



Serving the Youth of Manitoba Since 1941

AIR CADET LEAGUE OF CANADA (MANITOBA) INCORPORATED

**SPONSOR RELATIONS COMMITTEE
LIAISON MEMBER HANDBOOK**



**P.O. Box 1011
Winnipeg, MB
R3C 2W2**

www.aircadetmanitoba.com

acl.mb@hotmail.com

INTRODUCTION

Welcome to the Air Cadet Program and the Air Cadet League of Canada (Manitoba) Incorporated (ACL (MB) Inc.) Sponsor Relations Committee. The Air Cadet Program currently operates in all provinces and territories and is comprised of more than 450 squadrons serving over twenty-six thousand young people, girls and boys. The Air Cadet program is based on a partnership between the Department of National Defence, the Air Cadet League (ACL) and the Local Sponsor. The ACL (MB) Inc. is the Manitoba Provincial arm of the ACL. Each partner plays a critical role in the success of this program, the premier youth movement in Canada. As a new director in the Manitoba Program, you will be learning about your role in this partnership.

This Handbook is designed for Directors who have accepted the assignment as a Sponsor Relations Committee, Liaison Member (SRC-LM); Directors, such as yourself, who may or may not have the knowledge of the Air Cadet League or its role as a youth program. It is designed to supplement information provided to you in the various handbooks and publications which are available to you. Hopefully, it will provide you with the answers to many of the "nuts and bolts" types of questions that you may have.

The motto of the Air Cadet Program is "TO LEARN, TO SERVE, TO ADVANCE". As a new SRC-LM, you too, will be learning new information about the Air Cadet League and your role in supporting our young people.

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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**Air Cadet League of Canada (Manitoba) Incorporated
Box PO 1011 – Winnipeg, Manitoba – R3C 2W2
Office: (204) 223-7044 – E-mail: acl.mb@hotmail.com
www.aircadetmanitoba.com**

PART 1: GETTING STARTED

When you first joined, you expressed an interest in joining to one of our members. Your interest along with information provided by the member was presented to the Board of Director's meeting for final approval.

What You Will Receive

When you are inducted in the ACL (MB) Inc., the Provincial Chair will write you a formal letter, officially welcoming you to the League and introducing you to your mentor. You will receive a nametag, to be worn at official functions, which form part of our "uniform" (more on that later). You need become familiar with the following documents:

- The ACL (MB) Inc. By-laws, Policies & Procedures Manual and the National Policies and Procedures Manual. These books contain essential information that you will need to know in order to carry out your duties as a SRC-LM. They also contain information that all Squadron Sponsoring Committees (SSC) should know. You should familiarize yourself with all the information in these publications. They are available on the internet the ACL (MB) Manual at <www.aircadetmanitoba.com> and the National Manual at <www.aircadetleague.com>.
- An ACL (MB) Inc. Directory: Available from the Secretary, lists all members of the Manitoba Committee along with their mailing addresses, e-mail addresses and FAX numbers. It will also outline the current operating committees.

Additional Information You Will Need

Squadron Information

Once you have read the Handbook, there is additional information you will require. Most of this information is also available in the Directory or on the ACL (MB) website <www.aircadetmanitoba.com> such as:

- The name, phone number or e-mail address of the Sponsor Relations Committee Chair, to whom you will report: This person will also act as your mentor and advisor. S/He will contact you to arrange a meeting wherein s/he will discuss the program, your duties and answer any concerns you may have. If possible, try and arrange a meeting or a telephone call with this individual.
- Squadron Information: Your SRC Chair will assign you one or more squadrons in the Province. You should ask for some background information on "your" squadron(s). This information could include;
 - the most recent squadron information sheet,
 - the ACL (MB) Directory which lists the names of the SSC,
 - a verbal briefing on the areas of strength of the squadron, as well as any potential concerns.
 - the date to visit your squadron with an experienced director.

The League is one part of a partnership. It is important that you also know the names and contact numbers (telephone, FAX and e-mail) of the military partners associated with your squadron. These include:

- the name of the Detachment Commander (Det Comd);

- the name of the Area Cadet Officer (Air)(ACO (Air));
- the name of the Assistant Area Cadet Officer (Air) (AACO (Air));
- the name of the Area Cadet Assistant (Air) (ACA(Air)); and
- the name of the Cadet Liaison Officer (CLO) assigned to the squadron by its support Base.

Most of this information can be provided to you by the SRC Chair or by contacting the Corporation Secretary.

Our Uniform

The Air Cadet Program has a long history; including our close partnership with the military. Part of that history includes the wearing of a distinctive uniform. The Air Cadet League has an order of dress, which is optional for members but it is a distinctive uniform. Our normal uniform consists of a dark blue blazer with the Air Cadet League crest, a white or blue shirt worn with the Air Cadet League tie, gray trousers/skirt or slacks and black shoes. The nametag is worn on the right lapel of the blazer. This uniform is worn to most Air Cadet League functions, such as squadron visits, Annual Reviews, major League meetings and public functions. When the dress order requires such and you are a medal recipient, they are to be worn over the left breast pocket; miniature medals are worn on the left lapel.

In the warm weather, we have a "summer uniform" which consists of a short sleeve white shirt, gray trousers/skirt or slacks and black shoes. The shirt has epaulettes and two breast pockets and is worn with the name tag but without a tie. This uniform is usually worn when visiting Summer Training Centres. Each member is responsible for providing their own uniform items except for those which are provided by the ACL (MB) Inc.

There are other items of Air Cadet League clothing which you may wish to purchase. These are listed in the Air Cadet League Catalogue. Contact the National Office or go to their web site www.aircadetleague.com to receive an up-to-date catalogue with current prices.

The Philosophy of the Air Cadet League and Its Responsibilities: The Duties and Responsibilities of the Department of National Defence.

Air Cadet League Philosophy

The Air Cadet League believes that there is a place in our society for an educational program which is not entirely permissive, which requires the participants to meet certain standards of dress, appearance and behaviour and which expects our young people to accept a full measure of personal responsibility for their own actions.

The League believes that Air Cadets should have every opportunity to qualify for the most attractive rewards the program can offer through merit.

While Air Cadets are not required to pay membership fees, they are expected to take part in fund-raising projects initiated by the League, Sponsoring Committee and the Squadron.

The League assumes that young people join Air Cadets mainly for their interest in aviation and wish to be identified with the air element of the Canadian Forces.

Responsibilities of the Air Cadet League

To make recommendations to the Chief of Defence Staff for the formation, organization or disbandment of cadet squadrons.

To provide supervision, advice and assistance to local sponsors and cadet units.

To oversee, in cooperation with the CF, the effective operation of Air Cadet Squadrons and their Sponsoring Committees.

To recommend suitable persons for enrolment in the CF as CIC officers, or for employment as Civilian Instructors.

To make recommendations to the appropriate Region Commander regarding the appointment, promotion, transfer or release of CIC officers and civilian instructors.

To provide and supervise Sponsors and Sponsoring Committees.

To provide advice and assistance to Squadron Sponsoring Committees.

To provide financial support as required.

To administer trust accounts set up for awards.

Responsibilities of the Canadian Forces

Supervision and administration of cadet squadrons.

Materiel, in accordance with approved scales of issue.

Training, pay and allowances for Cadet Instructors.

Funds for payments of annual grants, band grants and training bonuses, as authorized.

Transportation, as authorized.

Facilities and staff for summer training centres and approved courses.

Syllabus and training aids, as authorized.

Medical care as authorized.

Liaison with cadet units.

Officers or appropriate civilians for formal functions at Annual Reviews.

Policy on enrolment, employment, appointment, promotion, transfer and release of CIC officers, civilian instructors and cadets.

PART 2: THE SQUADRON VISIT

As a SRC-LM, it is recommended you visit your assigned squadron at least twice during each training year. One of these visits should occur between September and the end of March. The final visit is the Annual Ceremonial Review (ACR) which occurs in May or June. This is the minimum number of visits required; visit as often as you can but as a courtesy, contact the SSC Chair (SSC-C) by phone and discuss your visit; and as well, contact the CO to ensure that your visit will not conflict with other planned LHQ training. This will maintain relationships and regular communication as an essential part of our role in supporting the squadron and the sponsoring committee.

Planning Your First Visit

Prior to planning your first visit, remember to speak with your SRC-C about the squadron's strengths as well as any areas of concern. Depending on your location, another Director may accompany you on your first visit. Prior to your visit, you should:

- Review any reports from the previous training year.
- Obtain a copy of the Squadron's Information Sheet; this will give you the names of many of the people you will be meeting.
- Contact the SSC-C to arrange a convenient date. Remember to include the Commanding Officer as our role is primarily to provide support and assistance to both groups.
- Review the Squadron Sponsor Relations Checklist, included below, and familiarize yourself with the areas to observe.
- Make sure that your uniform is ready for the visit.
- Allow adequate travel time to find the local headquarters..... plan to arrive early rather than late.

SQUADRON SPONSOR RELATIONS CHECK LIST

1. The following are subjects that Sponsor Relation Committee (SRC) Liaison Members (LM) should discuss with their Squadron Sponsoring Committee (SSC) members.

- a. Ensure your SSC members understand their role in the overall structure of the Air Cadet League of Canada. If not, provide or arrange for a formal briefing of the League Organization. (PPM Section 1.2.6)
- b. Ensure the SSC is of adequate strength to support the squadron. If not, discuss potential sources of help, such as interested parents. (PPM Section 2.6.2)
- c. Ensure all members of the SSC are registered. If not, then ensure they fully understand the limitations of their involvement and liability. (PPM Section 2.2.7)
- d. Ensure your SSC members understand the importance and uses for the ACC9 Squadron Annual Financial Statement. If not, explain the use of the information in

seeking support from Government and other supporters. (PPM Section 2.7.3)

e. Ensure the SSC is involved in identifying potential CIC and CI to assure a smooth succession of squadron staff. If not, discuss the requirement to ensure that adequate trained staff is available in the event of sudden or routine succession. (PPM Section 2.6.2)

f. Determine the SSC relationship to the community and ensure that they are interpreting the aims of the program to parents, civic authorities and media. If not, discuss the importance of ensuring that people understand the goals of the program. (PPM Section 2.6.2)

g. Prior to each meeting of the Board:

- Check with your SSC-C to determine if s/he has any issues that should be addressed.
- Ensure the SRC-C is briefed on any issues requiring attention.

h. Ensure the SSC-C is aware that you and other Directors are available to help resolve problems beyond the SSC capability.

During the Visit

Each visit to a squadron is different depending on the particular squadron, your knowledge and background of the squadron, who you will be meeting and what activities are planned for the evening. During a normal evening visit you can expect to:

- Meet with the SSC-C and any other members who may be present.
- Meet with the Commanding Officer and his/her staff.
- If an inspection is to be carried out then ask to be a part of the reviewing party. The inspection may be at the beginning or end of the evening (that's why you should always have your own uniform "up to standard").
- Speak with the cadets in a class.
- Sit in and observe training activities.

Remember to address the issues raised on the Checklist. You should also ask for the current number of officers and civilian instructors, as well as, the number of cadets enrolled and actually in attendance. During the early fall visit, it is also important to check on the squadron's progress in completing the necessary reports which must be submitted.

At the end of the evening, it is useful to sit down with the Commanding Officer and SSC-C to review your general observations. This is also an excellent time for you to find out if they have any specific questions or concerns which should be addressed by the League.

Follow-Up Activities

As soon after the visit as possible, you should complete your report; see Annex A. This is sent to the SRC Chair who will review the report and forward it on, if required to resolve issues noted. You should also send a copy of the report to the SLC Chair, the Commanding Officer and keep one copy for your own files.

If you use a personal computer, you can transfer the information from the Checklist to your files and use it as a template for all of your reports. You can keep hard copies of your reports or use electronic copies on your PC. You can also e-mail copies of your reports to the SSC Chair, Commanding Officer and SRC Chair if they have the necessary hardware and software.

If the SSC-C or Commanding Officer had any questions for you to address, make sure that you respond to them as quickly as possible. If you are unable to find the answer, check with the SRC-C.

When you carry out a subsequent visit to the squadron, make sure that you check to see if any of the areas of concern which you had identified on your previous visit have been addressed.

Attending a Squadron Sponsoring Committee Meeting

If you are not invited or requested to be there, you should consider attending an SSC meeting. This will provide you with a valuable opportunity to meet all the members of the SSC and to see how they work together. It will also provide the SSC with an opportunity to discuss any concerns they might have with you.

Prior to attending the SSC meeting, you should check with the SSC-C to see if there are any specific issues for which you should prepare; budget, personnel issues and fund raising are common "flash points". You don't want to be surprised when you arrive at the meeting!

Following the meeting, you should prepare summary notes for yourself. If there have been any issues raised at the meeting, you may wish to advise the SRC-C or the ACO (Air). Remember, they don't like surprises anymore than you do!

The Annual Review

The Annual Ceremonial Review (ACR) is the final major event of the training year. It is also the second formal visit you will be making to your squadron. The squadron should decide on the date for the ACR in February or March. Make sure that you record the date on your calendar. A few weeks prior to the Annual, you should receive a briefing package from the squadron. This should include information about the date, time and location of the ACR, as well as, what you will be expected to do as part of the ceremonies. As the official representative of the Air Cadet League, you should expect to be:

- part of the Reviewing Party.
- asked to present suitable awards to the cadets.
- able to address the cadets and members of the public. Remember to keep your remarks short and to the point; a couple of minutes are usually quite sufficient!

Following the ACR, you should prepare a visit report with particular note of the items on the Checklist. This report summarizes the performance/effectiveness of the SSC for the entire training year. When you have completed the report, forward it to the SRC-C and send a copy to the SSC-C and Commanding Officer.

Duties of the Commanding Officer, the Squadron Sponsoring Committee and the Squadron Sponsoring Committee Chair

The information provided on the next pages has been taken from a national in-service program developed by the Air Cadet League of Canada. It will provide you with an overview of the role of the Commanding Officer in the squadron. It will provide you with an overview of the role of the Squadron Sponsoring Committee and the Squadron Sponsoring Committee Chair. You should also refer to Sections 1.2.6, 1.5.3 and 2.6 in the National Policies and Procedures Manual.

Responsibilities of the Commanding Officer

Assure that the Mandatory Proficiency Level training program is provided.

Organize optional training activities.

Plan special activities.

Responsible for the administrative management of the Squadron.

Management and control of military material.

Organize and supervise the work of the military personnel.

Make sure that there is a fair evaluation system in the selection of cadets for promotions, summer training programs and awards.

Assure the effective liaison with the Squadron Sponsoring Committee.

Prepare and submit a budget to the Squadron Sponsoring Committee.

Responsibilities of the Sponsoring Committee

Assisting in enrolling suitable persons to be cadets in the squadron.

Recommending, through their Provincial Committee to the appropriate Region Commander the appointment, promotion, transfer or release of CIC officers for the squadron.

Assisting in identifying suitable candidates for replacement officers and positions as Civilian Instructors or Volunteers.

Enrolling suitable persons to be members of the Squadron Sponsoring Committee.

Providing facilities or assistance as may be required and mutually agreed between the Sponsor, the Sponsoring Committee and the CF.

Ensuring that the SSC is conducted in accordance with League rules and regulations and, within such framework, to establish whatever local regulations may be needed.

Providing squadron representation in the community.

Providing awards, trophies and other special recognition for proficiency.

Liaising with other cadet units.

Providing appropriate accommodation for squadron 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.

Providing management of the squadron's finances and to render an Annual Statement of Receipts and Expenditures (ACC-9) to the Provincial Committee.

Providing necessary input to cadet applications for national summer courses and signing application forms.

Arranging cadet recreational programs other than environmental training.

Providing transportation, when not available from the CF, for local training exercises.

Duties of the Sponsoring Committee Chairperson

Responsible for the duties of the SSC.

Schedules meetings of the SSC, presides at all meetings and prepares the agendas.

Establishes and supervises sub-committees.

Enforces all decisions made by the SSC.

Maintains privileged links with the Commanding Officer.

Represents the squadron to parents, the public and the community.

Implements and maintains the working agreement with the Sponsor.

Reports through the Liaison Member, to the Provincial Chair and is a member of the Provincial Committee.

Attends provincial meetings, as able.

Ensures that the SSC supports the provincial activities and subcommittees.

Submits, annually, the financial statements (ACC-9) and a list of the SSC members.

Sets up a process and registers/screens members of the SSC in accordance with provincial committee policy and is responsible for immediately reporting to the Corporation Secretary, any discreditable conduct or criminal conviction(s) by members of his/her SSC.

Maintain an organized library of publications, current documents and squadron archives to turn over to his/her successor.

SECTION 3: THE YEAR AT A GLANCE

The Provincial Office regularly sends out correspondence for the latest information which provides timelines for major events and activities at the provincial level. This outline will help identify local timelines.

September

- Contact the SSC-C and Commanding Officer to plan initial visit.
- Plan to attend the Provincial Annual General Meeting in late September or early October.

October

- First visit to your squadron. Complete your report and send to SRC-C.
- Follow-up telephone call to the squadron near the end of the month to confirm that necessary documents (ACC-9 and SSC Member Information Sheet) will be submitted on time.
- Visit a gliding center if you have an opportunity.

November

- Monthly telephone call to SSC-C and Commanding Officer.
- Follow up with squadron concerning any missing documents.

December

- Monthly telephone call to SSC-C and Commanding Officer.
- Check on participation in Provincial Effective Speaking Competition.
- Check on progress in completing applications for National Courses.
- Submit your annual expenses to the Corporations Treasurer.
- Have a great holiday.

January

- Early call to SSC-C and Commanding Officer to remind them about upcoming deadline for National Course applications.
- Extend best wishes to candidates for gliding and flying scholarship tests.
- Plan your next visit to the squadron.

February

- Participate in interview boards and/or selection boards for National Courses.
- Attend Provincial Effective Speaking Competition.
- Monthly telephone call to SSC-C and Commanding Officer.

March

- Monthly telephone call to SSC-C and Commanding Officer.
- Confirm date for Annual Ceremonial Review.
- Carry out second squadron visit.

April

- Monthly telephone call to SSC-C and Commanding Officer.

May

- Monthly telephone call to SSC-C and Commanding Officer.
- Confirm details of Annual Ceremonial Review.
- Attend the Golden Falcon Competition.

June

- Attend Annual Ceremonial Review.
- Complete your report and forward to SRC-C, SSC-C and Commanding Officer.

July

- Plan to attend Gimli Air Cadet Summer Training Centre Graduation of the Introduction to Aviation Course (mid July).

August

- Plan to attend the final graduation parades at Gimli and Flying Scholarship Graduations.

SECTION 4: THIS 'N THAT

This section deals with a number of specific issues which are not covered in the ACL (MB) Inc. By-laws, Policies & Procedures Manual or the National Policies and Procedures Manual.

Expenses

Although we do not receive any remuneration for carrying out our ACL (MB) duties, any expenses that are incurred to carry out these duties can be written off as a charitable contribution. Here's how you do it;

1. Record all travel and expenses on the form provided by the Corporation Treasurer. Keep and submit required receipts at the end of the Fiscal Year (for period January 1 - August 31) and at the end of the Calendar year (for period September 1 - December 31).
2. Send a copy of your expense sheets plus a cheque in the amount of your expenses to the Provincial office. Make the cheque payable to the **Air Cadet League of Canada (Manitoba) Inc.** This cheque will be shown as a charitable donation by the ACL (MB).
3. The Provincial office will send you a cheque covering your expenses, as well as, a tax receipt for the charitable contribution that you sent in.
4. Deposit the cheque in your bank account and notify the Provincial office. The office will then deposit your cheque in their account.

You can then use the tax receipt when you complete your annual income tax calculations. It may not be much, but every little bit helps!

Reasonable expenses incurred on Air Cadet business can include some or all of the following;

- Mileage (at Gov't of Canada rates set from time to time).
- Long distance telephone calls (receipts required).
- Postage (receipts required).
- Per Diem rates for Meals while visiting squadrons or while on ACL (MB) Inc. business (receipts if exceptional circumstances).
- Parking (receipts required).
- Hotel expenses (receipts required).
- Expenses incurred to attend the Annual General Meeting.

Financial Matters

The issues surrounding money (how it is raised, who controls it and how it is spent) can be among the most contentious issues that a SRC-LM will have to handle. There are some simple points that can guide your discussions with SSCs and Commanding Officers:

- All fund raising activities should be agreed to by the SSC and the Commanding Officer.

- All funds, except for a petty cash fund, should flow through the SSC’s bank account that is set up solely for the operation of the squadron.
- The Commanding Officer should have a petty cash account that is renewed as required on presentation of receipts. The recommended amount is subject to the size of the squadron but not more than \$250.00. Commanding Officers are not permitted to have their own bank accounts for squadron expenses.
- All bills and invoices should be paid for by cheque drawn against the SSC’s bank account.
- The budget should be agreed to early in the year. Once agreed upon, it should be reviewed periodically to ensure that expenditures and fund raising activities are on track.
- The budget should be amended as required.

You should familiarize yourself with the information listed in the ACL (MB) B, P&P Part 3. If you have any further questions, feel free to contact the SRC-C or the Corporation Treasurer.

<p style="text-align: center;"><i>Responsibilities of the Sponsoring Committee Treasurer</i></p> <ul style="list-style-type: none"> • Assumes responsibility for and maintains squadron funds. • Prepares monthly statements and pays all invoices. • Keeps inventory of non-military items. • Prepares the Annual Report (ACC-9) and submits it to the Sponsoring Committee. • Prepares and controls all official receipts for donations. 	<p style="text-align: center;"><i>Financial Responsibilities</i></p> <div style="text-align: center;">  </div> <ul style="list-style-type: none"> • Financial responsibilities for the operation of the squadron are shared by: <ul style="list-style-type: none"> - The Sponsoring Committee. - The Commanding Officer.
<p style="text-align: center;"><i>Financial Responsibilities</i></p> <ul style="list-style-type: none"> • Preparation, funding and implementation of the squadron’s annual operating budget. • Processing all financial transactions and preparing financial statements. • Providing petty cash to the Commanding Officer. • Maintaining financial records. 	<p style="text-align: center;"><i>The Squadron Budget</i></p> <ul style="list-style-type: none"> • <i>The Commanding Officer should submit prioritized spending estimates to the Sponsoring Committee at the start of each training year.</i>

Preparation of the Squadron Budget Should Involve:

- Compilation of a list of prioritized planned activities along with proposed dates for activities.
- Compilation of items required for Cadet activities.
- Assign a cost to each activity or items to be acquired.
- Define fund-raising ideas and estimate revenue potential.
- Estimate amounts of DND grants.
- Adjust proposed activities and acquisitions to reflect revenue potential as required.

Gliding Centers

Supporting the flying and gliding program is one of the major activities of the ACL (MB) Inc. If you have the opportunity to visit one of the gliding centers, you will find it a valuable experience.

The schedule for each weekend at the gliding centers is now on the ACL (MB) Inc. Web Site. Many SRC-LM try to visit the center when "their" squadron is flying. You should telephone the gliding center on the day you will be visiting to make sure that gliding operations are still on. Dress casually, but wear your name tag ... it will help to identify you to the cadets and the gliding center staff. If you are lucky, you will even get a flight in one of our gliders... but only after all the cadets have flown.

Interviews

Each year, many cadets apply for National Courses (flying and gliding, technical training, athletic leadership, space camp, survival instructors, international exchange, airport operations and the senior leader's course). As part of the application process, the cadet is required to attend an interview with representatives of the ACL (MB). Many Directors are normally assigned to sit on one of the interview boards. These interviews are normally held in February.

The local squadron is also encouraged to hold its own interviews to select a candidate for the National Courses. As the ACL (MB) representative, you may be asked to participate in this activity at your squadron.

Interviews are also conducted to screen prospective CIC officers and civilian instructors. If the commanding officer asks you to participate in one of these interviews you should try to accommodate the request. It will give you the opportunity to have input into the selection of squadron staff at the earliest possible opportunity. If you do participate in an interview for a prospective CIC officer, please notify the Provincial office of this fact, as well as, your observations about the prospective candidate. The ACL (MB) Chair normally signs the CF-324 on behalf of the League.

Depending on your level of involvement with the squadron, you may also be asked to provide some input on the selection of awards for the Annual Ceremonial Review and possible promotions.

Records

It is very useful to keep records of your League related activities, reports and expenses. The following guidelines may prove helpful.

- Keep a separate file for each squadron assigned to you.

- Keep a separate file for information sent to you by the Provincial Office (bulletins, reports, updates, etc.)
- Using your personal computer can save time especially if you put forms such as the visit Checklist in your files as a template. You can then e-mail reports (if you are on the Internet) to your squadrons, SRC-C, etc...
- E-mail is also a great way to communicate with the Provincial Office, as well as your squadrons.

Special Events

During the course of the year, you may have the opportunity to attend some special events in your capacity as an ACL (MB) Director. These could include activities sponsored by the squadron (special parades, weekend training, etc.) as well as other provincial events (band and drill competitions, combined-training activities). If you have the opportunity to attend some of these activities you should do so. It will give you an insight into other aspects of the Air Cadet training program.

The SSC or the Commanding Officer may also invite you to attend special events at the local level. These could include social activities (such as a Christmas dinner) or special meetings with parents or with the sponsors.

You also have an open invitation to attend special activities and meetings sponsored by the ACL (MB). These include the Annual General Meeting (usually September), the Semi-Annual General Meeting (April), if held, the Provincial Effective Speaking Competition (May long weekend). Not only will these meetings provide you with additional information about ACL (MB) functions, it will also give you the opportunity to network with fellow directors.

SUMMARY

This handbook is designed to help answer a number of questions that you may have as you start your involvement with the ACL (MB) SRC. However, there is no way that we could ever hope to anticipate all of the questions which new members might have. If you have a question that is not answered here, your first contact should be the SRC-C. This individual will be your mentor and advisor during your time with the ACL (MB). If the SRC-C cannot answer your question, he or she will know where to find the answer. Do not hesitate to contact your SRC-C for help.

ANNEX A
SRC-LM Visit Report – Completion Guide

	<p>AIR CADET LEAGUE OF CANADA (MANITOBA) INC. SPONSOR RELATIONS COMMITTEE – LIAISON MEMBER SQUADRON VISIT REPORT COMPLETION GUIDE</p>
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Visit By:		Accompanied by:	
<i>League Representative</i>		<i>Military or Other</i>	
Squadron	Location	Visit Date	
Cadets: <i>Obtain from Administration Officer</i>			
	Male	Female	Total
On Strength			
On Parade <i>Include excused</i>			
Sponsoring Body:			
Sponsoring Committee Chair		In Attendance: Yes ____ No ____	
Comments: <i>Your visit should be coordinated with both the Squadron Sponsoring Committee (SSC) Chair and the CO. Your visit with the SSC-C is to determine if there are any issues that require assistance from the Provincial League. Your remarks should include the composition of the sponsoring committee, their level of activity, current key issues etc. Does the Chair or members of the committee visit or get involved with squadron activities on a regular basis?</i>			
Parents Committee: Yes ____ No ____			
Comments: <i>If the squadron has a parents' committee comment on its composition, its role in the squadron, activities etc. Does there appear to be any role conflict between the parents' committee, the sponsoring committee and the squadron staff? If the parents' committee has a written constitution or terms of reference see if you can get a copy of it. It's useful to share these documents with other squadrons.</i>			
Squadron Accommodations:			
Comments: <i>Comment on the adequacy of the squadron's accommodations. Does the squadron have adequate space for administration, supply, and classrooms? Be sure to take into consideration, however, the realities of the community that the squadron operates within.</i>			
Fund Raising & Finance:			
Comments: <i>The Squadron Sponsoring Committee should be supervising squadron finances. What are the main sources of income for the squadron? What are some of the fund raising activities that they are currently involved in, or are planning? What are some of the key financial issues? Has the ACC9, Squadron Financial Statement, been filed for the most recent fiscal year? Does the squadron have a registration number to issue Charitable Donation receipts? Has the annual report to the Canada Customs & Revenue Agency been filed?</i>			

Squadron Personnel & Organization:					
<p>Comments: <i>Chat with squadron's officers and instructors. They'll usually provide an insight into some of the issues the squadron faces, their roles and responsibilities, and some interesting suggestions as well. We do have a role to play in ensuring that the squadron has a strong organization with a succession plan in place.</i></p>					
Squadron Training & Activities:					
<p>Comments: <i>Is an effective training plan in place, and is it being executed. You'll find it useful to sit in on some of the classes for a short while and observe some of the training delivered to cadets. Usually the training officer will welcome any constructive criticism you may have to offer. Informal chats with cadets will also provide you with an insight into the effectiveness of the squadron's program.</i></p>					
General Remarks:					
<p><i>Remember that the Air Cadet League, that you're representing, has a responsibility to provide and supervise local sponsors, as well as, in co-operation with the Canadian Forces, supervise and administrate air cadet squadrons. We do have a role to play to ensure that our program is functioning effectively in all 23 squadrons.</i></p>					
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SRC Chair's Remarks:					
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