



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

**SQUADRON STANDING ORDERS**

1 September 2019

Record of Amendments

Amendment No.	Subject	Dated	Entered by
01	Update of new terminology and expectations.	1 Sep 19	Capt Li

## Foreword

1. The 351 Silver Star RC(Air)C Squadron Standing Orders 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 cadets will read these directives. Necessary amendments will be published as required.

// original signed //

H. Li  
Capt  
Commanding Officer  
351 Silver Star Squadron RC(Air)CS

TABLE OF CONTENTS

RECORD OF AMMENDMENTS..... 2  
FOREWORD ..... 3  
TABLE OF CONTENTS ..... 4  
INTRODUCTION ..... 5  
PART I – DRESS AND DEPARTMENT ..... 5  
    CHAPTER 1 - DRESS ..... 5  
        GENERAL ..... 5  
        LOST, DAMAGED, OR STOLEN UNIFORM PARTS..... 6  
    CHAPTER 2 – DEPARTMENT ..... 6  
        GENERAL ..... 6  
        MOVEMENTS ..... 7  
PART II – POLICY AND PROCEDURE ..... 7  
    GENERAL ..... 7  
    CHAIN OF COMMAND ..... 8  
    PAYING OF COMPLIMENTS ..... 8  
    SAFETY AND SECURITY ..... 9  
    FIRE ORDERS ..... 10  
    REPORTING LOSS, THEFT OR DAMAGE..... 10  
    CALL-OUT PROCEDURE ..... 11  
    PROMOTIONS ..... 11  
    DISCIPLINE ..... 11  
    INTERVIEWING AND COUNSELLING ..... 11  
    DISCIPLINARY PROCEDURES..... 11  
    GRIEVANCE PROCEDURES..... 13  
        BACKGROUND..... 13  
        PROCEDURE ..... 13  
    SMOKING ..... 15  
    ALCOHOL..... 15  
    DRUGS..... 15  
    HARRASSMENT ..... 15  
    ABUSE..... 16  
    POSITIVE SOCIAL RELATIONS FOR YOUTH TRAINING ..... 16  
    FRATERNIZATION..... 16  
    ATTENDANCE..... 16  
    LATE ARRIVALS/ EARLY DEPARTURES ..... 17  
    MANDATORY EVENTS..... 17  
    COMMUNICATION..... 17  
    PROCUREMENTS ..... 17

PART I – DRESS AND DEPARTMENT

CHAPTER 1 - DRESS

GENERAL

1. All cadets shall conform to the Air Cadet Dress Regulations, CATO 55-04, while in uniform.
2. All CIC Officers shall conform to the Canadian Forces Dress Instructions.
3. All Civilian Instructors shall wear appropriate attire during Squadron training nights and training activities.
4. The highest standard of dress will be maintained. Dress of the day will be published in the Weekly Routine Orders or advised in the Operation Orders (Op Orders) for the Mission or Field Training Exercise.
5. Each cadet shall wear the correct uniform as stated in the Routine Orders and illustrated in the Cadet Dress Regulations.
6. Uniforms returned to the Supply Officer shall be clean (washed, if applicable) and in good repair. Badges of rank and qualification shall be carefully removed so as to not rip or tear the uniform.
7. Cadets are subject to the dress regulations outlined in the Cadet Dress Regulations guidelines. These guidelines will be introduced to the Squadron at the first Commanding Officer's parade of each respective year. Each cadet shall have read and understood the guidelines upon distribution.
8. Under no circumstances shall civilian articles of clothing be worn with any part of an Air Cadet or CF uniform, except in situations where approved by the CO's (i.e. cold weather if a cadet does not have a parka).
9. The following is the order of dress for:

	<b>Cadets</b>	<b>CIC Officers</b>	<b>Civilians</b>
Field Training Exercise	Field Training Uniform / appropriate outdoor wear	CADPAT	Appropriate outdoor wear
(Winter) Regular Training Night	C-3	No. 3C	Business casual
(Summer) Regular Training Night	C-2B	No. 3B	Business casual

	<b>Cadets</b>	<b>CIC Officers</b>	<b>Civilians</b>
CO's Inspections	C-1	No. 3 (Duty)	Semi-formal
Annual Ceremonial Review	C-1	No. 1A	Semi-formal
Mess Dinner	C-8	No. 2 / 2B	Semi-formal

### LOST, DAMAGED, OR STOLEN UNIFORM PARTS

10. Each cadet is held responsible for their respective uniform and has agreed (by signing the supply record sheet) to return all parts to Supply upon termination or retirement from the Squadron as they were issued.

11. Cadets may retain badges earned. Senior ranks may retain the Tunic at the discretion of the Commanding Officer.

12. It is understood that cadets and parents/guardians are held responsible for lost or stolen uniform parts.

### CHAPTER 2 – DEPARTMENT

#### GENERAL

13. All members of Squadron including, cadets, civilian instructors, volunteers and officers shall conduct themselves in a professional and responsible manner at all times.

14. Cadets are reminded that during authorized cadet events they are to conduct themselves in a manner to reflect favourably on the Air Cadet Movement. Any misdemeanour by a Cadet reflects on all Cadets; appropriate disciplinary action will be taken.

15. Cadet NCO's are responsible for the department of those under their supervision and Cadets are accountable to their Cadet NCO's for their department.

16. Cadets shall conduct themselves as model Canadian citizens at all times.

17. Foul language, abuse, fighting, insolence and rudeness shall not be tolerated.

18. Personnel shall not touch the property of others without expressed permission.

19. Personnel shall address each other by rank and surname.

20. All personnel shall ensure they have all their belongings with them prior to leaving the training area(s).

21. Cadet NCOs shall maintain exemplary deportment at all times.
22. All personnel are expected to read the Weekly Routine Orders (WROs) posted, and shall follow the timetable included as well as being familiar with the items the WROs contain.
23. Chewing gum, spitting, slouching, sauntering, hands in pockets, smoking, walking arm in arm and similar deportment which detracts from the military appearance is unacceptable for personnel while on cadet time.

### MOVEMENTS

24. Individuals. All personnel who find it necessary to move from one area of the school to another shall do so by marching properly in a single file down the far right side of all halls and remembering to pay all respects as necessary.
25. Flights. When moving from one area to another, Flights will be marched by the Flight NCO.

### PART II – POLICY AND PROCEDURE

#### GENERAL

26. Cadets found in violation of the squadron policies or the Cadet Code of Conduct will be dealt with accordingly by the Commanding Officer. Discipline may range from written warnings to dismissal from the Squadron according to CATO 15-22.
27. At the completion of the scheduled training evening, all cadets and staff are required to leave the premises immediately after attending the closing Parade.
28. Cadets are to notify their parents and/or guardians to arrive at the school for pick up no later than 2145 hrs on regular training nights.
29. If cadet has not arranged for pickup at end of any cadet activity within a reasonable period of time, the cadet will be dropped off at the nearest police station.
30. All 351 cadet events must be sanctioned by the Commanding Officer. Staff will not meet cadets outside official cadet events as per Central Region Code of Conduct. The Commanding Officer must be notified should there be a risk of confusion whether an event is a cadet event (e.g. cadet dance hosted by other units).

31. Cadets will not drive other cadets during cadet activities. Staff and volunteers (i.e. occasional drivers) may drive cadets in personal vehicles only in certain circumstances and at the discretion of the Commanding Officer.

### CHAIN OF COMMAND

32. All personnel shall use the chain of command for all routine matters.

33. Cadets shall know the name, phone number and email address of their Flight NCOs and shall communicate with them should any problem or question arise.

34. Routine matters should always be directed to Flight NCOs for resolution.

35. The squadron website 'Contact Us' section is for public use and is not part of the chain of command for cadets unless pertaining to issues concerning safety of the cadets or when other communication channels have been exhausted.

36. Should a Cadet have a complaint or problem with his or her Flight he/she may address the problem to the Flight Sergeant or an officer depending on the complaint.

37. All Squadron personnel shall demonstrate good manners at all times to superiors, subordinates and acquaintances alike.

### PAYING OF COMPLIMENTS

38. Compliments will be paid in accordance with current regulations.

39. Headdress is mandatory while in uniform and saluting is required in all areas when passing or reporting to a Commissioned Officer.

40. Non-saluting zone for regular training night is defined as areas outside of the parade square (gym). An eyes right or left will be used instead.

41. During raising and lowering of the flag ceremonies when in uniform. All Staff and Cadets will face the flag and salute. Cadets will form up in their respective flights.

42. All Cadets invited to enter a Commissioned Officer's office while wearing headdress shall salute.

43. All Cadets wearing headdress when addressed by a Commissioned Officer shall salute.



44. Subordinate and Junior Officers wearing headdress when addressed by a senior Officer will salute.
45. When an individual passes a Commissioned Officer or a group of Commissioned Officers a salute will be given. In the case of Officer Cadets and Civilian Instructors proper eyes right or left shall be given.
46. When two Officers are in the same area, paying compliments shall be paid to the highest-ranking individual.
47. Cadets are required to salute once at the beginning and conclusion of each conversation the cadet might have with any Commissioned Officer.
48. Officer Cadets and Civilian Instructors shall not be saluted but cadets will stand at attention until informed to stand easy.
49. Duty Cadets will salute at the entrance of the Duty Office at the beginning of their duty and at the end of their duty. Saluting each time they enter and exit the Duty Office during their night of duty will not be required.

#### SAFETY AND SECURITY

50. Any area used by 351 Squadron is equipped with smoke detectors and heat-activated devices. Tampering with these devices is prohibited. Do not jeopardize life by tampering with fire detectors or equipment.
51. There will be no smoking anywhere at any training locations. No open flame of any kind will be permitted in any area or property of the training location.
52. Any food that is purchased during breaks is to be consumed prior to entering the classrooms. No food is to be consumed in classrooms.
53. Housekeeping will be maintained to high standard. All refuse material is to be placed in waste receptacles and emptied at least daily, or when full, to outside disposal containers.
54. Restricted Access Areas. Only authorized personnel are permitted in the following areas:
  - a. Commanding Officer's work area & filing cabinets;
  - b. Training Office/Section & filing cabinets;
  - c. Administration Office/Section & filing cabinets; and
  - d. Supply Office & filing cabinets.

## FIRE ORDERS

55. In case of fire:

- a. Immediately shout: "FIRE! FIRE! FIRE!";
- b. Pull the nearest fire alarm station; and
- c. Call 911 from a safe location (**by a 351 Sqn staff member only**).

56. The marshalling point is communicated through the Chain of Command and reinforced in periodic drills.

57. The senior rank on the Parade Square will ensure that all cadets from the school proceed directly to the marshalling point.

58. When the squadron is parading the cadets will leave the building through the nearest exit , **then proceed without running** to the marshalling point as instructed by Flight NCO's.

59. Cadets will remain at the marshalling point until ordered to return to their area. In the event of a fire, do not panic, remain calm and ensure everyone has been evacuated and accounted for.

60. In the event of a fire at Bur Oak Secondary School, all will exit the school to the parking lot at the south of the school. Flight Commanders will form up their flights and take attendance. Attendance results will be provided to the senior staff member present.

61. In the event of a fire at the squadron office, the senior rank in the Headquarters will ensure that all personnel proceed directly to the marshalling point at the front parking lot of the building.

62. In the event of a fire at any other training location, detailed fire procedures will be included in the safety briefings.

## REPORTING LOSS, THEFT OR DAMAGE

63. Theft of personal or public articles is considered a serious offence and will be dealt with accordingly. The appropriate Flight Commander will be advised if corrective action is required.

64. Any loss, theft or damage of personal or public property shall be immediately reported to the Duty Officer. The Duty Officer will then make out a

written report and submit it to the Deputy Commanding Officer, who will then inform the Commanding Officer and complete any administrative action.

### CALL-OUT PROCEDURE

65. The Squadron Warrant Officer is required to contact the CO each Sunday afternoon for any additional information to pass on to the cadets.

66. The emails/calls will take place before 2200 hrs.

### PROMOTIONS

67. Promotions will be reviewed throughout the training year will be at the discretion of the Commanding Officer. Cadets are promoted based on the National Standard listed in CATO 13-02.

### DISCIPLINE

68. Breaches of discipline by a cadet shall be reported to their respective Flight Commanders and will be dealt with in accordance with CATO 15-22.

69. Each cadet involved in a disciplinary situation will have the Cautionary Notice or Written Warnings placed in his/her personnel files permanently. Each cadet will have the right to discuss the incident and is required to sign the Notice/Warnings. One copy will be provided for the cadet and the other will be placed in their personnel file.

70. In serious circumstances, the cadet's parents will be requested to appear with the cadet and required to sign the respective Notices/Warnings.

### INTERVIEWING AND COUNSELLING

71. When interviewing or counselling, staff and NCOs are not to leave themselves open to the possibility of physical or verbal abuse charge. If at all possible, when interviewing or counselling a Cadet have a witness present of the same sex during the interview or counselling session. If this is not possible, due to the requirements for privacy, conduct the session in sight of others but not hearing range (i.e. on the parade square). Above all, use common sense and avoid the possibility of being unjustly accused.

### DISCIPLINARY PROCEDURES

72. The following is a four-step procedure for the discipline of all cadets and shall be conducted IAW CATO 15-22. This system will be used for all minor or major incidents where a cadet may have acted against the Cadet Code of Conduct (e.g. A cadet refuses to get a haircut, missing mandatory events, fraternization, etc).

- a. Step 1. The cadet will be informed of what action needs to be taken by a Senior Cadet (e.g. Senior Cadet must inform/remind a cadet to get a haircut).
- b. Step 2. The cadet will be given a second verbal warning which will also include a date/time that the action must be completed. The Senior Cadet/Officer who is issuing the warning must document the warning and have the document signed by the cadet.
- c. Step 3. A formal counselling session will be organized. This counselling session will result in a Cautionary Notice being issued:
  - (1) will be given by no less than two staff members. One staff member will address the issue and the second staff member will act as witness.
  - (2) the cadet must sign the Cautionary Notice and try to come up with suggestions on how to improve the behaviour. Please note that the cadet signature verifies that a counselling session has taken place.
  - (3) One copy of the Cautionary Notice will be provided and given to the cadet during the counseling session. A second copy will be placed in the cadet's file.
  - (4) The Commanding Officer will review all Cautionary Notices prior to the counselling session.
  - (5) The Commanding Officer may determine that a cadet should have privileges suspended in conjunction with the Cautionary Notice.
- d. Step 4. The Commanding Officer will request a meeting with both the cadet and their Parent/Guardian. During this meeting, a Written Warning and disciplinary action will be decided by the CO. The Commanding Officer may determine that a cadet should have privileges suspended in conjunction with the Written Warning. If the behaviour is a serious breach of conduct the CO may ask the cadet to leave the squadron. Any termination of a cadet's membership in the organization shall be IAW CATO 15-21 and a Termination Letter prepare as described in Annex A.

- e. In all cases Annex A to CATO 15-22 should be referred to in determining corrective measures to ensure transparency and procedural fairness in the process.

73. Verbal warnings can be given by anyone including senior NCOs. Cautionary notices should be given by the staff in the cadet's chain of command. Written warnings are usually accompanied by disciplinary actions in accordance with CATO 15-22 and will be reviewed by the Commanding Officer before being issued.

## GRIEVANCE PROCEDURES

### BACKGROUND

74. Appreciating the need for a formal mechanism of redress the following procedure has been created to assist members who feel they have been unjustly treated. This procedure is designed only for cadets and not for staff members. Staff members of the Canadian Forces are to refer to the Canadian Forces Streamlined Grievance Process implemented in 1998. This procedure is designed in a similar format to that used by the Canadian Forces in NDA Section 29, its amplification in the Queens Regulations and Orders (QR&Os), and its summary in the Canadian Forces Grievance Manual.

75. The decision to file a formal grievance must not be confused with the process to file an abuse or harassment complaint. Any issues of harassment or abuse are to be automatically directed to an officer and immediately to the Commanding Officer.

### PROCEDURE

#### 76. The Griever.

- a. Any cadet who believes they have suffered an injustice by any decision, act, or omission in the administration of Squadron affairs has the right to submit a grievance or appeal. A grievance may only be submitted within 2 months of the date of the occurrence being grieved.
- b. Potential grievers are encouraged to seek the least formal and most appropriate means possible to seek a solution before proceeding to file a formal grievance/appeal process. A cadet will

not be penalized for exercising the right to grieve. As such, any documentation relating to a grievance will not be placed in a cadet's file.

- c. A cadet may request a review of the matter through the CO IAW CATO 15-22 para 66 either verbally or in writing.

77. The Grievance/Appeal.

- a. A grievance is not to contain language of comments that are insubordinate, disrespectful, or are otherwise a violation of "Good Order and Discipline" unless such language or comments are essential for the purposes of clearly stating a grievance.
- b. To be considered a formal submission, a grievance must be submitted in writing, must be signed and submitted to the Commanding Officer. At a minimum a grievance must include:
  - (1) a brief description of the decision, act or omission, that is the subject of the grievance, including all supporting facts known to the griever;
  - (2) A request for determination (adjudication) and a clear statement of the full redress sought (what the griever wants to "make things right"); and
  - (3) A copy of any substantiating documents in the matter.
- c. After the matter has been reviewed by the CO and the cadet still has concerns he/she may request in writing through the chain of command that the RCSU Detachment Commander review the matter.
- d. If the grievance is against the Commanding Officer, the Detachment Commander of the Region Cadet Support Unit in Toronto is to be contacted. His/her decision or that of the RCO is the final authority in the process.

78. The Commanding Officer is responsible to investigate, review and study the facts, and make a decision in writing to the griever.

79. The Commanding Officer makes the decision to grant full or partial redress, or deny entirely the redress being sought.

80. The Commanding Officer is required to make a decision within 21 days after receiving the formal request for a redress.

## SMOKING

81. Under no circumstances shall cadets smoke or be in possession of tobacco products during all authorized cadet activities.

82. All staff, including civilian instructors, Air Cadet League Members and CIC Officers, shall not smoke in presence of cadets.

## ALCOHOL

83. No cadet shall consume or be in possession of alcoholic beverages or be intoxicated during Squadron activities.

84. No Squadron staff member, including civilian instructors Air Cadet League Members and Officers, shall consume or be in possession of alcoholic beverages or be intoxicated while in the presence of cadets.

## DRUGS

85. No member of Squadron, including cadets, civilian instructors, and CIC Officers, shall be under the influence of or be in possession of any illegal drug of any sort.

86. The Commanding Officer shall immediately notify proper local authorities of any breach of the above and the CO of RCSU.

## HARRASSMENT

87. Under no circumstance shall members of 351 Squadron, including cadets, civilian instructors and CIC Officers, exhibit conduct that offends, demeans, belittles or humiliates another person.

88. All infractions of CFAO 19-39 (Canadian Forces Policy of Harassment) will be reported to the Commanding Officer or the immediate supervisor (officer) of the harassed.

89. An officer and in turn the Commanding Officer must be notified of all cases involving harassment IAW CATO 13-24.

## ABUSE

90. Under no circumstances shall members of Squadron, including cadets, civilian instructors, and Officers, abuse or be abused by another person, whether that be emotionally, physically, verbally or sexually.

91. All infractions of CATO 13-24 (Emotional, Physical and Sexual Abuse in the Canadian Cadet Organization) will be reported to Commanding Officer or the immediate supervisor (officer) of the abused.

## POSITIVE SOCIAL RELATIONS FOR YOUTH TRAINING

92. All Cadets in Levels 1 and 4 must attend mandatory Positive Social Relations for Youth training each year.

93. Cadets who do not attend this training will be subject to dismissal from the squadron.

## FRATERNIZATION

94. The standards of personal discipline and conduct demand that personal relationships are to be set aside while engaged in any cadet training. As such, regardless of any personal relationships cadets must always exercise the principles of good leadership and pay the proper respects demanded by military procedure to the opposite sex.

95. Under no circumstances shall members of the Squadron display or engage in any act of a sexual nature. To be specific, activities such as hand holding, kissing, and other such behaviours are forbidden during any cadet activity whether in uniform or not.

## ATTENDANCE

96. Squadron Training nights are on Thursdays and all personnel on strength are to be in attendance. Cadets must maintain a minimum 60% attendance to qualify for their training levels. All squadron cadets are encouraged to maintain a minimum +70% attendance rate throughout the cadet training year.



97. Cadets are expected to arrive 15 minutes before the time instructed and shall be ready to commence the parade or training at the scheduled time.

98. It is the responsibility of the individual cadet to inform their flight NCO in advance of his/her reason(s) for being absent from a Squadron training night.

99. In the event a cadet misses an event or a training night, it is the responsibility of that cadet to contact their flight NCO to catch up on the details of the night or the event.

100. Any cadet who is absent for three (3) or more training nights in a row without notifying his/her Flight NCO shall be Struck off Strength and recovery action for uniform will be undertaken.

101. If a Cadet is aware that they will be absent from training for more than three weeks, they must inform their contact NCO or Flight NCO to request a Leave of Absence from the Commanding Officer according to CATO 13-30. Cadets who have been enrolled for less than two years are not eligible for leave of absence. Extended absences may result in lost opportunities such as Summer Courses, completion of training level and promotion.

**LATE ARRIVALS/ EARLY DEPARTURES**

102. If a cadet is late on a parade night and has missed the roll call, then that cadet must report to the Administration Officer or the Duty Sgt to have his/her name added to the attendance register and then the cadet must go directly to his/her class. If a cadet has to leave early from LHQ training, the cadet will also notify the Administration Officer or the Duty Sgt. This will keep an accurate “head count” in the event of an emergency.

**WEEKLY TRAINING ROUTINE**

	<b>Event</b>	<b>Start</b>	<b>End</b>	<b>Remarks</b>
Sunday				
Monday	Band / Flag Party	18:30	21:00	
Tuesday	Flying Scholarships	19:00	21:30	
Thursday	Training parade	18:30	21:45	See schedule
Friday	Drill Team Sports	18:30 20:30	20:30 22:00	
Saturday				
Sunday				
	Supply			As required

## Regular Training Schedule

<b>Period</b>	
Seniors Briefing	1815
Junior Cadets Arrive	1825
Fall In	1830
Opening	1830 – 1900
Period 1	1905 – 1935
Period 2	1940 – 2010
Break	2010 – 2025
Period 3	2030 – 2100
Closing	2105 – 2130
Debrief	2130

## MANDATORY EVENTS

103. The following are a list of events that every member (Officer and Cadet) of 351 Squadron are expected to attend throughout the training year.

- a. Level 1: New recruit day
- b. Level 3+: NCO day
- c. Fall Tag Days
- d. Remembrance Day Service organized by the Squadron
- e. Spring Tag Days
- f. Annual Inspection Practice, Parade set up and Parade
- g. Field Training Exercise (FTX)
- h. Marksmanship Day
- i. Gliding Day

104. Failure to attend these events will affect squadron trips, and your possible attendance at summer training.

105. If there are any circumstances that do not allow you to attend the events listed above, it is the cadet's personal responsibility to notify their flight NCO in order to be excused by the Commanding Officer.

106. All members of 351 Silver Star Squadron are expected to participate in all fundraising activities. Failure to participate will affect which cadets are selected for various optional activities.

## COMMUNICATION

107. The Internet will not be used to comment, criticize or discuss any activity at 351 Silver Star Squadron. Anyone posting or uploading any unauthorized information will face serious consequences for their actions, which may result in their dismissal. All members of the Squadron must exercise caution when using social media. No staff member shall add a cadet as a 'friend' to their personal profile on Facebook or other social media network as per the Central Region Code of Conduct.

108. All communication external to the Squadron will be done by the Commanding Officer. This includes contact with Area office, Cadet Flying Site, regional directed activities OPI...etc. The Commanding Officer may delegate communication to an external party to a staff member; in which case the member should CC the Commanding Officer.

## PROCUREMENT

109. All purchases must be approved by the Commanding Officer in advance.

110. For all high-valued purchases (over \$100), quotes from three vendors must be submitted for comparison (as much as practical).

111. For purchases of equipment over \$100 in value, item description and traceable identifier (e.g. serial number) must be submitted to the Commanding Officer and Supply Officer to be added into the squadron inventory database.

112. Invoices must be accompanied by original receipts or invoices marked paid and showing zero balance.

113. Original receipts and completed expense voucher must be submitted to the Commanding Officer / OPI as soon as possible; and no more than 7 days after a supported activity.

114. Receipts with reward points printed on will not be reimbursed. For example, points from store reward programs are often included on the receipts whereas credit card rewards are often not. When in doubt, do not claim reward points.