



Serving the Youth of Manitoba Since 1941

AIR CADET LEAGUE OF CANADA (MANITOBA) INCORPORATED

**SQUADRON SPONSORING COMMITTEE
CHAIRPERSON HANDBOOK**



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AIR CADET LEAGUE OF CANADA (MANITOBA) INCORPORATED
HANDBOOK FOR SQUADRON SPONSORING COMMITTEE CHAIRPERSONS
INTRODUCTION

Welcome to the Air Cadet League of Canada (Manitoba) Incorporated (ACL (MB) Inc.). You are joining the premier youth program in Canada. The Air Cadet Program currently operates in all provinces and territories and is comprised of more than 450 squadrons serving over twenty-four thousand young people. The Air Cadet program is based on a partnership between the Department of National Defence (DND), the Air Cadet League of Canada (ACL) and the Squadron Sponsoring Committees (SSC) who are assisted by the squadron sponsor organizations. The ACL (MB) Inc. is the Manitoba Provincial arm of the ACL. Each partner plays a critical role in the success of the Air Cadet program. If you are an SSC Chairperson (SSC-C), this handbook will explain your role in the partnership.

This handbook is designed for those new to their role as SSC-C and to help answer a number of questions that you may have or have had with regards to your responsibilities. It assumes that you may have little or no knowledge about the Air Cadet League, our military partners or the role of the SSC. It is designed to supplement information provided to you in various handbooks and publications that you may have received when you assumed your new role. Hopefully, it will provide you with the answers to many of the “nuts and bolts” types of questions that you might have.

However, there is no way that we could ever hope to anticipate all of the questions which you might have. Therefore, if you have a question that is not answered here, your first contact should be your ACL (MB) Sponsor Relations Committee - Liaison Member (SRC-LM). This individual will be your mentor and advisor during your time as SSC-C. If the SRC-LM does not know the answer to your questions, chances are s/he will know where to find the answer. Do not hesitate to contact him/her for assistance.

The motto of the Air Cadet Program is “TO LEARN, TO SERVE, TO ADVANCE”. As a new SSC-C you, too, will be learning new information about the Air Cadet League and your support to our Air Cadets.

When the day comes for you to handover to a new SSC-C, remember to pass on this Hand Book.

Thanks to the National Committee, as well as, Saskatchewan and Ontario Provincial Committees for the use of their information in developing this handbook. Suggestions for additions or modifications to improve the handbook should be forwarded to the Provincial Office.

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PART 1: GETTING STARTED

As the Chairperson of the SSC, you will require some basic information to do your job effectively and efficiently. Most of this information is contained in various handbooks that the squadron and the SSC should have readily available. Check to see if your committee has access to the following references:

- The ACL Policies & Procedures Manual
- The ACL (MB) Inc. By-laws, Policies & Procedures Manual
- Sponsor Relations Committee - Liaison Member Handbook

If you do not have copies of these documents, you may download them from either the Air Cadet League of Canada web site at www.aircadetleague.com under the 'Info for Members' section or the Manitoba site at www.aircadetleguemb.ca under the 'Information for League Members' page.

You should also have current copies of the following documents and information:

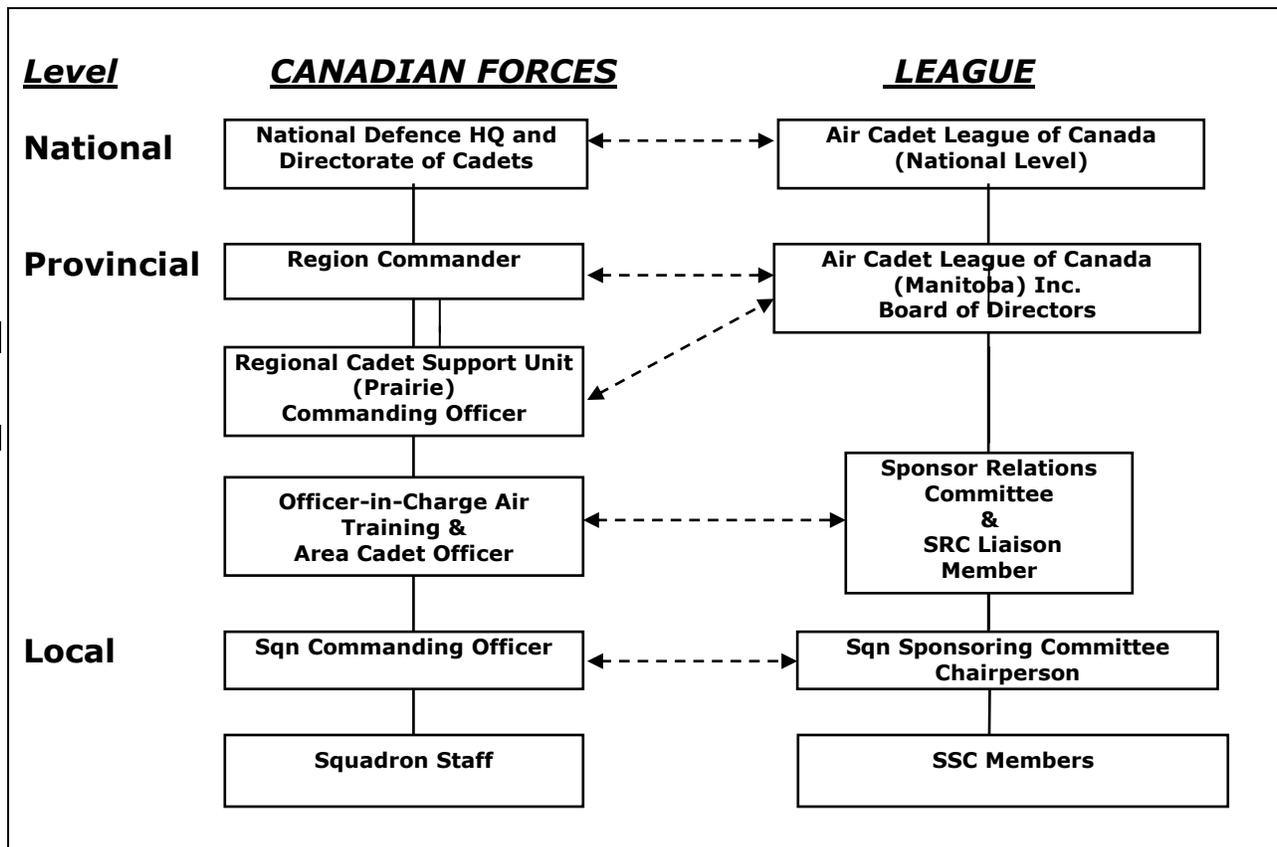
- The **Manitoba Squadron Information Sheet** (your file copy): Submitted each fall to the Air Cadet League of Canada (Manitoba) Incorporated (ACL (MB) Inc.), it lists relevant data on the squadron itself and names, contact numbers and addresses of members of the SSC and squadron staff. Critical changes need to be communicated to the Corporation Secretary as they occur.
- Copies of the last and current Sqn **Budget Statements** and copies of previous **ACC-9 forms (Annual Financial Reports)**. The latter is required to be sent to the ACL (MB) Inc. by 1 October for the year ending 31 August.
- Names, contact numbers and addresses of the **Sponsor Relations Committee (SRC) Chairperson (SRC-C) and the SRC Liaison Member (SRC-LM) assigned to your Squadron.** Assigned Squadron SRC-LMs are listed on the 'Committees' page of the Provincial web site.

If you do not have these documents or information, contact your assigned SRC-LM to arrange for copies to be made. If you do not know the name of your SRC-LM, contact the Provincial Office.

You will now have the background information to begin your role as the SSC-C. Take the time to familiarize yourself with these documents and this handbook; it will provide you with a great deal of information about the role of the SSC.

Channels of Communication and Terminology

The Air Cadet Movement has both a military (National Defence/Canadian Forces) and a civilian side (the League). As such, there are distinct channels of communication (or chains of command) which are followed. The organizational chart below illustrates how the two sides are organized and where there is a direct communication link (← -- →).



The duties and responsibilities of the military members are summarized below.

Director of Cadets (DCdts): Headquartered in Ottawa at National Defence Headquarters; this officer is responsible for developing policies governing all cadet activities throughout Canada.

Prairie Region Commander: Headquartered in Winnipeg at 2 Canadian Air Division Headquarters; this officer is responsible for the effective delivery of the cadet programs in Prairie Region.

Commanding Officer, Regional Cadet Support Unit (Prairie) (CO RCSU (Pra)): Headquartered at 17 Wing Winnipeg; this officer is responsible for all cadet activities throughout Prairie Region, including Manitoba.

Officer-in Charge (OIC) Air Training: Headquartered at RCSU (Pra); this officer is responsible for air cadet training in Prairie Region.

Area Cadet Officer (Air) (ACO (Air)): An Officer on staff of the RCSU (Pra) responsible for the air cadet squadrons in their assigned area. The ACO (Air) visits the squadron on a regular basis, and is responsible for reporting to the OIC Air Training on the state of the squadron. This officer is the primary source of contact between the squadron and the remainder of the military.

Cadet Liaison Officer (CLO): A Canadian Forces Officer or Non-Commissioned Member (NCM) from the supporting Base or Wing. Although not in the direct chain of command and communication, the CLO acts as a link between the squadron and the support base. The CLO can be very useful in acquiring access to other resources and personnel that the squadron may need.

Guiding Principles for a Squadron Sponsoring Committee

1. We strive for a high level of involvement from parents, guardians and supporters in collective efforts that make our squadron strong using newsletters, E-mail and telephone committees.
2. We provide awareness of the partnerships involved in the Air Cadet program by meeting the parent or guardian of a cadet at the time of enrolment.
3. We comply fully with Federal and Provincial laws regarding the privacy of personal information and maintain strict confidentiality with regard to the storage and non disclosure of related records.
4. We develop fundraising activities separate and distinct from any requiring the participation of cadets while fully supporting them in their campaigns.
5. We recognize our financial supporters and volunteers who have worked to make our squadron successful.
6. We maintain a record of all elections, assets and financial activities, which includes a quarterly statement of financial income and expenditures and complete all required reports in a timely manner.
7. We promote community awareness of national, provincial and local organizations who generate interest and opportunities in aviation for cadets and our partnership with the Department of National Defence and their support and delivery of the Air Cadet Program.
8. We uphold zero tolerance for any form of abusive behaviour and train every one involved with the squadron accordingly.
9. We proactively recruit qualified resource people from the community for all aspects of the program and ensure candidates are screened promptly and thoroughly.
10. We work to provide resources needed for optional activities to enhance the retention of serving cadets and attracting recruits to our squadron.

PART 2: DUTIES AND RESPONSIBILITIES

In any partnership, each partner has specific duties and responsibilities. The same can be said about the partnership that exists to support an air cadet squadron. The duties and responsibilities of the Air Cadet League and the Canadian Forces are outlined below. These excerpts come from a national in-service program that is available for use at the local level. If you would like to receive a copy of the entire program, or would like to have an in-service presentation for members of your SSC, please contact your SRC-LM.

Overall Responsibilities of the Canadian Forces

The Canadian Forces through the National Defence Headquarters and Regional Commanders, is responsible for the:

- supervision and administration of Cadet Squadrons;
- material to Cadet Squadrons, in accordance with the scales of issue approved by the Minister;
- training, pay and allowances for Cadet Instructors;
- funds for payment of allowances and training bonuses authorized by QR (Cadets) and QR&O;
- transportation, as authorized by the Minister;
- facilities and staff for summer training centres and courses approved by the Minister;
- syllabi and training aids, in accordance with scales of issue approved by the Minister;
- medical care as authorized by QR (Cadets);
- liaison with cadet squadrons;
- Officers or appropriate civilians to carry out formal functions at annual reviews;
- policy on the enrolment, appointment, promotion, transfer and release of Officers of the Cadet Instructor Cadre (CIC);
- policy respecting agreements for the employment of Civilian Instructors and the terms of their employment; and
- policy on enrolment requirements for Cadets, appointment to Cadet ranks and transfers of cadets between Cadet Squadrons.

Overall Responsibilities of the Air Cadet League

The Air Cadet League of Canada through its League Headquarters and Provincial Committees, is responsible for:

- making recommendations to the Chief of the Defence Staff for the formation, organization or disbandment of a Cadet Squadron;
- providing names of possible candidates for enrolment in the Canadian Forces as Cadet Instructor Cadre (CIC) Officers, or for employment as Civilian Instructors;
- making comments to the appropriate Region Commander regarding the appointment, promotion, transfer or release of CIC officers and Civilian Instructors;
- providing financial support as required;
- providing and supervising Squadron Sponsors and Squadron Sponsoring Committees;
- providing advice, training and assistance to Squadron Sponsoring Committees;
- overseeing, in cooperation with the CF, the effective operation of Air Cadet Squadrons and their Squadron Sponsoring Committees;
- administering trust accounts set up for awards to outstanding Cadets;

- **identifying and providing other appropriate awards to recognize commendable Cadets' and volunteers' performances; and**
- **participating in the Cadet selection process for national courses and exchange programs.**

Each level/member in the chain of command also has a specific set of duties and responsibilities. Refer to the SRC-LM Handbook for the duties and responsibilities of the SRC-LM and the SRC-C. The duties and responsibilities of the Commanding Officer of the squadron are outlined below. This excerpt also comes from the national in-service program that is available for use at the local level

It is important for each member of the SSC to be familiar with the job description of the commanding officer as well as the responsibilities of the Air Cadet League and the Canadian Forces. This information should be shared with each member of the SSC and can also be explained to sponsors.

Responsibilities of the Commanding Officer

The Air Cadet Squadron's Commanding Officer, is responsible for:

- ensuring that safety is incorporated in all aspects of the squadron and that he or she supports the region general safety program;
- ensuring that environmental stewardship is incorporated in all aspects of the squadron and that he or she supports the region environmental policy;
- ensuring that a harassment free squadron is maintained and that he or she supports the department harassment policy;
- ensuring that ethical behaviour is incorporated in all aspects of the squadron and that he or she supports the department ethics policy;
- ensuring that all activities for which he or she is responsible are conducted efficiently, effectively, economically and ethically;
- leading assigned officers, Non-Commissioned Members, civilian instructors, volunteers and cadets and managing allocated resources in the most efficient, effective, economical and ethical manner that will optimise the direct or indirect benefit that cadets receive from the cadet program;
- ensuring the physical and emotional safety of cadets during all cadet activities;
- ensuring that cadet training is delivered in accordance with current directives and that it is delivered in a challenging, interesting manner that cadets should find enjoyable;
- complying with the regulations and orders as issued by the Minister of National Defence and the Canadian Forces;
- ensuring that supply, administration, financial and training orders and procedures are carried out in accordance with current regulations, policies and directives;
- keeping CF officers, civilian instructors and cadets fully acquainted with the regulations and instructions issued by higher authority;
- being responsible for the professional development of all squadron officers of the CIC including himself/herself and ensuring they receive the training required by their appointments and terms of reference;
- directing and supervising all personnel under his or her control;
- appointing qualified officers to the following duties, ensuring deputies are provided during prolonged absence:
 - (1) Administrative Officer (Admin O),
 - (2) Supply Officer (Sup O),

- (3) Training Officer (Trg O), and
- (4) Unit Human Rights Advisor (UHRA);
- appointing cadets to cadet duties and responsibilities within the squadron;
- bringing to the notice of the CO RCSU any officers of the CIC or civilian instructors who :
 - (1) are distinguished for proficiency in their duties,
 - (2) from incapacity or apathy, are deficient in the knowledge or execution of their duties,
 - (3) do not afford him/her the support which he or she has a right to expect, or
 - (4) conduct themselves in a manner detrimental to the squadrons efficiency or in a manner that would bring discredit to the Squadron and/or the Canadian Forces;
- ensuring another officer on the Squadron staff is familiar with all squadron procedures and is prepared to assume command either upon succession of or during prolonged absence of the CO;
- ensuring a thorough turn-over to a successor;
- in concert with the sponsoring committee, fostering and maintaining good public relations for the squadron and the CCO by:
 - (1) encouraging involvement of the squadron in appropriate local community activities to enhance its image in the eyes of the public,
 - (2) having good relations with parents or guardians with respect to training, progress of cadets, and activities of the squadron and CCO, and
 - (3) ensuring that the dress, deportment and behaviour of both officers and cadets are always a credit to the CCO;
- working cooperatively with the sponsoring committee to achieve the maximum advantage to the cadets by encouraging the efforts of the sponsoring committee;
- recommending the enrolment, appointment, promotion, posting, transfer and release of officers of the squadron;
- recommending and documenting the appointment and termination of civilian instructors in accordance with current policies;
- maintaining the following documents in accordance with current directives:
 - (1) personnel records showing the strength of the squadron,
 - (2) personnel records for officers and civilian instructors on strength with the squadron,
 - (3) personnel records showing the name, age, date of enrolment and departure of each cadet,
 - (4) records of attendance and training progress of current cadets, and
 - (5) such other personnel information as is required to enable periodic returns to be completed;
- ensuring that cadets are medically and physically fit to undertake the activities and training which they are expected to perform during local HQ or summer training;
- immediately reporting the death of an officer, civilian instructor or cadet of his/her squadron to the CO RCSU, and advising the sponsoring committee;
- immediately documenting and reporting to the CO RCSU and the sponsoring committee any injury incurred during squadron training that required medical treatment that resulted in absence from duty for 48 hours or more, that may result in permanent disability and any other injury except a minor injury such as a superficial cut or bruise;
- reporting any significant incident/occurrence that may cause public interest or inquiries to the CO RCSU;
- ensuring that material provided by DND, the affiliated unit or other assisting agency and any monies provided by the sponsoring committee is properly used for the benefit of the cadets and the squadron, accounted for, cared for and returned, as applicable, in accordance with terms established by the

providing organization;

- ensuring that reports and returns are made regularly and promptly;
- being appointed the corps Distribution Account holder;
- ensuring that:
 - (1) clothing and equipment are not demanded in excess of needs or applicable entitlement scales,
 - (2) clothing equipment and documents are properly safeguarded,
 - (3) officers, civilian instructors and cadets return all loaned clothing and equipment once their active participation at the squadron has ceased,
 - (4) records of equipment issued and returned are kept in accordance with instructions, and
 - (5) supply returns are promptly made;
- immediately on discovery, reporting the loss or damages of DND equipment to the RCSU; and
- undertaking other duties as assigned by the CO RCSU.

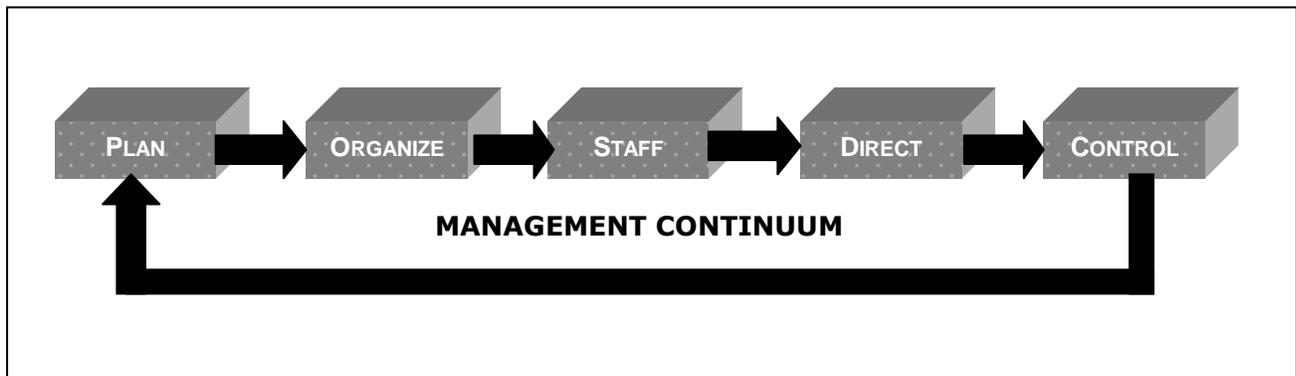
PART 3: THE SQUADRON SPONSORING COMMITTEE

Air Cadet Squadrons do not just appear and operate magically. They operate with the agreement of the Air Cadet League of Canada and of the Canadian Forces, and by regulation they require the commitment of a local sponsor. The starting and ongoing essential elements are: a qualified commanding officer with training and support staff, facilities to operate in, a viable budget, a dedicated SSC and of course, a recommended minimum of 30 committed youths with an interest in leadership, citizenship and aviation - the Air Cadets.

A Sponsor (distinguished from an SSC) can be a local organization, service club, parent association or group of people that agrees to provide essential resources (people for the SSC; training, storage and administration facilities; money in the form of donations; gifts in kind) needed to create and/or support a squadron. If the Sponsor is a service club, such as a Veterans organization, it may have other groups that it supports. If the Sponsor is a Parents' Association, the Air Cadet Squadron is likely the only organization that the group supports. Although not recommended, it is acceptable for a squadron to have multiple sponsors: several community service clubs may jointly provide support to an Air Cadet Squadron. However, multiple sponsors sometimes have 'ownership' difficulties.

The sponsor may provide from its ranks all the required members of the SSC, as well as, money (donations) and/or facilities and/or gifts in kind. Or again, it can provide one or some members of the SSC, with other members coming from the parents or interested members of the community. Where there are joint or multiple sponsors, each may be represented on the SSC. If there is a separate parents' group (non-sponsor status) attached to the Squadron, it should also have a representative on the SSC. **Regardless, the slate registered on the ACL (MB) Inc. – Squadron Information Sheet is the local League element of the squadron and as such operates under the by-laws and rules of the ACL and ACL (MB) Inc.** To be covered by the League insurance policies they must also be registered and members in good standing; that is, be screened and have paid the annual membership dues. The only role and function of this committee, the SSC, is to support the operation of the squadron. Members in good standing are voting members of the ACL (MB) Inc.

Management of SSC Organization



To enable the SSC organization to operate as efficiently as possible each committee should be following the basic principles of Management. The Management Continuum provides a simple and logical process for achieving the aims of an organization. That is:

- **Planning** your goals – Planning is the process in which the specific objectives of the organization are formulated and plans are developed for attaining them. Rather than operating willy-nilly each member should be working towards specific goals to unify the efforts of the team.
- **Organizing** your group – Organizing is the process of dividing up the work of the group. There is a need to establish not only responsibilities associated with these tasks but also their relationships, one to another; the resources required to complete the assignments should be identified.
- **Staffing** your organization. The staffing process provides the people who will carry out the group's mission. This can be the pivotal act of the process. Ideally, qualified individuals will be available for

assignment to specific responsibilities; if that is not possible capable people need to be trained for these roles.

- **Directing** your programs – Directing is the function that requires the greatest interpersonal skills. The powers of communication, motivation, and leadership are the powers that will release the energies and talents of the organization. Once the plans have been set, the organization created and the positions filled, the organization is ready to be set in motion. The group leader will give the word and provide the necessary direction and leadership that gives focus and inspiration to the group.
- **Controlling** your operation – Controlling brings the Management cycle full circle. It links the preceding functions and triggers new plans and goals. Once the organization is in motion, the hope is that all members will do their jobs well. This is often not the case, therefore someone must regularly check to see that things are on track or if the set plans need adjustment to get the group back on the rails. If objectives are not reached then either new objectives are required or the plan of attack should be modified to be more consistent with the resources of the organization.

Membership of the SSC

Normally, an SSC should never be made up of less than five members;

- Chairperson
- Vice-Chair
- Secretary*
- Treasurer*
- Members

(*In exceptional cases, the position of secretary and treasurer can be combined.)

THE DUTIES AND RESPONSIBILITIES OF THE SSC

The general duties and responsibilities of the SSC and SSC members are noted as follows:

Responsibilities of the SSC

The Squadron Sponsoring Committee of an Air Cadet Squadron shall be responsible for:

- assisting in recruiting suitable persons to be Cadets in their Squadron;
- making comments through their Provincial Committee to the appropriate Region Commander regarding the appointment, promotion, transfer or release of Cadet Instructor Cadre (CIC) Officers for their Cadet Squadron;
- assisting in providing names of possible candidates for replacement Officers and for positions as Civilian Instructors or volunteers;
- inviting suitable persons to be members of the Squadron Sponsoring Committee;
- liaison with other Cadet unit Squadron Sponsoring Committees;
- providing appropriate accommodation for their Squadron's training, administration and stores when it is not provided by the CF;
- providing training aids and equipment, including band instruments, not supplied by the CF;
- arranging Cadet recreational programs;
- providing transportation, when not available from the CF, for local training exercises;
- providing for the financial and administrative needs of the Squadron;
- supporting Provincial Committee activities;
- providing input to Cadets' applications for summer training;
- providing such other facilities or assistance as may be mutually agreed between the Squadron Sponsor, the Squadron Sponsoring Committee, and the CF; and
- Registering and Screening all volunteers in accordance with League policies.

Duties of the SSC Chairperson

As the Sponsoring Committee Chairperson it is your responsibility for:

- The viability and efficiency of the SSC.
- Scheduling regular meetings, publishing the agenda prior to the meeting and ensuring minutes are published. The Commanding Officer is an ex-officio member.
- Ensuring that financial management is done efficiently and accurately by the SSC in accordance with the strict control and rules of the ACL (MB) Inc.
- Establishing and supervising sub-committees as required.
- Maintaining privileged and close links with the Commanding Officer, meeting regularly with the Commanding Officer to review and plan squadron operations and SSC activities including fund raising.
- Being the civilian representative to the parents, the public and all decision-making bodies in the community.
- Providing input to cadet applications for national summer courses.
- Providing input on the enrolment, promotion, posting and release of CIC officers.
- Being responsible for implementing and maintaining liaison and agreements with the Sponsor(s).
- Being a voting member of the ACL (MB) Inc. Provincial Committee, reporting to it through the assigned SRC Liaison Member.
- Attending provincial League meetings.
- Ensuring that the SSC supports the provincial activities and sub-committees.
- Submitting, annually, the financial statement (ACC-9) and a list of SSC members.
- Setting up a process that registers and screens members of the SSC in accordance with National and provincial policy and advising the SRC Liaison Member when new situations warrant review.
- Maintaining an organized library of publications, current documents and squadron archives to turn over to his/her successor.

Duties of the Secretary

As Secretary of the Sponsoring Committee it is your responsibility for:

- Seeing that Form ACC1 has been properly filled out and that League and Service authority has been granted for the sponsorship of your Squadron.
- Seeing that notices of regular meetings of the SSC are sent out giving date, time and place.
- Consulting with the Chairperson to prepare an agenda for each meeting
- Keeping minutes of the meetings of the SSC.
- Having on hand a copy of the League's Policies and Procedures at all meetings of the SSC.
- Seeing that Information bulletins and notes are passed to sub-committee chairs or the official for whom they are intended.
- Seeing that the Chairperson is kept fully informed on all correspondence pertaining to the SSC.

Duties of the Treasurer

As Treasurer of the Sponsoring Committee it is your responsibility for:

- Helping the Chairperson prepare the Annual Report (ACC9) of the SSC, including financial statements for the onward transmission to the Provincial Committee and League Headquarters. Keeping a record of all SSC property, such as trophies, etc. and where located.
- Keeping an up-to-date record of all financial transactions of the SSC and Squadron.
- Arranging for the annual audit or review of the books of the SSC.
- Preparing financial statements and reports as required by the SSC.
- Serving as a member of the Fund Raising Committee or such other committees as are formed for the purpose of raising money.
- Assisting the Squadron Officers to prepare and submit their budget for the training year. This budget should be submitted to the SSC for approval.
- Becoming acquainted with Section 3.7 Financial Resources Management of the ACL Policies and Procedures.

Squadron Visits

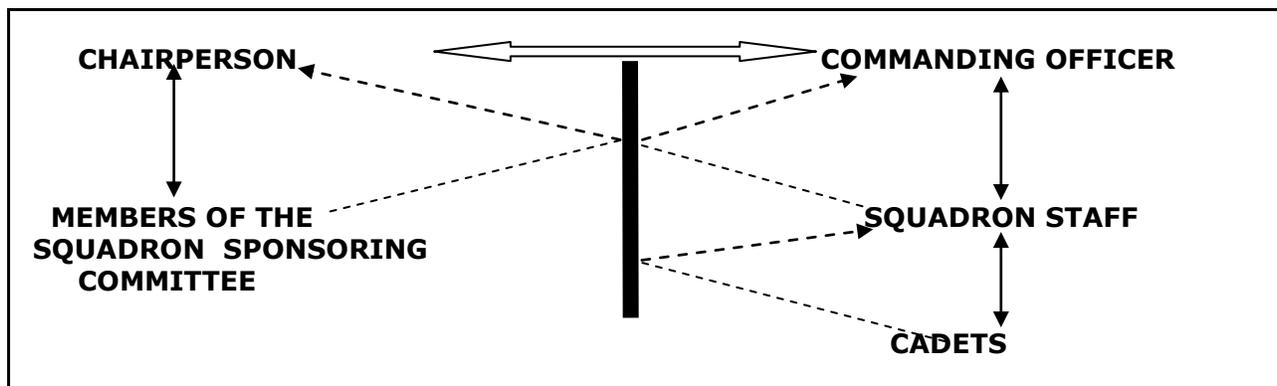
In order for the SSC to make informed decisions, it is important that the committee be fully informed about the squadron's training program and its personnel. For this to happen, we recommend that at least one member of the Committee attend each regular training night. This will give the members the opportunity to meet with the staff and cadets, observe classes and generally strengthen the ties between the Committee and the squadron. As the Committee is made up of at least four or five members that will mean that each member would attend one evening per month at the most. During the visit, observe cadets during training and speak with the cadets and staff whenever possible. Do not expect to be given a guided tour: the staff will likely be busy doing their main job...training cadets.

During the course of the year, members of the ACL (MB) Inc., mostly the assigned SRC-LM, will visit the squadron. These visits are normally planned in advance with the SSC-C and the Commanding Officer. The visits should coincide with an SSC meeting. If not possible, the Chairperson or another member of the SSC should be present. Remember that the primary role of the ACL (MB) Inc. is to support the operations of the SSC.

Channels of Communication

As the Chairperson of the SSC, you have a preferred channel of communication with the Commanding Officer and with the ACL (MB) Inc.; these are required for you to carry out your duties effectively and efficiently. There should be a free flow of information between yourself and the Commanding Officer on any issues dealing with the squadron whether these are related to personnel, financial or training. There should be no secrets between partners. Teamwork is the key.

It is also important that each member of the SSC be aware of the channels of communication. These are illustrated in the diagram below:



This is intended to show that all comments and concerns should flow up to the top of the respective chain. A member of the SSC, or a parent, who has a concern about something that is taking place at the squadron should bring the concern to the Chair. In the same manner, if a member of the squadron staff has a concern about the operation of the SSC, s/he should take the concern to the Commanding Officer. Concerns should then be shared between the Chair and the Commanding Officer.

This is not intended to prevent communication between all levels of the organization. If a member of the SSC wishes to speak with a cadet or staff member, this is quite acceptable. If that member wishes to compliment a cadet or staff member about something that s/he has observed, that is also fine. However, we do not want members of the SSC directly censuring cadets or squadron staff members. If a member of your committee observes something that s/he is concerned about, make sure that they bring the concern to you. As in most cases, common sense should prevail.

As the SSC-C, you are automatically a voting member of the ACL (MB) Inc., Provincial Committee. When you attend a meeting with your SRC-LM or a meeting of the Provincial Committee, you will have the opportunity to have input into decisions and to vote on policies and procedures. Your vote will count the same as that of every other member of the ACL (MB) Inc.

If you have a question or concern about any ACL (MB) Inc. issue or policy, you should also remember to use our channels of communication. Your first call will normally go to the SRC-LM assigned to your squadron. In most cases, this individual will likely have the answer you are looking for or will be able to offer you some guidance on the next steps that you should follow. If your SRC-LM is unable to assist you, you will likely be directed to the SRC-C. Any questions or concerns that this individual cannot resolve will be forwarded to the Board of Directors and the Executive Committee. Taking a concern directly to the executive level will usually not result in faster service. In most cases, the question will be referred back to the SRC Chair or the Liaison Member.

Publicity and Media Relations

Guidelines for public relations and dealing with the media are offered in the Air Cadet League Public Relations Handbook available on the Air Cadet League of Canada web site. As well as, from the Region Cadet Support Unit (Prairie) Media Relations Handbook available on the RCSU (Pra) web site. Links are provided on the ACL (MB) web site on the Sponsor and Members page.

The role of Public Relations has three basic responsibilities, these are:

- To promote the organization in order to facilitate acceptance, fund raising and recruiting.
- To represent the squadron at community activities.
- To communicate to the media Cadet Achievements, activities or incidents.

The latter of these responsibilities, particularly in the event of a crisis, can require pre-planning and organization. Communication efforts can initially be expected to be intense. Therefore, it is recommended that a procedure be set up between the Commanding Officer and the SSC-C to ensure an appropriate and joint response mechanism is available in the event of a serious accident or fatality. A team approach will share the workload that will be required in the early phase of a crisis. In particular, one spokesperson should be agreed upon to deal with the media and update them regularly. Others can serve as supporters to assist in collecting and logging information. If the incident happened during an authorized cadet activity, the CF will become the leading agency and will conduct an investigation of the incident.

The Commanding Officer has a required check list of actions s/he must action to the designated DND offices. To ensure the ACL has the necessary information to complete their required responses, the SSC-C must also complete the following:

- Inform the Provincial Office of the incident immediately and update them regularly;
- Contact the Provincial League Public Relations representative and seek assistance, if necessary;
- Prepare a simple accurate news release in conjunction with the Commanding Officer; include only factual information, NEVER speculate as to the cause or details.
- Review the contents of your release with the Provincial League Public Relations representative;
- Do not release the names of victims until the next of kin are informed. Respect personal privacy. Do not release personal information like home addresses or telephone numbers;

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- In conjunction with the Commanding Officer, keep a log of information that has been released and the names of reporters and the media they represent that you have spoken to;
- NEVER speculate about the cause of a crisis, the amount of damage, or the effect on the squadron. These facts will be established by the follow up investigation, the police and/or other officials and should only be released after the investigations are complete or on the advice of higher authority;
- The media will check all their own sources, hospitals, fire, police, witnesses, neighbours and any others who can give impressions. You can prevent hearsay information from being reported by providing clearly accurate and adequate information as quickly as possible; and
- Provide regular updates and follow up coverage.

Remember, there should be only **ONE** spokesperson for the squadron. All members should be cautioned **NOT** to assume that role should they be approached by the media.

Conflict Resolution

In a perfect world, there would be no conflict. In reality conflicts do occur when you are dealing with parents, volunteers, cadets and other outside groups, all whom have a stake and interest in the program.

Conflict in itself is not a bad thing for an organization. Conflict that disrupts the harmonious working of the organization **MUST** be dealt with in a timely manner. Issues that are not addressed fester into **BIG PROBLEMS**.

The best way to avoid conflict that affects the organization is to communicate clearly policies and procedures on contentious issues, such as, camp selections, promotions, trip eligibility, etc. Even with this proactive approach, problems do arise.

Most conflicts that occur at a squadron can be addressed by sitting down with the individual(s) and talking through the issue and coming to an agreement on how to move on. Occasionally, you may need to contact the SRC-LM or another League Member to mediate the issue to resolution.

Steps to Conflict Resolution:

1. Identify the problem – ensure that the issue being dealt with is the real issue and not the result of the real problem; e.g. is the issue that Johnny did not get selected for camp or that his parents did not know that Johnny did not qualify for the camp?
2. Identify the main parties involved and arrange a confidential meeting to deal with the issue.
3. Deal with the issue in a Professional Manner – Treat all participants equally, and let all have their say in the matter.
4. Decide upon the best way to resolve the problem and have all parties agree to abide by the decision and live by the decision – There is to be no complaining after the meeting.

Reminders:

- When first talking to the parties involved, remind them why they got into the organization. If they are not in it for the cadets or if they are not having fun, maybe it is time for the people to move on.
- Be prepared to take a break if things heat up: a little cooling down never hurts.
- It is all right for people to be passionate about cadets; passion is much better than indifference.
- People's views are just that, views. The decision being made is what is best for **ALL CADETS** and not just a few.
- You may need to get an outside person to mediate the problem if you are too close to the issue. Do not take this as a failing, rather as correctly assessing the situation and asking for help when help is needed.

PART 4: FINANCES

One of the most important roles of the SSC is to provide a sound financial base for the squadron to operate. In recent years, this has become more challenging as the support and accommodations available from the DND have been reduced, placing a greater demand on the SSC. The increase in the need for local fund raising, the increase in the number of squadrons with joint or multiple sponsors, the growing use of parent's groups and the increased demands (such as the cost of using school facilities as their LHQ) for financial accountability have all combined to make the financial operations of a squadron more complicated, and more sensitive. In order to assist the SSC in managing the financial resources of the squadron, the ACL (MB) Inc. is developing a number of guidelines that will be outlined in a finance handbook.

Here are some questions that you might want to review with your SSC:

1. Does your SSC have a Treasurer?
2. Has your Treasurer been fully familiarized with the ACC9 and completion procedures?
3. Is all squadron's money in a bank account (or accounts) bearing the squadron number and name 'in trust'?
4. Are these accounts separate from the Sponsor's accounts?
5. Are the Squadron's financial records kept separate from the Sponsor's?
6. Are any Parents' Group funds kept in the squadron account, or in a separate account bearing the squadron's number and name? If so, is this account overseen by the SSC? Are these funds reflected in the annual ACC-9?
7. All cheques require two-signatures (routinely including the SSC-C and Treasurer)?
8. The Commanding Officer or another member of the squadron staff has NO signing authority on cheques.
9. No co-signers related by blood, marriage, adoption or living common-law are permitted signing authority (CCRA).
10. Is the Commanding Officer given a petty cash fund that is replenished by presenting receipts for expenditures? (Recommended not to be more than \$250.00).
11. Does the SSC, in cooperation with the Commanding Officer, produce an annual budget? Is this budget reviewed regularly? Does the Treasurer produce regular financial status reports?
12. Has the SSC submitted its annual financial reports (ACC-9) on time?
13. Has the SSC registered with Canada Customs and Revenue Agency as a charitable organization and submitted the annual report by 28 February?

BUDGETS

The budget is the financial foundation required to support the operation of the squadron and its training program. A sound budget process will reflect a planned squadron program which will in turn aid organization, goal achievements and even retention. Planning a budget requires input for all members of the organization including the Commanding Officer, the squadron staff, members of the SSC and the cadets.

Well before the start of the training year, the Commanding Officer and the SSC need to prepare a budget. The budget reflects the list of meaningful and appealing activities the squadron wishes to accomplish during the training year along with projected costs. Mandatory and directed training activities, which are supported by the military, should be delineated. Optional training activities that are supported by the SSC should also be clearly identified. Routine expenditures (such as rent, telephone, supplies etc.), acquisitions such as training aids, as well as, attendance at the Provincial Annual General Meeting, should also be included in the annual budget. Along with anticipated expenditures should be anticipated revenues. This would include revenue from the sponsor(s), fundraising activities, investment income and government allocations. A support allocation is received from the Canadian Forces (\$600 plus \$15 per cadet – to help promote general efficiency); payable to the squadron for legitimate support expenses. Consult Cadet Administrative and Training Order 17-34 Local Support Allocation (available from your CO) for an outline of acceptable expenditures.

If anticipated revenues cover the projected costs of operating the squadron, then the budget can be approved. If projected revenues do not cover the anticipated costs, then it will be necessary to adjust either or both of the budget and the training program, or use reserves. Some squadrons are putting funds aside for future buildings or costs of accommodations and these are frequently Trust Funds. These funds should not to be made available for squadron trips, etc. Who should make these decisions? Both the Commanding Officer and the SSC must be involved in making the necessary adjustments to bring the budget and the training program together. Once this has been completed, the SSC should approve the budget. This should happen no later than the middle of September, preferably in June.

The Commanding Officer can implement the training activities that have been incorporated in the final budget. The SSC, in particular the Treasurer, must regularly monitor the actual costs against the budget to ensure that fund raising projects meet their anticipated financial goals and that expenditures do not exceed forecasts. The budget and bank statements or cheques should be reviewed regularly (at each meeting of the SSC) and regular financial updates should be provided to the Commanding Officer. If changes must be made to the budget during the training year, the SSC and the Commanding Officer should make these decisions together.

The Treasurer and the Commanding Officer work closely to handle the day-to-day management of the funds to keep the expenditures within budget forecasts. In most cases, it is not necessary (or desirable) for the Commanding Officer to get prior approval for every expenditure. To assist the smooth flow of operations and limiting 'out-of-pocket' expenses, the CO should be issued funds to cover the budgeted amount for an approved activity. The Commanding Officer will collect bills and invoices for various training activities and expenditures and turn them over to the Treasurer. If there are over expenditures then these must be justified and the overage may result in funds being removed from future planned activities. The Treasurer is then responsible for ensuring that bills and invoices are paid in a timely manner and for recording the expenditures in the financial records. If the expenditure is not in the budget, or exceeds the allocated amount in a significant way, ask questions! The Treasurer is also responsible for preparing monthly statements for the Commanding Officer and the SSC.

FUNDRAISING

Fundraising is a reality for squadrons. Unless the Sponsor has an unlimited budget, squadrons will be involved in one or more fundraising activity throughout the year besides the Manitoba Air Cadet Raffle. In fact, many squadrons are essentially self-supporting through their various fundraising activities. It ultimately is the responsibility of the SSC to manage all fundraising activities.

Traditional fundraising activities in air cadet squadrons included tag days and the Manitoba Air Cadet Raffle. Other activities that have become popular in recent years include bingos, break-open tickets and sales. Care must be taken in planning any fundraising activity in order to ensure that the squadron receives the best possible return. Although cadets, under supervision of the Commanding Officer and staff, are expected to take part in some fundraising activities, consideration should be given to minimizing the amount of time cadets are expected to spend in these activities. Ultimately, it is the responsibility of the SSC to ensure that there is adequate funding for squadron operations.

The Manitoba Air Cadet Raffle is the one provincial fund raising activity in which all SSCs are expected to participate. Revenues from this raffle assist the squadrons in covering their annual assessment. The assessment covers ACL (MB) Inc. expenditures, especially maintaining the fleets of tow planes, gliders and ancillary equipment that are used to provide familiarization flying training to cadets. The Manitoba Air Cadet Raffle draw is set annually and can be a very lucrative source of funds for the local squadron; each squadron is credited for their individual sales, less their share of the raffle costs.

The SSC is responsible for managing and supervising this fundraising activity. One member of the Committee should assume responsibility for overseeing this activity. The Raffle Committee will determine squadron participation in November and select appropriate prize(s) and determine their costs. The Raffle License is normally received by the ACL (MB) Inc. Raffle Committee in early January. Tickets are then ordered and arrive near the end of January. The Raffle tickets are usually distributed to squadrons by mail immediately after that date. Additional information is provided when tickets are delivered to your squadron. Cadets should not be ticket sellers!

FINANCIAL STATEMENTS AND RECORD KEEPING

The Treasurer is responsible for preparing regular financial statements for the SSC, the Commanding Officer, the League/ACL (MB) Inc. and for Canada Customs and Revenue Agency. As such, the Treasurer should have a

reasonable knowledge of bookkeeping and record keeping procedures. S/he should ensure that all accounts payable and receivable are paid in a timely manner and that accurate records are maintained. Outlined below is a brief list of reports and documents that a Treasurer should prepare:

- The annual budget that has been agreed upon by CO and SSC.
- Regular budget updates for the SSC and the Commanding Officer.
- The ACC-9 (due no later than October 1 of each year).
- Returns (T3010) for Canada Custom Revenue Agency which includes a listing of all charitable donations due 28 February each year.
- Quarterly applications for GST rebates.
- Applications for licences from the Manitoba Lotteries Commission, as well as, any financial reports required by the Commission.

Copies of these documents should be maintained with the SSC and at the local headquarters with the Commanding Officer.

REPORTING

The Air Cadet League of Canada requires each SSC to report their financial status on an annual basis. The format used is the ACC-9 Squadron Financial Report. Failure to submit a report could lead to the SSC being placed on 'Probation' or being replaced.

Why the need to report? The Air Cadet Program is supported by public funding and the support of persons or organizations in the local community who admire our program's goals and product. In Manitoba, SSCs operate each year with a total of more than \$300,000 in funding available for cadet optional activities mostly provided through local fund raising initiatives. These optional activities have proven essential to the retention of cadets in the program.

To permit us to preserve the trust the community supporters have given the program, it is extremely important that we accurately report how our funds are expended. Failure to maintain an upstanding public-image will seriously affect community support and could also affect the generous public support we receive.

Your report is important to the future of the Air Cadet Program!

PART 5: SPECIAL EVENTS

During the course of the training year, there are many special events and activities that you and other members of the SSC will have the opportunity in which to participate. We strongly encourage all members of the Committee to be actively involved in as many aspects of the squadron as possible. This will give each member a broader insight into the operation of the squadron and will enhance the ties between the squadron and the Committee. It is important for the Committee to be more than faceless (and sometimes nameless) individuals whose only role in the squadron is to “pay the bills”.

ANNUAL CEREMONIAL REVIEW: The Annual Ceremonial Review (ACR) is the culmination of the training year. It continues to be a major event for the squadron. The SSC should be actively involved in planning and implementing the ACR. Various activities could include:

- Coordinating all details in advance with the Commanding Officer.
- Hosting a luncheon or reception for members of the reviewing party or for the public.
- Presenting special awards or scholarships.
- Setting up a display showcasing the role of the SSC (and the Sponsor).
- Assisting with organizing and planning activities that are part of the ACR.
- Inviting and hosting the local media.
- Reviewing the list of invited guests with the Commanding Officer.
- Participating in the preparation of the printed program.

As the SSC-C, you are part of the Reviewing Party during the inspection. If you are unsure of exactly what you will be required to do, make arrangements with the Commanding Officer to take part in some of the practice sessions which take place prior to the ACR. You will also be given the opportunity to say a few words to the cadets and guests. Remember, KEEP IT SHORT! Limit your remarks to two or three minutes at the most. You may also be given the opportunity to present special awards or trophies. Again, if you are unsure of what you are to do, speak with the Commanding Officer.

PROMOTIONS, AWARDS AND SUMMER CAMPS: The SSC, and in particular, its Chairperson, are expected to have input into promotions and awards. One of the roles of the SSC is to ensure that the process for selecting deserving cadets for promotions and awards is established, known, fair, impartial and consistent. In order to make informed recommendations to the Commanding Officer; it is necessary for you and members of your Committee to be knowledgeable about what goes on at the Squadron on a regular basis. Here is where the regular visits by you and your committee members pay off.

Cadets who are applying for League-sponsored Scholarships and National courses also require input from the Chairperson on their applications. In some cases, the candidate is required to undergo an interview from a panel that includes the Chairperson or members of the SSC and ACL (MB) Inc. Directors. See the ACL (MB) Inc. By-laws, Policies & Procedure Manual (B, P & P), Part 3 for required procedures.

Each cadet who has served as a cadet for four years is entitled to receive the Air Cadet Service Medal. These awards, available from the ACL (MB) Honours and Awards Committee, should be presented by a League member, preferably a member of the Squadron’s SSC. As well a cadet’s involvement can be acknowledged with rewards such as the Royal Canadian Legion Medal and the Strathcona Trust Medal.

SSCs can also set up special award programs for the cadets in the squadron. These programs can be used to recognize special accomplishments, as well as, regular, on-going participation in squadron activities. Small trophies, plaques and certificates can be purchased from local suppliers or from the League.

SOCIAL EVENTS: Many SSCs arrange social events for the cadets and for the adults (civilian and military) who work with the squadron. These events can include dances for the cadets, mess dinners for all members of the squadron, or special social events for the adults. These events can be included as part of the annual training/activities program and would, therefore be included as part of the annual budget. Care must be taken to adhere to DND and League policies on smoking and alcohol; as well as, ensuring that the activities are of benefit to the squadron and its cadets.

TRAINING ACTIVITIES: Weekend training also provides an opportunity for members of the SSC to get involved with the cadets and the squadron. Helping out in the kitchen, assisting with transportation to or from the training venue or running the cadet canteen are just some of the many ways that members of the Committee can be involved in training activities. All arrangements should be worked out with the Commanding Officer in advance. **REMEMBER** that **supervision is the sole responsibility of the Commanding Officer**. SSC (League members) are not to accept supervision of cadets or be alone with them. League screening is not for that purpose. Those wishing otherwise, are required to become squadron volunteers and be screened in accordance with DND/CF rules.

TRIPS: Most squadrons try to arrange major trips on an annual basis. Depending on the size of the squadron and the destination, there will normally be a great deal of work in setting up these trips. Be prepared to assist the Commanding Officer in organizing the trip and planning the various special fundraising activities that may be required. Your contacts in the local community can be very helpful.

RECRUITING / REGISTRATION / SCREENING: SSCs are involved in recruiting adult volunteers to work with the squadron as potential officers, civilian instructors, squadron volunteers and new members for the SSC. 'Recruiting' does not mean 'enrolling'. Those recruited for the military side of the squadron have to meet military standards and follow military procedures, including screening. This is handled by the CO and staff, and higher headquarters. On the League side, all members of the SSC have to register and be screened to ensure that they have a good background for volunteering in our Youth organization. As the Chairperson of the SSC, you will be screened by ACL (MB) Inc. Directors; this will require completing a registration form and undergoing a routine background check. Once screened, you or another member of your SSC will screen new members. Note that parents or members of parent groups have no status with the League, and thus enjoy no benefits. However, for that purpose there is no limit to the size of the SSC and the number of screened members – the only restriction is that those persons can not be considered screened as or act as squadron volunteers; only the military can screen squadron volunteers.

PART 6: THE YEAR AT A GLANCE

The Provincial Office sends out calendar updates with its mailings that provide timelines for major events and activities related to your squadron and the provincial program. Activities are also posted on the Provincial Web site at www.aircadetleaguemb.ca.

July

- Complete end-of-training year activities (such as the annual report) and finish paying all bills and
- Plan to visit an Air Cadet Summer Training Center, in conjunction with a graduation parade. See the Graduation calendar on the Provincial Web Site.
- Schedule meetings with the Commanding Officer to begin preparing the budget for the upcoming training year.
- Recruit new members for the SSC and squadron.

August

- Ensure that all bills and invoices are paid off by the end of the month (the end of your fiscal year).
- Receive blank ACC-9, Sqn Info Sheet, and Registration/Screening forms from the Provincial Office.
- Gather financial records to begin completion of the ACC-9 soon after 31 August.
- Plan to attend Graduation Parades at Summer Training Centres. (See the calendar)
- Register for the ACL (MB) Inc. Annual General Meeting in October.

September

- Arrange the year's meetings schedule for SSC. Add new members as required (there is no limit to your numbers). Arrange first meeting of the Committee with the Commanding Officer to approve budget for upcoming training year.
- Help the Commanding Officer plan and organize the September parent's night. Discuss the planned program and expectations.
- Contact the SRC-LM assigned to your squadron; invite him/her to attend your first Committee meeting.
- Prepare the Financial Statement (ACC-9) and the Annual Squadron Information Sheet. These are due no later than the end of October.
- Register and Screen your new SSC members.
- Plan recruiting activities for CIC officers, cadets and volunteers.

October

- Ensure that ACC-9 and Annual SSC Confirmation form are completed and submitted on time.
- Attend the ACL (MB) Annual General Meeting.
- Assist with squadron fundraising activities as identified in the annual training program.
- If you have not received a visit from your SRC-LM during this month, remember to call and update him/her on squadron activities.
- If possible, visit the Gliding Center when your Squadron is scheduled to fly.
- Confirm your squadron's participation in the Manitoba Air Cadet Raffle to the Raffle Committee.

November

- Review the budget following fall fundraising activities and adjust if necessary.
- Plan to participate in Remembrance Day activities with the Squadron.
- If you have not received a visit from your SRC-LM during this month, remember to call and update him/her on squadron activities.
- Cadets planning to apply for Air Cadet League National Courses, including Scholarships and Exchanges, will be starting their application process now. Be prepared to make recommendations on the cadet's application form and to participate in Interview practices.
- Plan to organize a squadron Effective Speaking Competition for the cadets. The squadron competition must be completed by no later than end January. Information about the Effective Speaking Competition is provided on the Air Cadet League Website (www.aircadetleague.com).
- Consider planning a December social activity for cadets, squadron staff and members of the SSC.
- Assist with squadron fundraising activities as identified in the annual training program.

December

- Help conduct squadron-level Interview Boards for cadets applying for National Courses; the local interview is a good training opportunity to help them prepare for the final interviews in February.
- Organize the local Effective Speaking Competition.
- If you have not received a visit from your SRC-LM during this month, remember to call and update him/her on squadron activities.

January

- Review the budget and make adjustments, if required.
- Cadets write their flying/gliding scholarship qualifying exams at specified examination centers.
- Help conduct squadron-level Interview Boards for cadets applying for National Courses; the local interview is a good training opportunity to help them prepare for the final interviews in February.
- Ensure that properly completed and documented applications for Air Cadet League National Courses are mailed to the Provincial Office on time.
- If you have not received a visit from your SRC-LM during this month, remember to call and update him/her on squadron activities.
- Assist with squadron fundraising activities as identified in the annual training program.
- Advise SRC-LM of the date of the Annual Ceremonial Review once it has been finalized.
- Work with Treasurer and Commanding Officer to organize Manitoba Air Cadet Raffle. The Squadron will receive its quota of tickets at the end of January, or earlier if possible.

February

- If you have not received a visit from your SRC-LM during this month, remember to call and update him/her on squadron activities.
- Help conduct squadron-level Interview Boards for cadets applying for National Courses; the local interview is a good training opportunity to help them prepare for the final interviews this month.
- Assist with squadron fundraising activities as identified in the annual training program.
- Assist Commanding Officer in arranging transportation for cadets to attend Provincial Interview Boards.
- Plan to attend the Provincial Effective Speaking Competition held after the Interview Boards.

March

- Assist with squadron fundraising activities as identified in the annual training program.
- Work with Commanding Officer during initial planning for Annual Ceremonial Review.
- If you have not received a visit from your SRC-LM during this month, remember to call and update him/her on squadron activities.
- Review budget and make necessary adjustments.
- Spring Break Trip as part of optional training activities.

April

- If you have not received a visit from your SRC-LM during this month, remember to call and update him/her on squadron activities.
- Assist with squadron fundraising activities as identified in the annual training program.
- Plan to attend the ACLC (MB) Semi-Annual General Meeting (if scheduled), held near the end of the month.
- Ascertain which cadets have been selected for National Courses and arrange notification with Commanding Officer.
- Continue to work with Commanding Officer planning for the Annual Ceremonial Review. Order trophies and awards for Annual Ceremonial Review.
- Plan to travel to the Gliding Centre with the squadron for familiarization flying.
- Arrange for cadets to participate in the Annual Golden Falcon Competition (May long weekend).

May

- Assist with squadron fundraising activities as identified in the annual training program.
- Continue to work with Commanding Officer planning for the Annual Ceremonial Review.
- If you have not received a visit from your SRC-LM during this month, remember to call and update him/her on squadron activities. Brief him/her on preparations for the Annual Ceremonial Review.
- Assist the Commanding Officer with Golden Falcon arrangements.
- Final budget review. Did fund raising activities meet their goals? Are expenditures and revenue balanced? Are financial arrangements for end-of-year trips on track? Arrange a planning meeting with the Commanding Officer for next year's program.

June

- Attend the Annual Ceremonial Review and complete necessary paperwork with SRC-LM. Do not let the squadron forget to submit the CF 790 and complete the local sponsor chair comments block. The CO will know its importance for quotas of all kinds, including staff and National Courses.
- End-of-year trip, if planned.
- Wrap up training activities for the year. Ensure that all bills and invoices are paid.
- Discuss arrangements with Commanding Officer for transporting cadets selected for summer training (this may entail taking cadets to a central pick-up point).
- Get ready to rest and relax during the summer months... you deserve it!