



**351 Silver Star Squadron  
Royal Canadian Air Cadets**

**SQUADRON TERMS OF REFERENCE**

1 September 2021



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## Foreword

1. The 351 Silver Star RC(Air)CS Terms of Reference are issued by the Commanding Officer. This issue supersedes all such orders that had been previously issued.
2. The purpose of these Orders is to provide direction to the staff and cadets regarding operations and functions of the Squadron.
3. All staff and senior cadets will read these directives. Necessary amendments will be published as required.

// original signed //

H. Li  
Major  
Commanding Officer  
351 Silver Star Squadron RC(AIR)CS

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## INTRODUCTION

1. Squadron Terms of Reference are issued by the Commanding Officer. These Standing Orders outline the established policies and procedures as carried out by the Squadron and are to be adhered to by all cadets, civilian instructors, volunteers and officers associated with 351 Silver Star Squadron.
2. Recommendations for amendments to the Terms of Reference may be submitted to the Commanding Officer for consideration.

## TERMS OF REFERENCE

3. Commanding Officer. The Commanding Officer shall carry out all duties as outlined in CATO 11-36 ANNEX S. The Commanding Officer of a cadet corps/squadron is responsible to the Regional Cadet Officer through the RCSU Area OIC for all cadet matters pertaining to that corps and for the training and administration of officers of the Cadet Instructors Cadre (CIC), civilian instructors, and cadets serving with his or her cadet corps.
4. Senior COATS NCM. The Senior COATS NCM shall be responsible to the Squadron Commanding Officer for carrying out all assigned duties and also:
  - a. Assist the Commanding Officer with carrying out his/her duties; and
  - b. Carry out all other duties assigned by the Commanding Officer.
5. Deputy Commanding Officer. Squadron Deputy Commanding Officer shall be responsible to the Squadron Commanding Officer for carrying out all assigned duties and also:
  - a. Assist the Commanding Officer with carrying out his/her duties;
  - b. Carry out all duties of Commanding Officer in his/her absence; and
  - c. Carry out all other duties assigned by the Commanding Officer.
6. Training Officer. Squadron Training Officer shall be responsible to the Squadron Commanding Officer for carrying out all assigned duties and also:
  - a. Develop a training program in accordance with established Cadet Training Directives as found in CATOs and QSPs;

- b. Complete and submit to the Commanding Officer all Cadet Service / Activity Requests (CSAR) for supported (Mandatory / Complementary) training days.
- c. Maintain training records of cadets IAW the National Information Management System for the Canadian Cadet Organization (*known as **FORTRESS***) see CRC SO 104/05.
- d. Plan and maintain the master training plan (MTP) and assigning qualified instructors to individual lessons at least 2 weeks in advance;
- e. Assist and supervise instructors and senior cadets in the preparation and presentation of their lessons;
- f. Arrange guest speakers and other voluntary instructors to supplement unit staff;
- g. Ensure the cadet squadron is in possession of all required training material and reference manuals;
- h. Ensure the on-going individual training and development of all instructional staff;
- i. Ensure that an adequate system of tests is used to monitor the efficiency of training and individual cadet's progress according to the QSPs;
- j. Compile all training results;
- k. Organize cadet unit drill; ceremonial parades and inspections;
- l. Ensure that the training program is completed;
- m. Complete After Action Reports and/or debriefing of events, as required;
- n. Coordinate promotional testing cycles and results;
- o. Recommend to the Commanding Officer training appointments and Officers / Cadets of Primary Interest (OPIs / CPIs) for supported training days;
- p. Designate a Duty Officer for each training night;

- q. Coordinate with the Safety Officer for all aspects in conducting training in a safe environment; and
  - r. Carry out all other duties assigned by the Commanding Officer.
7. Level Officer. A Level Officer shall be responsible to the Squadron Commanding Officer through the Training Officer for carrying out all assigned duties and also:
- a. Develop a specialized level training plan within the squadron training schedule to complete the assigned specialized level training;
  - b. Maintain effective 2-way communication with the Commanding Officer and Training Officer with regard to the planning and conduct of assigned specialized level training;
  - c. Update cadet records in Fortress within 3 weeks of completion of assigned specialized level training;
  - d. Ensure the cadet squadron is in possession of all required training material and reference manuals;
  - e. Complete After Action Reports and/or debriefing of events, as required
  - f. Make recommendations on promotions according to CATO 13-02 and squadron policies; and
  - g. Carry out all other duties assigned by the Training Officer / Commanding Officer.
8. Administration Officer. The Squadron Administration Officer shall be responsible to the Commanding Officer for carrying out the following duties:
- a. Maintain current records on all officers, volunteers, civilian instructors and cadets;
  - b. Organize the completion of any necessary application forms for staff and cadets;
  - c. Maintaining records showing attendance of each cadet for both mandatory and optional training;
  - d. Maintain administration of cadet records in Fortress;

- e. Preparing and expediting all reports, documents and other correspondence for the Commanding Officer's signature;
  - f. Preparing pay submissions;
  - g. Ensuring prompt and proper submission of all claims;
  - h. Maintaining the Squadron filing system;
  - i. Advising the Supply and Training Officers of names of cadets enrolled and released; and
  - j. Carry out all other duties assigned by the Commanding Officer.
9. Supply Officer. Squadron Supply Officer shall be responsible to the Commanding Officer for carrying out the following duties:
- a. Conduct uniform issue, exchange, and return sessions at regular intervals;
  - b. Maintain adequate stock of cadet uniform parts of common sizes;
  - c. Order new cadet uniform parts after depleting existing stock;
  - d. Undertake measures for recovering uniforms promptly from cadets no longer on strength;
  - e. Maintain accurate cadet clothing records;
  - f. Maintain accurate electronic copy of the inventory of all items (Squadron and DND) in supply and on loan;
  - g. Maintain customer account and individual loan cards affecting the accounting of material on loan to the Squadron;
  - h. Carry out customer account verifications at designated intervals, on appointment of a new Supply Officer or Assistant and on the changing of a Commanding Officer;
  - i. Ensure all supply requests are followed through promptly;
  - j. Submitting written report to the Commanding Officer on discovery of loss or damage to material; and
  - k. Carry out all other duties assigned by the Commanding Officer.
10. Squadron Duty Officer. The Duty Officer shall be responsible to the Commanding Officer for the following duties:



- a. Ensure all cadets remain within the building during regular training nights;
  - b. Follow up with discipline issues as required;
  - c. Ensure all classrooms are back in good order at the conclusion of training (i.e. board cleaned, chairs back in same classroom...etc);
  - d. Be the last staff member to leave on a regular training night. Ensure all cadets have left before going home; and
  - e. Carry out all other duties assigned by the Commanding Officer.
  - f. Only a CIC / CI should be assigned the role of a Duty Officer.
11. Safety Officer. REF: Tasking Order 002 (COVID). The Safety Officer shall be responsible to the Commanding Officer for the following duties:
- a. All aspects of safety, command and control, welfare and good order of all adult staff, cadets, and others in relation to safe operations in a COVID-19 environment as per Natl CJCR Sp Gp Orders and directives;
  - b. Set-up and execution of screening protocols, ensuring the completion of all documents required to ensure effective contact tracing, should it be required; and
  - c. Carry out all other duties assigned by the Commanding Officer.
12. Band Officer. The Band Officer shall be responsible to the Commanding Officer for the following duties:
- a. Coordinating all training associated to the Band;
  - b. Maintain accurate cadet attendance;
  - c. Completing the necessary Cadet Service / Activity Request (CSAR) involving the Band;
  - d. Liaise with external agencies who request the participation of the Band;
  - e. Submit the annual Band/Music Program update IAW CRCO 1826 Annex B before the required deadline;

- f. Complete After Action Reports and/or debriefing of events, as required;
  - g. Perform yearly instrument and band equipment inventory and submit written report to the Commanding Officer and Supply Officer for cases of loss or damage; and
  - h. Carry out all other duties assigned by the Commanding Officer.
13. Team Coach/Officer. A Team Coach/Officer shall be responsible to the Commanding Officer for the following duties:
- a. Coordinating all training associated to the respective team;
  - b. Maintain accurate cadet attendance;
  - c. Completing the necessary Cadet Service / Activity Request (CSAR) involving the team;
  - d. Complete After Action Reports and/or debriefing of events, as required;
  - e. Perform yearly equipment inventory and submit written report to the Commanding Officer and Supply Officer for cases of loss or damage; and
  - f. Carry out all other duties assigned by the Commanding Officer.
14. Squadron Warrant Officer (SWO). The Squadron Warrant Officer is responsible to the Commanding Officer for the following duties:
- a. Liaise between Officers and Cadets;
  - b. Encourage Senior NCOs to provide suggestions for squadron activities (including written plan, costs, etc);
  - c. Maintain and improve squadron morale and esprit de corps;
  - d. Ensure all timings are met by all personnel;
  - e. Supervise squadron phoning/communicating system;
  - f. Maintain and improve uniform and drill standards;
  - g. Develop qualities of leadership in followers;
  - h. Handle squadron level disciplinary action (i.e. behaviour);

- i. Organize regular NCO meetings;
  - j. Delegate squadron tasks;
  - k. Provide reports on all squadron issues to officers;
  - l. Supervise Senior NCOs and correct as necessary;
  - m. Conduct squadron drill parades;
  - n. Assist in the implementation of the Squadron Training Program;
  - o. Carry out all other duties assigned by the Commanding Officer.
15. Flight Officer: The Flight Officer is responsible to the Commanding Officer for the following duties:
- a. Maintain a point of contact for Flight Sergeant and Flight Cadets;
  - b. Carry out disciplinary actions for flight cadets in consultation with the Commanding Officer in accordance with CATO 15-22;
  - c. Supervise flight nights; and
  - d. Carry out all other duties assigned by the Commanding Officer.
16. Flight Sergeant: (a.k.a. Flight Commander) The Flight Sergeant is responsible to the Squadron Warrant Officer and Flight Officer for the following duties:
- a. Maintain accurate flight attendance;
  - b. Organize flight phoning/communicating structure and execute each week keeping cadets informed;
  - c. Maintain and improve flight morale and esprit de corps;
  - d. Enforce and improve uniform standards;
  - e. Enforce and improve drill standards;
  - f. Organize flight events and submit written plan to Squadron Warrant Officer;
  - g. Submit cadet excused list to Squadron Warrant Officer;
  - h. Develop qualities of leadership in followers;

- i. Delegate flight tasks;
  - j. Handle flight level disciplinary action (e.g. uniform, misbehaviour);
  - k. Enforce and emphasize timings (e.g. form-up);
  - l. Perform regular uniform inspections;
  - m. Provide suggestion for squadron activities (i.e. written plan, costs, etc);
  - n. Provide report on all flight activities/issues to Squadron Warrant Officer;
  - o. Conduct all flight drill parades; and
  - p. Ensure cadets in their flight are in proper dress and well turned out for training nights.
17. Cadet Administration Warrant Officer. The Cadet Administration Warrant Officer is responsible to the Admin Officer for the following duties:
- a. Instruct Duty Cadets weekly responsibilities.
18. Duty Cadet. The Duty Cadet is responsible to the Cadet Administration Warrant Officer for the following duties:
- a. Record the names of all guests who enter; Escort guests to office
  - b. Record the names of all cadets arrive late and/or leave early;
  - c. Ensure instructors receive “5-minute warning” that the instructional period is about to end;
  - d. Transpose/prepare squadron attendance;
  - e. Enter squadron attendance online by break time;
  - f. Prepare classrooms before instruction begins (i.e. doors are unlocked, chairs are down, etc);
  - g. Ensure classrooms are returned to their original state before all personnel exit the building;
  - h. Deliver squadron attendance to Administration Officer;
  - i. Challenge cadets wandering hallways during instruction periods;

- j. Usher guests at final parade to bleachers or waiting area; and
  - k. Collect and organize warning orders.
19. Cadet Training Warrant Officer. A Cadet Training Warrant Officer is responsible to the Training Officer for the following duties:
- a. Monitor MTP to ensure instructors and locations are assigned at least 2 weeks in advance.
  - b. Ensure instructors are aware of classes to be taught;
  - c. Inform Training Officer of any changes to training schedule;
  - d. Assist instructors with obtaining material for training aids; and
  - e. Perform duties as assigned by the Training Officer.
20. Cadet Level Warrant Officer. A Cadet Level Warrant Officer is responsible to the Cadet Training Warrant Officer and Level Officer for the following duties:
- a. Assist the Cadet Training Warrant Officer / Level Officer in carrying out their duties related to a particular level; and
20. Perform duties as assigned by the Cadet Level Warrant Officer / Level Officer.
21. Instructor. An instructor is responsible to the Cadet Level Warrant Officer and Level Officer for the following duties:
- a. Checking training schedule for assigned PO/EO instruction periods;
  - b. Making appropriate lesson plans from Course Training Plan including main teaching points and informative sub-material;
  - c. Be fully prepared to conduct assigned instruction by having all necessary material and training aids ready when needed;
  - d. Reassign lesson if unable to instruct (i.e. absent) to another available instructor. Prepared lesson plan must be submitted to substitute instructor prior to scheduled lesson;
  - e. Discuss potential changes to Training Schedule with the Training Officer / Level Officer;
  - f. Report PO progress to the Training Officer / Level Officer;

- g. Submit written report upon completion of level PO including cadet attendance, evaluations, and attained mark to the Training Officer/Level Officer;
  - h. Submit written request for training aids to the Training Officer / Level Officer at least one (1) week prior to scheduled lesson; and
  - i. Instruct in a professional, informative, and creative manner capturing the interest of all trainees in a healthy learning environment.
22. Cadet Supply Assistant. A Cadet Supply Assistant is responsible to the Supply Officer for the following duties:
- a. Schedule cadets for supply appointments as needed;
  - b. Assist the Supply Officer to size and fit cadets for their regular uniforms. Ensure appropriate paper work is completed; and
  - c. Assist the Supply Officer in the tracking of new uniform parts.
23. Officer of Primary Interest. The Officer of Primary Interest (OPI) is the officer that is responsible for the planning, organization, and execution of an activity. The OPI can be either an **Officer or Civilian Instructor commissioned, or a non-commissioned officer**. The OPI is responsible for:
- a. Ensuring that the appropriate amount of **staff supervision** is present for their activity. **An OPI cannot be a Volunteer**. See **CATO 13-12CJCR Grp Order 5001-0**.
  - b. Coordinating with other squadron / unit OPI, where a multiple-unit event is planned;
  - c. Submitting a Cadet Service / Activity Request (CSAR) where necessary; a minimum of 45 days in advance of a supported activity; 30 days in advance of a non-supported activity;
  - d. Manage warning order, online sign up, selection and notification of cadets;
  - e. Forward the nominal roll of the event to the Administration Officer after the completion of the activity; and
  - f. Evaluate the CPI and give an interview briefing as to their performance during the activity.

24. Cadet of Primary Interest. The Cadet of Primary Interest (CPI) is the cadet who is responsible for following the OPI directions in the planning, organization, and execution of the event.
25. 2<sup>nd</sup> Cadet of Primary Interest. Under the direction of the CPI the 2<sup>nd</sup> Cadet of Primary Interest (2IC) is to organize and run the small details of the event.
26. Unit Public Affairs Representative. The UPAR is responsible to the Commanding Officer for the following duties:
  - a. Monitoring the unit social media accounts for security, accuracy, policy and propriety (SAPP);
  - b. Assist with Public Affairs (PA), media relations and community relations in accordance with DAOD 2008 series, CATO 13-33 and 11-06;
  - c. Encouraging corps/squadron level participation in area, regional and national public affairs initiatives;
  - d. Identify, recommend, and supervise qualified cadets for the position of Unit Cadet Correspondent;
  - e. Supervise and maintain unit equipment used for PA purposes;
  - f. Advise Unit CO of any opportunities for PA content during approved cadet activities;
  - g. Review media intended for public publishing for any elements that may portray the Unit or CCO in a negative or unprofessional manner.
  - h. Carry out all other duties assigned by the Commanding Officer.
27. Unit Cadet Correspondent: The Unit CC is responsible to the UPAR for the following duties:
  - a. Assisting with public affairs (PA), media relationship, and community relations in accordance with DAOD 2008 series, CATO 13-33, and 11-06;
  - b. Assist with use of unit social media accounts in security, accuracy, policy, and propriety (SAPP), under the direction of the UPAR;
  - c. Encourage unit level participation in area, regional, and national cadet public affairs initiatives;

- d. Identify interesting PA opportunities about cadets in the unit and advise UPAR regarding these opportunities;
- e. Advise UPAR and Unit CO of any opportunities for PA content during approved cadet activities;
- f. Utilize unit equipment to capture still and video imagery during approved cadet events to highlight themes, messages, and activities of the unit and CCO;
- g. Share captured imagery/created media with the UPAR, and submit any media intended for public publishing to UPAR for approval; and
- h. Carry out all other duties assigned by the UPAR.



SQUADRON ORGANIZATIONAL CHART

