding Officer to ensure the prompt distribution of summer training applications and checking the documents together with the parents for completeness and accuracy immediately upon completion (once per year);
- o. Preparing and expediting all reports, returns, documents and other correspondence for the Commanding Officer's signature;
- p. Post any Administration related requirements to the Blog;
- q. Work with the Adjutant to fill in Duty Officer/Duty NCO, promotions, and awards information in Routine Orders;
- r. Prepare a draft of Routine Orders NLT the 15 of each month for the CO; and
- s. Other duties as directed by the CO.

## **2.16 ASSISTANT ADMINISTRATION OFFICER**

The Unit Assistant Administration Officer shall be responsible to the Administration Officer for all duties including the following:

- 1. Check corps mailbox
- 2. Log all inbound and outbound documents in the Mail log;

3. Ensure attendance sheets for all training activities are printed and ready for use;
4. Enter regular training night attendance into Fortress NLT Friday of the same week;
5. Check all voicemails and record in the Voicemail log;
6. Verify that cadets do not have medical restrictions preventing them from attending field training exercises prior to the activity; if medical restrictions exist, notify the CO, TrgO, and A/TrgO immediately;
7. Prepare the Book of Life, which includes cadets contact information, DND2299, CF98, and medical summary, prior to every cadet activity;
8. Assist with kit recovery procedures by following up with NES cadets;
9. Print all cadet-related paperwork that needs to be completed;
10. Ensure all pers files are up to date;
11. Maintain emergency contact sheet and ensure that the OPI of every event has an up to date and complete record of all emergency information of all staff and Cadets;
12. Maintain the phone lists – ensure Platoon and Section Commanders receive a current copy of their respective platoon/sections at the beginning of every month;
13. Maintain the unit's nominal role;
14. Update the unit's organizational chart and ensure Platoon and Section Commanders receive a current copy of their respective platoon/sections at the beginning of every month;
15. Entry and maintenance of information for Fortress under the direction of the Administration Officer;
16. Assist with entering new Recruit information into Fortress and creating new Pers file for each cadet upon submission of paperwork from the Recruit Officer:
  - a. IMMEDIATELY (the first night) create a Pers file for the Cadet and ensuring that all application paperwork is completed BEFORE any Cadet engages in any FTX activity;
  - b. Following up on missing documents during the initial 2 weeks and taking action directly with parents to ensure documents are completed NLT week 3; and
  - c. Mailing any DHQs received to RCMLO; complete a Document Transit Receipt to capture when forms were mailed out; and
- a. Any other duties assigned by the CO or the Admin O.

## **2.17 ADMIN WO**

Assist the Admin WO to perform the following tasks:

1. Duties:
  - a. Ensure attendance rolls for activities are printed and distributed accordingly;
  - b. Assist in entering attendance records for regular, mandatory support, optional, and all other training periods;
  - c. Assist in initiating the Taken on Strength (TOS) procedure for all new cadets;
  - d. Assist in the Struck off Strength (SOS) procedure for all departing cadets;
  - e. Advise Supply of names of cadets newly enrolled and departing cadets;
  - f. Check the Corps voicemail and log all messages in the phone log, flagging important ones with the CO or DCO;
  - g. Assist in preparing all health and emergency documentation for any and all activities;
  - h. Assist in maintaining the Corps filing system;
  - i. Ensure proper disposal of documentation containing personal information;
  - j. Maintain the accessibility of reference material for all instructional staff;
  - k. Update, print, and post the monthly Corps Calendar;
  - l. Maintain the Corps bulletin board on the Parade Square;
  - m. Create and manage a Corps Duty Roster and its distribution; and
  - n. Perform other duties as assigned.
  - o. Announce at beginning of parade any cadets that have outstanding paperwork to be accepted or returned.
  
2. Duration: One year, from September to June of the training year.

## **2.18 SUPPLY OFFICER (Sup O)**

The Sup O is responsible to the CO for the security and care of all material issued to or purchased by the corps.

1. The SupO shall be responsible for the following:
2. ensuring that safety is incorporated in all aspects of the Corps and that he/she supports the Regional General Safety Program;
3. ensuring the environmental stewardship is incorporated in all aspects of the Corps and that he/she supports the Regional Environmental Policy;
4. ensuring that a harassment free corps is maintained and that he/she supports he department harassment policy;
5. ensuring that ethical behaviour is incorporated in all aspects of the corps and that he/she supports the department ethics policy;

6. ensuring that all activities for which he/she is responsible are conducted efficiently, effectively, economically and ethically;
7. ordering, receiving, issuing, and exchanging material;
8. undertaking measures for recovering uniforms of cadets no longer parading with the unit;
9. leading assigned officers, civilian instructors, volunteers and cadets and managing allocated resources in the most efficient, effective, economical and ethical manner that will optimize the direct or indirect benefit that cadets receive from the cadet program;
10. ensuring all Cadets who have completed their enrolment and have demonstrated an interest in remaining with Corps are issued uniforms in a timely manner (no later than 4 weeks upon joining); and that enrolled Cadets receive appropriate Highland regalia as per Orders of Dress standard;
11. ensuring that all Officers entitled to Highland regalia are issued with that regalia as appropriate and timely and that they are instructed in the care and maintenance of that kit;
12. demanding, receiving and returning all equipment in accordance with the established DND procedure and authorized scales of issue;
13. maintaining a liaison with the Regimental QM to ensure that items can be borrowed from Regimental stores when needed and that any such item is returned in the condition it was issued, that it is cleaned if necessary and that any defects are reported to the Regimental QM;
14. preparing all necessary documents to acquire equipment and uniforms for CO signature, and the coordination of the acquisition and storage of equipment and uniforms as required;
15. maintaining a regularly updated record of all public property both in digital and paper form on the Corps Distribution Account and all other equipment or uniforms owned or in the stewardship of the Corps and to manage the distribution of these with security and adequate records. The Commanding Officer is accountable for the expenditure of all public and non-public funds used for equipment and uniforms and the Supply Officer is the representative of the Commanding Officer in these matters;
16. maintaining an inventory (along with corps Sponsor Committee) of all NPF equipment, clothing, etc;
17. arranging for cleaning of returned uniform articles before re-issuing;
18. arranging for cleaning of field stores (sleeping bags, parkas, toques, mitts) as required;
19. maintaining/repairing field stores as required, including performing equipment checks every quarter to ensure they are functioning and ready for use on FTXs;
20. arranging repairs for all uniforms as required;

21. working with the StdsO and the DSM on ensuring all cadets are outfitted with proper Highland kit (including tailoring cadet cut-aways);
22. ensuring that all cadets issued with Highland kit, have a second cadet tunic ordered that will be maintained as part of their C1 uniform;
23. creating and maintaining a physical environment in Corps stores that is supportive of the achievement of the Corps goals and ensuring that all Corps equipment and uniforms whether publicly funded or not are maintained in a state adequate for immediate use;
24. ensuring that the physical security of the firearms and ammunition of the Corps is sufficient to meet with standards set out in CATOS, Q O&R, and any ASU, Detachment or Military Police directives. This includes maintaining a log that controls the issuance and returns of all firearms assigned or under the stewardship of the Corps;
25. shall inform the Commanding Officer immediately of any lost or stolen public or Corps property or uniforms;
26. shall ensure that kit is available when requested for all Corps events and shall ensure that the kit is issued and returned as necessary, maintaining a log of temporary issued kit whether belonging to the Corps or Detachment;
27. shall manage the repackaging and shipping of field kit as required and the security of that kit when necessary;
28. carrying out all other duties assigned to him/her by the Commanding Officer.

## **2.19 ASSISTANT SUPPLY OFFICER**

(to be developed)

Assist the supply Officer in all their duties and responsibilities as required

## **2.20 SUPPLY NCM**

The Company Quartermaster Sergeant/WO shall be responsible to the Corps RSM for carrying out all assigned duties. They shall carry out the following duties:

1. Supervise stores NCO's
2. Work with Stores O to ensure all necessary rations and equip for LHQ trg and field ops are available and in good order;
  - a. Perform simple maintenance and repairs as directed
  - b. Ensure security of Corps stores
  - c. Ensure cleanliness of Corps stores and that issued gear is cleaned as needed and returned to proper storage
  - d. Supervising cleaning of firearms
3. Uniform issue and sizing for Cadets including completion of order forms for uniform issue;
4. Assist the Administration Officer with record keeping when required

5. Assist the Corps RSM with operation of the Cadet Canteen
6. In the field, under the direction of the Stores Officer, ensure the shelter, logistic support and feeding of the Corps is satisfactory
7. Carry out all other duties assigned to him/her.

## **2.21 PLATOON COMMANDERS**

The Platoon Commander at an Army Cadet Corps is directly responsible to the Commanding Officer of the Corps for all matters pertaining to the career progression of the cadet NCOs, cadets, and any other personnel assigned to that platoon. This appointment is an integral part of the capacity to continuously develop cadets and to provide the mentorship and support as they grow within the cadet program.

The Platoon Commander is the immediate supervising officer of the cadets assigned to the platoon. The safety and well-being of all personnel will be an overriding concern of the Platoon Commander at all times. The Platoon Commander will ensure that the individual needs of these subordinates are met, promote esprit de Corps, and facilitate a positive, fun environment. The Platoon Commander is a critical point of contact for their cadets, and is responsible for their coaching and development and will work with them to set goals and achieve results.

1. A Platoon Commander at an Army Cadet Corps shall be responsible for the following:
  - g. ensuring that safety is incorporated in all aspects of platoon activities and that he/she supports the corps general safety program;
  - h. ensuring that environmental stewardship is incorporated in all aspects of platoon activities and that he/she supports the corps/region environmental policy;
  - i. ensuring that a harassment free environment is maintained in the platoon and that he/she she supports the CCM harassment policy;
  - j. ensuring that ethical behaviour is incorporated in all aspects of the platoon activities and that he/she supports the CCM ethics policy;
  - k. leading personnel assigned to the platoon including officers, civilian instructors, volunteers and cadets and managing allocated resources in the most efficient, effective, economical and ethical manner that will optimize the direct or indirect benefit that cadets receive from the cadet programme;
  - l. complying with the regulations and orders as issued by the Minister of National Defence and the Canadian Forces;
2. The Platoon Commander will:
  - a. set the example for his/her subordinates in dress, deportment, discipline and conduct;
  - b. direct and supervise all duties of personnel under his/her control;
  - c. ensure the Platoon 2IC (Warrant Officer) is familiar with all platoon procedures and is prepared to assume command during any absence of the Platoon Commander;

- d. ensure the Platoon 2IC is developing section commanders to assume greater responsibility, including preparing each section commander to assume the duties of the Platoon 2IC during any absence;
- e. ensure that the section commanders are provided with the motivation, resources, opportunities and encouragement to lead and care for their section;
- f. Maintain Platoon Binder to include:
  - i. Platoon attendance reports,
  - ii. goal setting and action plan documents for the platoon and cadet achievement,
  - iii. recognition and feedback assessments for all cadets in the platoon,
  - iv. uniform inspections for the platoon
  - v. manage the distribution and collection of Personnel file information (Annual Validation Forms, Detailed Health Questionnaires, Summer Camp Applications, etc)
  - vi. records of when paperwork was handed back in
- g. conduct a platoon commander's period during closing parade on the first and third Thursdays of the month; use this time to get to know the cadets in the platoon and to develop SMART goals and action plans for the platoon;
- h. Meet all cadets upon assignment to the Platoon by the Administration Officer
- i. Meet with cadets in the platoon at least three times annually to assist in the development of SMART goals and action plans in order to achieve results within the cadet program;
- j. ensure that all cadets are aware of corps communication messages and act as a point of contact for all cadet questions;
- k. maintain good communication with parents or guardians with respect to routine matters related to attendance, progress of cadets and activities of the Corps;
- l. conduct interviews with platoon members should their performance deteriorate or if they are experiencing personal problems; check CATO for process
- m. guide his/her cadets in the performance of new or unusual tasks and debriefing them on completion of all tasks;
- n. promote the discipline, morale, esprit-de-corps and general well-being of the platoon;
- o. ensure that all personal kit, and equipment assigned to the platoon is maintained to a high standard and immediately on discovery, report the loss or damage of assigned equipment to the Corps Supply Officer;
- p. set an example in personal fitness & healthy living and encouraging cadets achieve physical fitness & well-being goals;
- q. make promotion, summer camp and regional directed activity participation recommendations for each cadet in the platoon;
- r. bring to the notice of the CO any members of the platoon who:

- i. are distinguished for proficiency in their duties, from incapacity or apathy, are deficient in the knowledge or execution of their duties,
- ii. do not afford him/her the support which he/she has a right to expect, and
- iii. conduct themselves in a manner detrimental to the corps efficiency or in a manner that would bring discredit to the corps and/or the CCM;
- s. Be the stop-gap for managing issues/conflict, before escalating to UCCMA; work towards resolving conflicts at the lowest level;
- t. Work with other Platoon Commanders and communicate with each other on best practices for managing the platoon;
- u. report matters of concern or incidents that require the attention of superiors to the appropriate authority (ASAP) and demonstrate that we have escalated the issue (what would this look like on the Globe and Mail?);
- v. attend all administrative or disciplinary interviews involving members of the platoon;
- w. ensure a thorough turn-over to a successor;
- x. undertake other duties as assigned by the Commanding Officer

## **2.22 BAND OFFICER**

The Band Officer shall be responsible to the Commanding Officer for all assigned duties.

The Band Officer shall be responsible for:

1. Issuing, storing, accounting for and repairing all band equipment. A record is to be kept of all equipment signed out to each band member
2. Advising and instructing band members in the proper care and upkeep of musical instruments and equipment
3. Ensuring that band members are knowledgeable of all applicable band drill in accordance with CFP 201 requirements and standards unless otherwise approved by Detachment
4. Preparing a schedule of training for the band for approval of the Commanding Officer
5. Carrying out periodic checks of equipment issued and stock verification for routine and annual inspections and inventories or as required
6. Assuming the duties and responsibilities of the Director of Music where none exists
7. Preparing a budget and ordering Band equipment and uniform material from that budget once approved
8. Ensuring the security of all Corps Owned band equipment

## **2.23 DUTY OFFICER**

The Corps Duty Officer is an Officer or Civilian Instructor who is the representative of the

Commanding Officer during all Corps activities. All Officers and Civilian Instructors will be liable for this duty. The Duty Officer is detailed through Monthly Routine Orders, with the tour of duty consisting of Thursday parade nights.

1. The Duty Officer will:
  - a. Report to the Commanding Officer by 1800hrs for any instructions.
  - b. Report to the Administration Office NLT 1815hrs to pick up Duty Binder and Duty Radio
  - c. Ensure the Sr Duty NCO and Jr Duty NCO have reported in by 1815hrs and picked up their Duty Binder and Duty Radio. In the event that one or both of the duty NCOs are not present, the Duty Officer will select cadets to fill the positions.
  - d. *Inspect the uniforms of the Duty NCOs. If the uniform is below standard, the Duty Officer will record this on a chit and submit it to the TrgO.*
  - e. Deliver instructions to the Duty NCOs and ensure that the Duty NCOs perform their duties as outlined in the Duty NCO report.
  - f. Carry out duties as outlined in the DutyO report.
  - g. Fulfill the role of the Reviewing Officer for opening and closing parade. The only exception will be the closing parade on nights designated as "CO's Parade".
  - h. Meet any guests, speakers, or visitors and escort/introduce them to the Commanding Officer.
  - i. Debrief and dismiss the Duty NCOs, ensuring Duty Binder and Radio are returned to the Orderly Room and the Duty NCO report is completed.
  - j. Remain at the Armouries until all cadets have been released to their parents/guardians.
  - k. Alarm the Armouries and lock the gate to the North parking lot.
  - l. Command at the scene of an emergency until help arrives.
  - m. Arrange for a replacement if an absence is known.
  - n. Perform all other duties as assigned by the Commanding Officer.
  
3. Dress for the Duty Officer will be the dress of the day.

## **2.24 CADET CORPS RSM**

The Cadet RSM answers directly to the CO and is normally the CO's closest advisor on all matters related to the Cadets of the Corps. The CO will normally consider the recommendations of the Cadet RSM in the matter of rank appointments, assignments and NCO training and development. The RSM will advise the CO regarding those cadets being considered for medals or awards. As the most senior cadet, the RSM will set the standard in Drill, Dress and Deportment, and act as both a role model and mentor to all cadets in the corps. The RSM is expected to maintain a high level of cadet knowledge, to exemplify a highly professional image and to instill pride in being both a member of the cadet corps and a part of the extended Regimental Family.

1. The responsibilities of the Cadet RSM include:
  - a. being responsible for the overall conduct, dress, discipline, and morale of the Corps at all times;
  - b. knowing the capability and character of each WO and NCO in the unit and providing advice to the CO concerning appointments to rank and positions;
  - c. supervising the Cadet CSMs and monitoring the activities of all unit WOs and NCOs through the appropriate chain of command;
  - d. monitoring the training and instruction of new cadets;

- e. informing the CO of any circumstances affecting the morale and welfare of the Corps;
- f. accompanying the CO on all CO inspections;
- g. being present for the counseling of cadets NCOs when requested by CO;
- h. receiving and consolidating all parade states, status reports and returns from the PL WOs/CSMs;
- i. publishing and monitoring the duty roster for all unit WOs and NCOs;
- j. maintaining a leave roster for all unit WOs and NCOs;
- k. ensuring problems and concerns are passed up the Chain of Command;
- l. ensuring that all cadets avoid damage to the LHQ and any other barracks or facility used by the Corps and also ensure that any damage that may occur is reported to the Duty Officer;
- m. ensuring a high standard of drill, dress, and deportment is maintained by all Cadets of the Corps;
- n. keeping all cadets of the corps informed of all events and happenings utilizing the Platoon Command structure;
- o. maintaining a high standard of drill, dress, and deportment at all times;
- p. working to develop the leadership and technical skills of the Cadet NCOs and especially the CSM, Platoon Warrant Officers and Company Quartermaster Sergeant;
- q. taking a personal interest in training Corps personnel for ceremonial parades, guard mountings and other special activities;
- r. ensure that all orders and regulations are adhered to by all Cadets; and
- s. carrying out all other duties assigned to him/her by the Commanding Officer.

3. The RSM will:

- a. act as a direct liaison between your subordinates and the Commanding Officer;
- b. actively participate in weekly training nights and activities;
- c. act as Parade Commander for Annual Review and other parades where Officers are not on Parade;
- d. assist the Corps Training Officer as directed by CO, especially in the mentorship of National Star and Master Cadet candidates;
- e. ensures that replacements are always being trained to assume the duties of RSM;
- f. notify your superior if you unable to attend a training night or activity; and
- g. perform all other duties as assigned.

## **2.25 CADET CORPS CSM**

The Cadet Company Sergeant Major is responsible to the CO for the performance of all duties, but will normally be supervised by the Cadet Regimental Sergeant Major in most routine matters. The Cadet CSM is closely involved in monitoring, advising and providing assistance to the Platoon Warrant Officers and other Cadet Senior NCOs. The CSM has a direct interest in supervising cadets assigned to Corps Platoons, and is ultimately responsible for the development of Platoon WO's, Platoon 2IC's and Section Commanders. In the Field the CSM plays a key role in the establishment and operation of the Field HQ, including the assignment of Duty NCOs and Fire Safety Piquets.

1. The responsibilities of the CSM include:

- a. supervising the daily routine throughout the Corps with particular emphasis on communication, ensuring that timings are met and ensuring that cadets are prepared for training activities;
- b. ensure that Platoon WO's, Platoon 2IC's and Section Commanders are actively engaged in their duties & responsibilities;
- c. supervise platoon uniform inspections and to monitor platoon & individual results;
- d. in garrison or the field, supervising the issue of any cadet meals or rations to ensure all cadets are adequately fed;
- e. in garrison or the field, ensuring that personal kit and corps training equipment are maintained in an orderly fashion;
- f. in garrison or field, monitoring the welfare and behaviour of cadets undergoing training and addressing issues up the chain of command;
- g. in the field assisting the Officers in the establishment, operation and security of the Corps in the Field, including the establishment of a radio net and to monitor all radio communications;
- h. in the field, establish and supervise fire piquets; and
- i. in garrison or the field, ensuring that training areas are kept clean, ensuring thorough garbage sweeps occur during and before departure and that environmental protection measures are followed.

The CSM will:

- a. set a high standard in Dress, Deportment and Behaviour;
- b. correctly form all Corps parades and turn these over to the Cadet RSM;
- c. train and supervise the Corps flag party;
- d. gather and review parade states (attendance rolls) and uniform inspection forms to ensure their accuracy and pass these on to the Cadet RSM;
- f. advise the Cadet RSM on the matter of the progress and performance of Cadet WOs and NCMs, making recommendations on suitability for advancement or awards; and
- g. assume the duties of the Cadet RSM if required to do so.

## **2.26 CADET CORPS DSM**

The Cadet Drill Sergeant Major is responsible to the CO/Standards Officer for the performance of all duties, but will normally be supervised by the Cadet Regimental Sergeant Major in most routine matters. The Cadet DSM is the RSM's closest advisor in all matters related to drill and ceremonial at the corps. The Cadet DSM is closely involved in monitoring, advising and providing assistance to the Platoon Warrant Officers and other Cadet Senior NCOs in their drill, dress, and deportment. The Standards Officer will normally consider the recommendations of the Cadet DSM in the matter of drill and ceremonial including parade formation, traditions, and parade history. The Cadet DSM will assist the RSM in setting the standard in drill, dress, and deportment and act as the reference for the aforementioned items to all cadets in the corps. The DSM is expected to maintain a high level of deportment and seriousness, to exemplify a highly professional image and to install pride in being both a member of the cadet corps and a part of the extended Regimental family.

1. The responsibilities of the DSM include:
  - a. Attend all regular training nights.

- b. Provide support to the CSM or RSM, if required, by monitoring classes and instructors and evaluating the performance of existing classroom monitors; ensure proper lesson, use of good drill training aids and proper questioning techniques.
- c. Monitor a drill class each training night and submit to the Star Level Officers for mentorship and corps instructor requirements.
- d. Ensuring that parade drill and dress standards in the corps conform to the requirements outlined in A-PD-201-000/PT-000 The Canadian Forces Manual of Drill and Ceremonial; A-AD-265-000/AG-001 Canadian Forces Dress Instructions; CATO 46 – 01 Army Cadet Dress Regulations; Organizing cadet corps drill, ceremonial parades and inspections in coordination with the RSM.
- e. Provide guidance and act as a source of reference for all Unit Standards by:
  - f. Analyzing the efficiency of current systems and processes;
  - g. Documenting recommendations for improvements and consulting with Department I/C's and the RSM.
  - h. Reporting all findings, observations and recommendations in a monthly summary to the RSM, and Standards Officer / DCO
  - i. Conduct marked Spot Check Inspections of all NCO's and Cadets
  - j. Regularly inspected for badge placement accuracy and shoulder flashes of all cadets
  - k. Patrol marching/saluting zones and ensuring activity is in accordance with unit standing orders.
  - l. Act as RSM/CSM in their absence, if tasked by CO
- m. Undertake any other duties as directed by the Commanding Officer and Adjutant/Standards Officer.

The DSM will:

- a. review the Canadian Forces Manual of Drill and Ceremonial and provide advice to the CO and other Corps staff on matters related to Drill and Ceremony;
- b. monitor drill lessons to ensure they are taught correctly;
- c. train NCOs in the subject of Drill Instruction;
- d. act as an advisor for all matters related to ceremonies and protocol;
- e. have an active role in the training of Drill demonstration team.

## **2.27 COMPANY QUARTERMASTER SERGEANT / WO**

The Company Quartermaster Sergeant/WO shall be responsible to the Corps RSM for carrying out all assigned duties. They shall carry out the following duties:

8. Supervise stores NCO's
9. Work with Stores O to ensure all necessary rations and equip for LHQ trg and field ops are available and in good order;
  - a. Perform simple maintenance and repairs as directed
  - b. Ensure security of Corps stores
  - c. Ensure cleanliness of Corps stores and that issued gear is cleaned as needed and returned to proper storage
  - d. Supervising cleaning of firearms

10. Uniform issue and sizing for Cadets including completion of order forms for uniform issue;
11. Assist the Administration Officer with record keeping when required
12. Assist the Corps RSM with operation of the Cadet Canteen
13. In the field, under the direction of the Stores Officer, ensure the shelter, logistic support and feeding of the Corps is satisfactory
14. Carry out all other duties assigned to him/her.

## **2.28 PLATOON WARRANT OFFICER**

The Cadet Platoon Warrant Officer (WO) has the same administrative responsibilities for the troop as the RSM/CSM has for the Corps, and is the second in command of a platoon. The Platoon WO is both a confidant and special advisor to the Platoon Commander (PI Comd) in matters concerning the Cadets in the Platoon. The Platoon WO is always informed of the overall plan and timings and is fully capable of leading the Platoon during the absence of the Platoon Commander.

1. The Platoon Warrant Officer is responsible for:
  - a. ensuring a high standard of dress, drill & deportment in the platoon including maintaining a high level of personal dress, drill & deportment standards;
  - b. knowing the general plan for any Corps activity and the specific plan for Platoon activities;
  - c. ensure that good communication is maintained within the platoon;
  - d. providing Platoon level drill, assisting and advising the PI Comd in the supervising of the cadets, behavior correction and training;
  - e. advising the PI Comd/Corps RSM as required on training needs, promotions and appointments including proposal of cadets for positions of PI Sgt, Sec Comd, and 2ICs;
  - f. assisting the PI Comd with interviews and directly supervising the Platoon in the absence of the PI Comd; and
  - g. training and supervising the leadership development of Section Commanders.
2. The Platoon Warrant Officer will:
  - a. take the attendance at all platoon functions and provide the appropriate written report to the Cadet RSM/CSM;
  - b. ensure that weekly uniform inspection sheets are completed, results are entered in the monthly inspection report and filed in the platoon binder;
  - c. attend O Groups when invited and take notes as appropriate;
  - d. ensure weekly information is passed along to all cadets through the section commanders;
  - e. teach lessons as assigned;

- f. handle minor disciplinary problems in their Platoon;
- g. be familiar personally with all cadets in their Platoon and ensure that they are successful in the Corps
- h. ensure that the platoon is well trained in Platoon Drill;
- i. assume duties of providing supervision of the Platoon in the absence of the PI Comd;
- j. maintain a record of appropriate personal information on each Section Commander;
- h. provide advice to the Section Commanders on the conduct of their duties;
- i. where possible, lead (or act as Team Captain for) Corps Teams such as Marksmanship, Biathlon, First Aid, Orienteering;
- j. encourage the cadets of the platoon to attend regularly and motivating them to strive for excellence in all their efforts and activities;
- k. prepare themselves to assume the duties of the PI Comd during any absences;
- l. ensure that at least one Platoon NCO is trained and able to take over the duties of PI WO during any absence of the PI WO; and
- m. any other duties assigned by the PI Comd or RSM/CSM.

## **2.29 PLATOON SERGEANT**

Corps Platoon Sergeants shall be responsible to the Platoon Commanders, for carrying out all assigned duties.

Shall carry out the following duties:

1. To assist their respective Platoon Commander with carrying out his/her duties;
2. To carry out all duties of their Platoon Commander in his/her absence;
3. To directly supervise Section Commanders;
4. Carry out all other duties assigned to him/her by the Platoon WO or Platoon Officer

## **2.30 SECTION COMMANDER**

A Cadet Section Commander is the direct supervisor of the Cadets in various stages of training. The Sec Comd knows the Cadets of the Section better than anyone else in the Corps and will take a personal interest in the welfare and training of each one. The Sec Comd is directly responsible to the Platoon WO in the course of their duties.

1. The Sec Comd is responsible for:
  - a. set a positive example for Cadets of the Section to follow;
  - b. ensuring that the section works together as a team to complete assigned tasks;
  - c. maintaining section discipline by motivating the cadets and reporting any behavior problems but also by praising good effort and bringing superior performance to the attention of the PI WO and PI Comd;
  - d. ensuring that all new cadets are made to feel welcome and valued in the Corps;

- e. ensuring that all cadets in their section are informed of corps activities and messages;
- f. motivating cadets to attend regular training parades and to understand the variety of optional programs and the opportunities to participate in;
- g. assisting the cadets in keeping their clothing in good repair & wear all badges and accoutrements in the prescribed manner;
- h. ensuring the cadets are well behaved and treat each other with respect;
- i. acquiring the technical knowledge and skills necessary to perform assigned tasks; and
- j. assuming the duties of the Platoon Warrant Officer when directed.

2. Each Section Commander will;

- a. maintain a section record book containing appropriate information on each cadet in the section;
- b. make weekly contact with each cadet in the section to ensure that information is passed along and any questions the cadet has can be answered;
- c. ensure that each new cadet assigned to their section is taught how to wear their uniform and to maintain it properly;
- d. personally inspect each cadet prior to every parade;
- e. assist cadets in their section that are struggling with drill;
- f. teach or assist in teaching skills as directed;
- g. in the field, supervise and assist cadets in the section in the construction of shelters, maintenance of personal kit;
- h. in the field, ensure that an good standard of personal hygiene is maintained;
- i. in the field, ensure that all cadets are fed and have sufficient water & other fluids;
- j. account for all section equipment and ensure that cadets of their section can account for their own personal equipment; and
- k. make sure that each cadet in their section is having fun.

### **2.31 ASSISTANT SECTION COMMANDER**

The Corps' assistant section commanders shall be responsible to the Section Commander for carrying out all assigned duties.

They Shall carry out the following duties:

1. To assist their respective Section Commander with carrying out his/her duties;
2. To carry out all duties of their Section Commander in his/her absence;

### **2.32 CORPS CADET CORRESPONDENT**

The Corps Cadet Correspondent is responsible to the Commanding Officer and will assist the Commanding Officer with PA planning for events, engaging youth in crafting web and social media content, interacting with the public and the media as a spokesperson for cadets, writing articles and gathering still and video imagery.

2. The responsibilities of the corps cadet correspondent include:
  - a. Providing four (max) high quality photos of each training night, including pertinent info about each photo;
  - b. Providing one Hometownner (with a minimum of 1 photo) per month;
  - c. Providing 8-12 (max) high quality images per special event, including pertinent info about each photo;
  - d. Updating the corps Instagram account with photos from training activities and special events; and
  - e. Updating the monthly events in the monthly MailChimp newsletter NLT the first day of the next month (ie. February newsletter, updates to MailChimp due 1 Feb; March newsletter, updates to MailChimp due 1 Mar, etc).
3. The Cadet Correspondent will be provided with the required equipment if necessary, and will be responsible for the care of this equipment. Training will be provided as necessary. Images are due by the end of the training night/event unless otherwise stated.

### **2.33 PIPE MAJOR**

The Pipe Major shall be responsible to the 2137 Pipes and Drums Officer and RSM for the dress, deportment, discipline and musical execution of the band. This includes directing the overall outcome of performance and other designated parades in cooperation with event coordinators.

1. The Pipe Major shall:
  - a. When on parade, be responsible for maintaining good order and discipline, be familiar with drill movements, set the example with regards to musical performance, expectations and execution;
  - b. Ensure the musical performances are carried out and maintained to a high standard;
  - c. Manage the duty piper schedule to include General salutes, raising and lowering the flag (sunset), Remembrance Day ceremonies, Mess Dinners, etc;
  - d. Act as duty senior cadet when necessary;
  - e. Be the primary instructor for band ensemble periods and act as positive role model, coach and mentor to fellow musicians in the band;
  - f. Provide input and recommendations for musical selections, sets and performances;
  - g. Ensure the band is turned out on parade and performances at designated times, this includes the band already being tuned,
  - h. Participate in MusCon, Level Testing and Leadership weekends,
  - i. Assist in creation of Pipes and Drums training plan,
  - j. Assist in reaching out to other Corps and Squadrons for collaborating events relevant to the Combined Cadet Pipes and Drums band,
  - k. Assist in instruction when necessary; and
  - l. Be responsible for ensuring that when on, and off parade, course cadets are properly turned out and dressed.

2. The Pipe Major shall perform any other duties as assigned by the Pipes and Drums Officer, RSM and CO.

### **2.34 DRUM MAJOR**

The Drum Major shall be responsible to the P&D O and RSM for the dress, deportment, discipline and drill of the band. This includes directing the overall outcome of performance and other designated parades in cooperation with event coordinators and the Pipe Major of the band.

3. The Drum Major shall:

- a. When on parade, be responsible for maintaining good order and discipline, be familiar with drill movements and assist in the logistical support of activities;
- b. Ensure the dress of the band is maintained to a high standard;
- c. Act as drummer when necessary;
- d. Ensuring timings are met for all parades and performances;
- e. Act as duty senior cadet when necessary;
- f. Be the primary instructor for band drill periods and act as the SME in that regard;
- g. Conduct recce with DSM, CSM and RSM members for parades and ceremonial events as required;
- h. Assist in instruction when necessary; and
- i. Be responsible for ensuring that when on, and off parade, course cadets are properly turned out and dressed.
- j. Be familiar with the Canadian Forces Manual of Drill and Ceremonial (A-DH-201-000/PT-000) Chapter 14 in Band Drill.
- k. Leading and directing the band in warm up exercises, tune ups, and on parade.
- l. Assist in the coordination of music activities under direction of the P&D O;
- m. Participate in MusCon, Level Testing and Honour Band/Leadership weekends;
- n. Assist the Supply Officer in conducting band instrument and asset inventory;

4. The Drum Major shall perform any other duties as assigned by the P&D O, RSM and CO.

### 3 DRESS AND DEPARTMENT

#### 3.1 Dress

1. All members of the Corps will adhere to the following Corps Dress regulations:
2. All Cadets shall conform to the Army Cadet Dress Regulations, CATO 55-04
3. All CIC Officers shall conform to the Canadian Forces Dress Regulations.
4. Under no circumstances shall civilian articles of clothing be worn with any part of an Army Cadet or CF uniform. Exceptions are made for Cadets who do not have an Army Cadet issued or appropriate CF Surplus jacket to wear in inclement weather.
5. All Civilian Instructors shall wear appropriate attire during Corps training nights and training activities;
6. Officers are responsible as per Regimental Policy to purchase Regimental ties, buttons and Lovatt Hose

#### 3.1.1 The following is the order of dress for 2137 RCACC:

	CO'S DRESS	WALKING OUT	FIELD	PT GEAR
<b>OFFICERS</b>	Glen Green CF Shirt Regimental Tie Cut-A-Way CIC Collar dogs CIC Shoulder titles Regimental buttons Name tag CIC Brooch (Commissioned) Plaid (Commissioned) Argyll Kilt Kilt Panel w/ rosettes (Commissioned) Badger sporran (Commissioned) Purse sporran (Non Commissioned) Diced Hose Red flashes White spats Oxfords or brogues  Combats may be worn under the direction of the CO/Adjutant if duties warrant.	Winter: Glen Green CF shirt Dress sweater Name tag Slip-ons Argyll Kilt Black belt Purse sporran Lovatt Hose Red Flashes Oxfords or brogues  Summer: Glen Green CF shirt - short sleeve Name tag Slip-ons Argyll Kilt Black belt Purse sporran Lovatt Hose Red Flashes	Balmoral / Beret Combats T-shirt Slip-ons Name tag Boots of a pattern approved by the CO/ Adjutant	Corps T- shirt Gym Shorts Socks Runners. CF, Corps or privately purchased as desired. Officers may elect combats if their duties require that.

		Oxfords or brogues  Combats may be worn under the direction of the CO/Adjutant if duties warrant.		
<b>SNR NCM'S</b>	Glen Green CF Shirt Regimental Tie or green Cut-A-Way Collar dogs Regimental buttons Name tag Brooch (RSM) Plaid (RSM) Argyll Kilt Badger sporran (RSM) Purse sporran (all other ranks) Diced Hose Red flashes White spats Oxfords	Winter: Glen Green CF shirt Dress sweater Name tag Slip-ons Argyll Kilt Black belt Purse sporran Lovatt Hose Red Flashes Oxfords  Summer: Glen Green CF shirt - short sleeve Name tag Slip-ons Argyll Kilt Black belt Purse sporran Lovatt Hose Red Flashes Oxfords	Cadet issued field dress Tam-o-Shanter if available, otherwise Beret T-shirt Shirt Brassard with Cadet Insignia and rank. Name tag  Boots - Approved by the RSM	Corps T-shirt Gym Shorts Socks Runners  - Warm clothing depending weather
<b>JNR NCM'S</b>	Glen Beret Green CF Shirt Green tie Cadet Jacket w/ belt Cadet pants Wool or black socks Parade boots Name tag	Glen Beret Green CF Shirt -short sleeve Slip ons Cadet pants Wool or black socks Parade boots Name tag	Cadet issued field dress Tam-o-Shanter if available, otherwise Beret T-shirt Shirt Brassard with Cadet	Corps T-shirt Gym Shorts Socks Runners  - Warm clothing depending weather

			Insignia and rank. Name tag	
			Boots - Approved by the RSM	
<b>CIVILIANS</b>	Tie and Jacket or female equivalent, or clothing as appropriate to duties assigned	Business casual, including clean jeans	CF olive drab style combats with civilian instructor insignia with boots of a design approved by the Adjutant, or appropriate civilian clothing as desired.	Corps T-shirt Gym Shorts Socks Runners - Warm clothing depending weather

### 3.2 Deportment

- 3.2.1 All members of the Corps including, Cadets, Civilian Instructors and CIC Officers shall conduct themselves in a professional and responsible manner at all times.
- 3.2.2 Cadets, and Officers while in uniform shall not chew gum, slouch, saunter, place hands in pockets, smoke, walk arm in arm or similar deportment that detracts from a military bearing in the eyes of the public.
- 3.2.3 Officers are encouraged to become members of the Calgary Highland Regiment Officer's Mess

## **4 Corps Policies**

### **4.1 Smoking**

1. Under no circumstances shall Cadets smoke or be in possession of tobacco product.
2. All staff, including Civilian Instructors and CIC Officers, shall not smoke in front of Cadets.

### **4.2 Alcohol**

- 4.2.1 No Cadet shall consume or be in possession of alcoholic beverages or be intoxicated during Corps activities
- 4.2.2 No Corps staff member, including Civilian Instructors and CIC Officers, shall consume or be in possession of alcoholic beverages while in contact with Cadets or within 8 hours of being in contact with Cadets

### **4.3 Drugs**

- 4.3.1 No member of Corps, including Cadets, Civilian Instructors and CIC Officers, shall be under the influence or in possession of any illegal drug of any sort.
- 4.3.2 Corps Commanding Officer shall immediately notify proper local authorities of any breach of para. 3.3.1 above.

### **4.4 Harassment**

- 4.4.1 Under no circumstances shall members of Corps, including Cadets, Civilian Instructors and CIC Officers exhibit conduct that offends, demeans, belittles or humiliates another person.
- 4.4.2 All infractions of CFAO 19-39 (Canadian Forces Policy on Harassment) will be reported to the Commanding Officer or the immediate supervisor (Officer) of the harassed or to the Unit Human Rights Officer (UHRO).
- 4.4.3 The Unit Human Rights Advisor is responsible for the administration of the Cadet Harassment and Abuse Prevention Programme (CHAP) within the Corps, and for advising the Commanding Officer on all matters pertaining to Abuse and Harassment.
- 4.4.4 Any questions or problems regarding Abuse, Harassment, or the PSRY programme are to be directed to the UHRA.

## **4.5 Abuse**

- 4.5.1 Under no circumstances shall members of Corps, including Cadets, Civilian Instructors and CIC Officers, abuse or be abused by another person, whether that be emotionally, Physically, verbally or sexually.
- 4.5.2 All infractions of CATO 13-24 (Emotional, Physical and Sexual Abuse in the Canadian Cadet Organization) will be reported to Commanding Officer or the immediate supervisor (Officer) of the abused or to the Unit Human Right Officer (UHRO)

## **4.6 Fraternalization**

- 4.6.1 Under no circumstances shall members of the Corps display or engage in any act of a sexual nature.
- 4.6.2 Cadets shall not openly display acts of affection while at a Corps activity.

## **4.7 Attendance**

- 4.7.1 All Corps Cadets must maintain a minimum 60% attendance rate throughout the Cadet training year, unless leave of absence has been approved.
- 4.7.2 Subsequent to para.3.7.1 any Cadet who is absent for three or more training nights in a row without permission shall be SOS and recovery action for uniform undertaken.
- 4.7.3 It is the responsibility of the individual Cadet to inform the Section Commander or if impossible, the Platoon Commander, RSM or Admin O of his/her reason(s) for being absent from a Corps training night or compulsory training activity.

## **4.8 Discipline and General Conduct**

- 4.8.1 The Commanding Officer is responsible for the good order and discipline of the Corps. However, authority for the maintenance of discipline will be delegated to the members of the staff, and in selected cases to Senior NCO's of the Corps.
- 4.8.2 All Unit personnel will conduct themselves in a manner to reflect credit upon the Cadet Corps, and the Canadian Cadet Movement whether in, or out of uniform. Improper conduct may result in the termination of Cadet service, reduction in rank, extra duties, or other action as ordered by the Commanding Officer
- 4.8.3 No member of the Corps will "pass a fault". It is the responsibility of all ranks to ensure that when a fault is noticed, that it is mentioned and corrected. All Officers and N.C.O.s will see that faults in subordinate ranks are corrected, while those of equivalent rank will make note to one another so as to advise fellow Officers and N.C.O.s of the situation. This will always be done in a manner conducive to learning and to change in the behaviour.

## **4.9 FOLLOWING OF ORDERS**

All Staff and Cadets are responsible for following lawful orders quickly and efficiently. If a Staff member or a Cadet has a complaint, they are directed to follow the order and then complain to the appropriate authority; generally, the next level but up to and including the Commanding Officer. If the Officer, Staff member or Cadet considers the order to be unsafe, unreasonable or inappropriate; they are directed to not follow the order, and proceed directly to the next person in the chain of command.

#### **4.10 PAYING OF COMPLIMENTS**

The following rules will apply with regards to the paying of compliments:

1. all staff will report to the CO at the beginning of each training night, prior to departure, staff should report to their department head or the CO as appropriate to advise of their departure.
2. Cadets will salute when entering or leaving the orderly room, stores, or when on the parade square,
3. Cadets will salute any officer whether the officer is in uniform or not,
4. "Group/room" will be called when an Officer enters or leaves the classroom prior to and after instruction,
5. "Group/room" will be called during a lesson only for the Commanding Officer or any Senior Officer,
6. All persons will be referred to by their rank and surname at all times, though NCO's may be referred to by their rank only,
7. Cadets will obey the standard CF directives and will salute when passing or requesting to speak with an Officer. If in a formed group, only the NCO in charge will salute. Cadets will stand at attention when speaking with a Cadet NCO who outranks them.
8. "Eyes right" will only be called when practising for a parade or when paying compliments to a Senior Officer.
9. It is the responsibility of all ranks to ensure that the paying of compliments is enforced. This is of prime importance in maintaining good order and discipline in the Corps.
10. Stairways, bathrooms, and hallways are "no salute zones"

#### **4.11 RESTRICTED ITEMS**

The following items are banned from all cadet activities:

- a. drugs,
- b. alcohol,
- c. musical or video devices unless authorized for travel
- c. weapons of any description. Knives may be an exception in day or field exercises if they are of a size and pattern authorized. In the case of Cadets, they are also required to demonstrate to their Platoon Officer or training Officer their competence in the maintenance and safe handling of the knife.

#### **4.12 DISCIPLINE**

- 1.1.1 From time to time the Commanding Officer and Staff must deal with disciplinary matters involving Cadets. Disciplinary matters can be one of the largest challenges for an

Officer, and must be carefully thought out and properly implemented in order to ensure a fair and defensible process of discipline.

1.1.2 In order to ensure that disciplinary infractions are handled appropriately, all Staff must be familiar with these standing orders, CATOS, as well as the PAI's, and the appropriate action must be administered in consultation with the Commanding Officer.

1.1.3 Disciplinary infractions can be deemed to be of various levels of severity. The Commanding Officer will evaluate each infraction individually and thoroughly prior to taking action. Any infraction that puts the safety of an individual at risk will be handled expeditiously in order to ensure that safety is not further compromised. Staff must use their common sense in evaluating a situation and determining an appropriate course of action.

4.12.1 In matters of discipline all will keep in mind that discipline:

- a. is related to misbehaviour,
- b. deals only with the misbehaviour,
- c. does not humiliate,
- d. is thoughtful,
- e. represents no threat to the youth's well being,
- f. uses action,
- g. includes the Cadet accepting responsibility for their actions,
- h. is based on equality and respect,
- i. encourages cadets to problem solve,
- j. demonstrates caring, and  
teaches good behaviour.

## **4.13 DISCIPLINARY PROGRESSION**

**4.13.1 The disciplinary process for our Corps will be as follows:**

- a. Informal warning,
- b. Defaulter's Parade,
- c. Verbal Warning,
- d. Written Warning,
- e. Suspension,
- f. Reduction in Rank,
- g. Disciplinary Release from the Corps.

4.13.2 As a general rule, the above progression will be followed, however, it is understood that depending on the situation the above process may be modified to fit with the individual case.

#### **4.14 DISCIPLINARY PROCESS**

4.14.1 From time to time the Commanding Officer and Staff are required to deal with matters of misconduct. In the interest of implementing a fair process in disciplining Cadets, the following must be done:

- a. the Cadet must be made clearly aware of the behaviour which has been found to be inappropriate and/or contrary to regulations, orders or instructions that have been issued,
- b. specific details of when this behaviour was observed must be given,
- c. if the allegation is not clearly understood, explanation must be repeated as often as necessary in language appropriate to the age and understanding of the Cadet,
- d. the Cadet is to be asked to explain their understanding in their own words to confirm clear comprehension of the concern/allegation,
- e. the Cadet must be given reasonable opportunity to consult with their parent/guardian in responding to disciplinary matters of a serious nature (defined below)
- f. the Cadet must be given a reasonable opportunity to respond, and
- g. the Cadet must be assured that their explanation of the incident will be taken into account in the decisions to follow.

#### **4.14.2 DEFAULTER'S PARADE**

4.14.2.1 A defaulter's parade will be administered by the RSM. every parade night as necessary, to be supervised by the Corps Duty Officer. The Duty Officer will make periodic checks to ensure that standards are being maintained, and that the administration of extra duties is not being abused. The following may be assigned as extra duties:

- a. litter pick up or sweeping on the grounds/parade square of Local Headquarters,
- b. shining the Corps flag poles,
- c. clean-up of Corps Offices or stores
- d. any others as approved by the Commanding Officer.

1.1.3.1 These extra duties may only be assigned by the Regimental Sergeant-Major or Company Sergeant-Major, as recommended by the Platoon Warrants. Officers and staff believing extra duties are necessary will discuss this with and work with the RSM.

4.14.2.2 Extra duties are not to be overused. Every effort must be made to solve the problem using other means. Extra duties are only to be assigned once all other options have been exhausted.

## **4.15 COUNSELLING**

1.1.4 The purpose of the counselling form is to provide a useful framework for structuring the counselling process, and for allowing the Commanding Officer a method for keeping track of who is being counselled and why. The Commanding Officer and the Administration Officer will be the only ones who have access to the completed counselling forms on file.

1.1.5 When a Cadet is counselled for either a positive, or a disciplinary reason, a Counselling form shall be used. Sections (1), (2), (3), and (4) are to be filled out by the Supervisor initiating the action. Section (5) is for the Cadet's version of the incident or events. Upon completion of these sections, the form is to be submitted to the Commanding Officer for action.

1.1.6 Once the form is completed, the Commanding Officer will confirm or change the disposition as recommended by the Supervisor. The Commanding Officer will then pass the form back to the Supervisor to be actioned who will provide it to the administration officer. This form will be kept on file for future reference by the administration officer.

4.15.1 Staff or Senior NCO's (Platoon Warrant and above) may administer this form.

## **4.16 VERBAL AND WRITTEN WARNINGS**

- 1.1.7 Verbal and Written warnings may be issued to Cadets if counselling does not yield the desired results. The purpose of these warnings is to provide a framework that will allow the staff to provide a structured response to disciplinary problems, to make every effort to properly train Cadets, and to deal with problems before they get out of hand. As well, these warnings allow the Commanding Officer to keep track of disciplinary problems, and to take action when necessary. The form to be used is attached in an annex and copies will be made available by the Administration Officer. The Commanding Officer will action Written Warnings.
- 1.1.8 Staff or Senior NCO's (Platoon Sergeants and above) may issue Verbal and Written Warnings.
- 1.1.9 The following procedure is to be followed:
- a. The Verbal Warning is issued first. The Supervisor fills out the Verbal Warning form, referring to the procedure in Standing Order 3.15,
  - b. The Written Warning is issued last. The Supervisor fills out the Written Warning form, as per the procedure outlined in Standing Order 3.16. At this stage the Cadet will be made aware by the Commanding Officer that any further action could result in loss of rank, position, or other consequences, and
  - c. if any further action is necessary, the supervising officer is to discuss the case with the Commanding Officer who will make the final decision.

## **4.17 SUSPENSION**

- 4.17.1 As a general rule, a Cadet may be suspended from the Corps after the following disciplinary measures have been taken and have not resulted in a change in behaviour:
- 4.17.2 Defaulter's Parade,
- 4.17.3 Counselling,
- 4.17.4 Verbal Warning, and
- 4.17.5 Written Warning.
- 4.17.6 3.17.2 This suspension will be no less than two weeks, and no more than four. As with other disciplinary measures, suspensions can be issued when deemed necessary depending on the seriousness of the infraction. In some situations, the seriousness of the behavior may warrant suspension before steps a to d have taken place
- 4.17.7 If a suspension is issued, on the parade night following the suspension the Cadet and his or her parent(s) will meet with the Commanding Officer prior to return to normal drill and training by the Cadet.

## **4.18 REDUCTION IN RANK**

- 4.18.1 3.18.1 Cadets below the rank of Cadet Warrant Officer may be reduced in rank by the Commanding Officer. If a Cadet is reduced in rank, then they will be told by the Commanding Officer in writing the reasons for the reduction in rank, and what must be done to regain their previous rank or position. Ideally, this should be a learning experience, where the Cadet will have the opportunity to regain what they lost through hard work and dedication.
- 4.18.2 3.18.2 Cadets above the rank of Cadet Warrant Officer may be reduced in rank by the Commanding Officer only after discussion with Detachment.
- 4.18.3 Any reduction in rank will be well thought out, and the Staff and Senior NCO's will be consulted as applicable. Reduction or loss of appointment (example a Parade position) is NOT equivalent to the loss of rank and is solely at the discretion of the Commanding Officer.

## **4.19 GRIEVANCE POLICY**

- 4.19.1 3.19.1 Within the Corps a Cadet may complain to their supervisor if they perceive that they have been wronged, and have not been given a satisfactory explanation. All supervisors will afford the grieving Cadet an opportunity to present their case prior to reaching a decision. The Cadet may request to see the next level supervisor (up to and including the Commanding Officer), should the supervisor's decision not be favourable. Cadets should feel free to talk to any of the Staff if they have a problem.
- 4.19.2 3.19.2 Notwithstanding the above, no member of the Corps shall use the grievance process as an opportunity to appeal routine decisions. This process is meant only for those individuals who have a legitimate complaint. Petty complaints will be discouraged and malicious complaints will be dealt with as per the CATOS. Abuse or malicious complaints may be punished by disciplinary actions up to and including expulsion from the Corps.
- 4.19.3 3.19.3 Finally, within the Corps, the Commanding Officer is usually the final avenue of appeal. However, if a Cadet still feels that their grievance has not been satisfied, then the Commanding Officer shall involve the Detachment Commander or the ACO, AACO or AACICO as directed by the Detachment Commander in the grievance Process. It is the intention of the Commanding Officer that all grievances will be resolved satisfactorily at the Corps level with an outcome that enhances the intentions of the Corps, CCM and respects the individuality and rights of all concerned.
- 4.19.4 3.19.4 Concerns about harassment are not grievances and are not to be taken through this process. Cadets and Staff are asked to speak directly to the Unit Human Rights Advisor (UHRA) who will be one of the commissioned Officers and will be identified in Routine Orders
- 4.19.5 3.19.5 Membership in 2137 RCACC is ultimately at the discretion of the Commanding Officer and is not a right.

## 5 Corps Organization

1. Table of Organization is available as a separate document
2. Corps will be organized as an Infantry Company, with two or three (if numbers permit) Platoons with quarter guard and flag party. HQ section shall include Corps RSM, CSM CQMS and STA (if appointed).
3. The Corps RSM will report directly to the Commanding Officer
4. Star Level Officers will report to the Training Officer in the performance of their training duties
5. Platoon Officers will report to the DCO in the performance of their Duties
6. The Adjutant (if one is appointed) will report to the CO and will be responsible for the dress, drill and deportment of all Officers and civilian instructors.
7. Primary, Secondary and Tertiary taskings for all Officers and staff are available in a separate document.

## 6 Corps Training and Personnel Procedures

### 7 Thursday Training Schedule

Time	Activity
1815	Arrival of cadets
1815 – 1840hrs	Cadets to sign attendance sheets upon arrival
1830hrs	CSM forms-up Parade
1840hrs	All cadets entering Mewata after this time are to sign the late platoon attendance sheet and form up next to the Canadian flag
1840hrs	Platoon WO's are given their platoons attendance sheet <ul style="list-style-type: none"> <li>• They are ONLY required to match the number of names on the sheet to the number of bodies in their platoon</li> <li>• They are NOT to re-take attendance</li> </ul> Duty O is responsible for counting late platoon
1845hrs	Attendance numbers should be confirmed by this time
1845 – 1855hrs	Opening Parade & Inspection; Flag break <ul style="list-style-type: none"> <li>• Suggest that each Platoon WO inspects their own platoon and the RSM pick one platoon each night to inspect</li> </ul>
1855 – 1900hrs	Move to Period 1
1900 – 1930hrs	Period 1
1930 – 1935hrs	Move to Period 2
1935 – 2005hrs	Period 2
2005 – 2020hrs	BREAK
2020 – 2050hrs	Period 3
2050 – 2105hrs	Closing Parade
2105 – 2115hrs	Unit O-Group/Platoon Commander's Time

## **8 ADMINISTRATION AND OTHER ROUTINES**

The proper administration of a Corps is very important to its' success. Not all staff have immediate access to Fortress when the need arises, therefore the following documents will be kept complete and updated at least bimonthly by the Administration Officer. All Personnel are expected to report any changes in personal information to the Administration Officer or their designate as necessary. i.e. phone number, postal address. This must be done to ensure the proper administration of the Corps.

### **8.1 CORPS NOMINAL ROLL**

1. A Nominal Roll will be kept containing the following information on every Cadet member of the Corps:

- a. Surname,
- b. First name,
- c. Middle names,
- d. Full mailing address,
- e. E-Mail address, parents email address
- f. Home phone numbers,
- g. Work phone numbers of parents,
- h. Birth date,
- i. Rank, and
- j. Position in the Corps.

Copies are to be supplied to the CO, Trg O, Platoon Commanders and Adjutant

### **2. STAFF NOMINAL ROLL**

- a. A Staff nominal roll will be maintained with the following information. The Administration Officer will ensure that the latest version is available to all staff and reflects the latest staff changes.
  - i. Surname,
  - ii. Middle names,
  - iii. Full Mailing Address,
  - iv. E-Mail address,
  - v. Home phone numbers,
  - vi. Work phone numbers,
  - vii. Rank, and
  - viii. Position in the Corps.

The Staff Nominal Roll is restricted to the Staff only. Other distribution will be determined by the Commanding Officer.

### **8.2 PHONE LIST**

A Phone List will be maintained with the following information. This list is to be maintained by the Administration Officer as up to date as possible. Updated lists should be distributed to all

staff, RSM, CSM, Platoon Commanders and Platoon Sergeants on a regular basis. Section Commanders will update their own lists as needed from this.

- a. Surname,
- b. First name,
- c. Middle Name,
- d. Rank,
- e. Position in the Corps,
- f. Platoon, and
- g. Section.

### **8.3 MEDICAL LIST**

A Medical List will be maintained with the following information by the Administration Officer. This list is to be maintained as up to date as possible and **MUST** be reviewed before **EVERY** Field day or exercise by the Administration Officer to ensure data on all participating staff and Cadets is available. This data will be carried at each event by the OPI, CO and Admin O.

Surname,

- a. First Name,
- b. Middle Name,
- c. Rank,
- d. Medications taken,
- e. Medical Problems,
- f. Allergies, and
- g. Special Medical needs
- h. AHCIC number
- i. Main and alternate family information

### **8.4 SELECTION FOR SUMMER TRAINING**

Cadets will be nominated by the Training Officer on recommendation of Platoon Officers and endorsed by the Commanding Officer to attend Summer Courses based on their:

- a. performance in Star Level Training,
- b. percentage of attendance at Corps Activities,
- c. conduct,
- d. behaviour,
- e. attitude, and
- f. willingness and ability to attend the course.

Attendance at Summer Training is a reward and a privilege, not a right.

### **8.5 SICK PARADE**

At the beginning of each training night any Cadets who are feeling sick, or have a medical problem that will prevent them from fully participating in training will report to the Platoon Warrant for sick parade. The PL WO will report to the Admin O and advise the Corps RSM. After the third consecutive time on sick parade the Cadet will be required to provide a note from their parents.

## **8.6 INJURIES/FIRST AID**

A First Aid kit will be present for all training conducted away from the local headquarters (LHQ). For LHQ training, a First Aid kit will be located in the Orderly Room, and in Supply.

1. Any injury is to be reported to the OPI of the activity immediately, so that documentation can be filled out if necessary, and the appropriate First Aid given.
2. A Medical Officer will be appointed for each field day or exercise and will coordinate first aid. If the Medical Officer is not available, trained individuals will put their training into practice and ensure up through the chain of command that the CO is made aware of ALL injuries. The CO is to be notified immediately of any injuries requiring more than immediate first aid and at the first available opportunity of all first aid injuries.

## **8.7 ATTENDANCE**

The following are mandatory activities that all cadets are required to attend:

- a. Parade nights,
  - b. All Mandatory Field Training Exercises,
  - c. Poppy Tagging,
  - d. Remembrance Day,
  - e. The Annual Ceremonial Review,
  - f. Any other activities that the Commanding Officer may periodically designate as mandatory.
1. Attendance at all other Cadet activities is optional. However, all personnel should keep in mind that if they wish to participate in the optional activities, i.e. Band, they need to attend regularly as they would a Parade Night.
  2. Any Cadet who is absent without leave (AWOL) from a mandatory activity may expect disciplinary action to result at the discretion of the Commanding Officer. Cadets with family circumstances that make it impossible to attend mandatory activities should discuss this with their Platoon Officer or the Commanding Officer.

## **8.8 PARADE STATE**

A Parade State will be filled out nightly by the Company Sergeant Major/RSM, to be turned in to the Administration Officer or their designate no later than (NLT) 2000hrs nightly.

## **8.9 PLANNED ABSENCES**

If any Cadet is aware that they will be absent from any regular Parade for a total of no more than 3 weeks, they will inform the Administration Officer or their Platoon Commander immediately. This will allow the Administration Officer to excuse them from training for the period to be missed. Otherwise, the Cadet will be considered to be AWOL and disciplinary action may result. Platoon Commanders and Administration Officers will ensure that the other individual is aware of the planned absence.

## **8.10 LEAVES OF ABSENCE**

If a Cadet is aware that they will be absent from training for more than three weeks, they will inform the Administration Officer or their Platoon Commander immediately with a request in writing. All requests for Leaves of Absence are to be reviewed by the Administration Officer/Platoon Commander with the Commanding Officer. Leaves of Absence are not automatic and generally will involve a conversation with the Cadet and their parents.

## **8.11 MAIL**

1. Incoming mail is to be placed in the incoming mailbox in the Orderly Room. Nightly, the Administration Officer will place the mail in the incoming correspondence folder and place in the Commanding Officer's in box for action.
2. The Commanding Officer will process the mail and minute it as necessary, then pass it back to the Administration Officer. The Administration Officer will then distribute and file it as necessary. This will be done prior to 2000hrs nightly.
3. All staff are expected to check their mail boxes at the beginning and the end of each training night. This will ensure the proper flow of paper within the Corps and that each member of the Staff is fully informed. Mailboxes are not filing cabinets and materials shall not be stored in them. Staff will use assigned filing space to do this.
4. Any outgoing mail is to be put in the Administration Officer's outgoing mailbox prior to the end of the training night. The Administration Officer will log the mail in the outgoing correspondence log and will mail it the next day. **NO** correspondence will leave the Corps unless it is logged out through the Administration Officer.

## **8.12 CIRCULATION FILES.**

Regularly to ensure good communication, documents pertinent to all of the staff will be posted in the circulation file in the orderly room. Staff are required to read the document, initial it and hang the file back up on the hook. Circulation files are not to leave the orderly room.

## **8.13 ROUTINE ORDERS**

1. The Administration Officer will draft the routine orders for approval by the CO at least one week prior to the end of the month. Staff requesting information be included on routine orders will provide that to the Administration Officer with that deadline in mind. The CO will approve the routine orders and will email them to all staff for ease in reading. All staff however are to initial the copy posted in the orderly room to verify that they have read the orders.
2. The Commanding Officer is known for his/her grumpiness with those who do not read the routine orders and the standing orders of the Corps.

## **8.14 DISTRIBUTION LISTS**

The Administration Officer will maintain standardised distribution lists. These lists will be updated as necessary and posted in the Orderly Room. All Corps Staff are to make use of the Distribution Lists when engaging in Administrative Correspondence.

## 8.15 FILE MAINTENANCE

1. The following files will be created in the FORTRESS SYSTEM upon enrolment of a Cadet and paper files using the approved folders will also be made:
  - a. personnel file,
  - b. training file.
2. The Assistant Administration Officer is responsible for the creation and maintenance of the Personnel files for every member of the Corps. The information in these files will be verified every September and January, and will be updated as necessary throughout the rest of the training year.
3. The Training Officer is responsible for the creation and maintenance of the training files. A training file will be kept on each cadet from the time they enrol until they leave the Corps. The Training Officer will determine the contents of the file. The Training Officer may delegate the collection and charting to the Cadets Platoon Commanders but will remain accountable for the timely completion of files. Cadets assigned to HQ will have their records managed by the training Officer

## 8.16 INTAKE PROCEDURES

When a new recruit shows up at the Corps the cadet and parent will be referred to the Recruiting O. The Recruiting O will be responsible for the new recruit until assigned to the Recruit Platoon – Walcheren.

1. The Recruiting O will be responsible for the following process:
  - a. introduce yourself,
  - b. ask them how they found out about the CCM,
  - c. point out that membership in the CCM is free, and that we meet Thursday nights from 1815hrs to 2130hrs,
  - d. give them the joining package which shall include:
    - (1) Questions and answers for Cadets and parents,
    - (2) Enrolment forms and checklists
    - (3) An Exercise kit list
    - (4) Approval to provide info to the PAC (PAC Info Sheet)
    - (5) Guide for new recruits at 2137 RCACC
    - (6) Military Glossary (for parents)
  - e. explain to the Parent/Recruit how to correctly fill out the joining papers properly,
  - f. be sure to tell the Parent/Recruit that we require a photocopy of their health care card and their birth certificate, be sure to point out that we will copy them if they bring the cards in on a Parade Night, and
  - g. be sure to answer any questions that the Parent/Recruit has and if you do not know the answer then ask another member of the Staff.

2. Send the Cadet with a runner to Walcheren Platoon and introduce them to the Platoon Commander and/or Platoon Warrant Officer. It is acceptable for the new recruit, or potential recruit (and parents) to watch training. However, the new recruit may not participate in training until their paperwork has been fully processed. As well, prospective recruits may only observe for one training night before joining on a trial basis
3. If the CO is available, the Recruiting O should introduce them and allow the CO 2-3 minutes to speak to the Cadet and parents. The CO must be given the enrolment package to sign the enrolment form at some point that night.
4. The Recruiting O will take the Cadet to Stores to be kitted with a Corps T shirt and to be measured for their uniform. They will wear that T shirt on sports **nights or when Cadets are in FTUs**. They are to be advised that the appropriate dress for nights with Walking out or CO's dress is a white dress shirt or blouse with black jeans or slacks. The Stores personnel will measure the Cadet in preparation for ordering of the uniform or fitting with existing stock. If Stores has a uniform in stock for the new recruit, then it can be issued out immediately. The new recruit does not have to wait a probationary period before being issued the uniform.
5. The Stores Officer should ensure that they have a list of Cadets "pending uniform issue" and that they discuss this regularly with the Recruit Platoon (Walcheren) Platoon Commander. The Walcheren Platoon Commander will also maintain a list of cadets pending uniform issue and will work with Stores to ensure that a uniform gets issued to the new recruit in as timely a fashion as possible. Recovery of kit can be an issue, but the lack of a uniform for an extended period of time does much to reduce interest and morale.
6. The Admin O will ensure that all steps in the intake procedure have been followed and will file the completed intake document in the Cadets Pers file.

## 8.17 EXHAUST PROCEDURES

When a Cadet is ready to quit or age out, the following needs to occur:

1. the Cadet must receive an interview with the Commanding Officer or designate prior to any release action being taken,
2. the following documents will be printed out from Fortress and placed in the exiting cadet's Pers File:
3. Cadet Information Card and Cadet's Contact Person Information Summary
4. SOS the cadet from Fortress
5. pull the Cadet's Pers File out and then file into the year they were born and update the SOS book
6. give list of cadet(s) who have been SOS'd along with their contact information to Stores so that they may follow-up with uniform retrieval (if required); if uniform retrieval is not required, place the Cadet's clothing record card into their Pers File before filing
7. Current CCM policy is that the cover folder is kept (ensuring all data is up to date in Fortress and on the folder) and copies of the folder and the contents of the Cadets file are to be given to the Cadet.

## 8.18 COMPUTER PROCEDURES

The following procedures will be followed with regards to the Corps Computers:

1. no removable media will be used on the Corps Computer until it has been checked for

viruses,

2. users will not save any Protected material on the hard drive. It must be saved on removable media and properly secured,
3. all Protected files on Corps removable media will be secured,
4. all Corps removable media will be locked up after use,
5. surplus documents containing protected material are to be shredded.

The following procedures will be observed with regards to Internet use on the Corps Computers as per CATO's:

1. the Corps Computers will not be used to access pornographic or other restricted or offensive materials,
2. any unauthorised use of the Computers may result in disciplinary action.

Authorized 12 June 2020

A handwritten signature in black ink, appearing to read "J Sun". The signature is written in a cursive, flowing style.

J Sun  
Major  
Commanding Officer  
2137 RCACC